

**PUBLIC SECURITY INSTITUTIONS IN COUNTRIES OF CENTRAL
AND EASTERN EUROPE: IMPROVEMENT OF THE SYSTEMS OF
DEVELOPMENT OF PUBLIC SECURITY MANAGEMENT
SPECIALISTS**

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S u m m a r y

The publication provides a comprehensive analysis of possibilities to improve development of public security management specialists in the countries of Central and Eastern Europe. The focus is on *designing and improving systems of development of security public management specialists* in view of new challenges posed by the EU enlargement, formation of knowledge society and processes of globalization.

The aim of the publication is to reveal the problems that are encountered by the systems of development of public security management specialists in the countries of Central and Eastern Europe and to point out the priorities of further improvement of the systems.

The publication presents a summary of the research materials on development of public security management specialists in the countries of Central and Eastern Europe.

Topicality of the research is predetermined by the fact that the quality of development and forms of development of public security management specialists at the present moment do not comply with the requirements which are laid down by the changing political, social, economic and technological situation in Central and Eastern Europe and the European Union.

Research methodology is based on combination of methods of comparative and systemic analysis as well as experts' assessments and other methods of empiric research.

The main results of the research, which are both new and practically important, are as follows:

1. It reveals the main *problems* which are faced in the field of development of public security management specialists: development of public security management specialists lacks systematic character; processes of development are highly formalized; development is inadequately oriented to the actual needs of the state and society; too little attention is paid to European dimensions, processes of development lack international character; individualization of development is not seen as a priority.
2. It highlights the main *priorities* in the process of improvement of development of public security management specialists: coordination of activity of institutions and organizations which are involved in training and development of public security management specialists, establishing united systems of those institutions and organizations; development of

common networks of institutions and organizations involved in development of public security management specialists throughout Europe and the European Union; implementation of the idea of “life-long learning”, harmonizing developmental processes with public security management specialists’ and public servants’ career planning; ensuring that processes of development of public security management specialists assume academic character; designing long-term state strategies in the field of development of public security management specialists and public servants.

Introduction

Enlargement of the European Union and general processes of globalization and knowledge society formation determine *essential changes* in all spheres of life, including *the public sector* and *public security sector*. These changes require improving systems of development of public management and public security management and public security management specialists: development of public management and public security management specialists *has to be relevant* to new problems and new challenges.

Improvement of systems of development of public security management specialists has to be given *priority* in social, economic and political development of many countries: improvement of these systems is especially important in the countries of Central and Eastern Europe, both members of the European Union and those outside the European Union.

The necessity to improve systems of development of public security management specialists in Central and Eastern Europe is predetermined by obvious irrelevance of the systems to the public needs; the following facts serve as proofs of such irrelevance:

- the actual practice of development of public security management specialists *lacks systematic character*: in the field of development of public security management specialists there is no system that would be both *comprehensive and stable*,
- development of public security management specialists lacks orientation to such priorities as *growing European integration, internationalization and formation of knowledge society*: in the actual practice of development of public security management specialists little attention is paid to preparation of specialists to work in *common European cultural, social, economic and information space*,
- development of public security management specialists at present fails to implement the idea of “*life-long learning*” and, therefore, there are no means to ensure mobility of public security management specialists and their ability to adapt to new requirements and challenges,
- despite the fact that officially development of public management specialists is claimed to be a priority, in practice *the real significance* of development of public security management specialists is failed to be perceived: contemporary society and state, showing inadequate attention to this field, loses many chances to modernize the public sector and *public security sector* and, consequently, fails to solve major political, social and economic problems.

As the above-mentioned facts show, *improvement of systems of development of public security management specialists is an acute problem*, which can hamper further development of Central and Eastern Europe.

This problem can be perceived as a *scientific* one and as a *practical* one.

Treating this problem as a *scientific* one, all efforts should be *aimed at working out scientifically grounded principles and priorities*, which would later be applied while designing and improving systems of development of public security management specialists; also, an important objective is to *design theoretical models of such systems*.

From the *practical* perspective, it is necessary to *determine all practical means* for modernization of the public security sector and improvement of the quality of human resources in individual countries as well as in the whole European Union.

For the sake of improvement of the systems of development of public security management specialists in Central and Eastern Europe it is necessary to adopt the international experience of using various systems of development and general theoretical conclusions drawn from that experience. Moreover, it is advisable to use the knowledge gained from various empiric studies and to take into consideration specific features of individual countries. Lithuania, for instance, has accumulated quite a substantial experience in the field of improvement of public and public security

management specialists' development, which is relevant to Lithuania's political, social and economic development. Other countries of Central and Eastern Europe may find this experience, if generalized and properly applied, beneficial.

It also provides a more detail analysis of possibilities to improve the systems of development of public security management specialists in Central and Eastern Europe, the main attention being paid *to the analysis of theoretical models and generalization of practical experience.*

1. The System of Development of Public Security Management Specialists: Main Concepts and Principles of Development

Development of public security management specialists in Central and Eastern Europe is a very wide field, which can be analyzed from different aspects.

Firstly, development of public security management specialists may be analyzed *in the context of general problems of public management and public administration.* Such analysis enables to assess the role of human resources and their quality in developing the public sector and this sector's management and administration. (P. Collins, 2003; T.Horvath, 2000; M.Kelly, 1999; A.Rosenbaum, L.Gajdosova, 2003; B.Melnikas, 2002).

Secondly, development of public security management specialists may be analyzed in the context of modern science of educology and general educational practice. Such analysis allows applying advanced ideas, which have been accumulated by systems of development of different specialists (M. Armstrong, 1999, J. Stier, 2003, T. Verheijen, J. Nemeč, 2000; S. Proskurovska, 2001; A. Matveev, 2000; K. Davey, 2002; B. Kudrycka, 2003; S. Konecny, 2003).

Thirdly, development of public security management specialists in Central and Eastern Europe has to be analyzed taking in view *transformational processes* in those countries and *specific character* of public and public security management and administration in those countries. (J. Jables, 2000, G. Brunner, 2000, A. Hondeghem, 1998, R. Allen, D. Tommassi, 2001, K. Kimball, 1999).

Finally, development of public management and public security management specialists has to be directly related to the development of the European Union and formation of knowledge society (W. Currie, 2000, B. Melnikas, B. Reichelt, 2004, B. Melnikas, 2002).

It is therefore obvious that development of public security management specialists has to be based on *principles of a system.*

On the one hand, systematic approach has to be applied when trying to define *development of public security management specialists.* Development of public security management specialists is a *comprehensive process*, which develops *specialist competences* needed in public security management. This process integrates many stages: basic training and studies, various academic studies and research, various introductory and continuous training, consulting, practical tasks and work on probation, and in-service training. So, development as a system means that in the process of development the specialist constantly and continuously acquires new knowledge, improves his/her skills and adapts his/her competences to new requirements.

On the other hand, systematic approach has to be applied to describe *the system, which fulfills the function of development* of public security management specialists. It has to be noted, that concept of such system has not been clearly defined. Therefore, the following definition of the *system of development of public security management specialists* is suggested: *the system of development of public security management specialists is a system of local and international institutions and organizations, which constantly provides the public security sector with management specialists and guarantees continuous improvement of the specialists' knowledge and skills and their adaptation to the needs of a modern society and state as well as to the latest social, economic, political, cultural and technological challenges.*

This definition is *universal*; it defines *broadly* development of public security management specialists and could be applied to a) a regional, national or international system of development of public security management specialists; b) a system within a specific institution or a specific part of the public security sector.

The system of development of public security management specialists consists of various institutions and organizations with *very different functions*, the main of them being:

- *basic training and studies*, aimed at providing specialists of public security management with *initial* university or professional education, necessary to *start* work in the public security sector (within the framework of basic training and studies specialists may obtain general knowledge in management and administration, including public administration and public

security management and administration): this function of providing basic training and studies is usually fulfilled by *universities or non-university higher schools*.

- *Specialized academic studies and research in the field of public and public security management*: this functions is usually fulfilled by master-and doctoral studies at universities and by special research institutions (public and public security management specialists may renew their studies or participate in researches *periodically* throughout their life),
- *Introductory training*, so that a specialist could start working in a concrete position: this functions is usually carried out by *specialists of the public security sector*, including *public security management specialists*, in *specialized institutions for training and development*, when a specialists receives a new position.
- *In-service training, consultations, work on probation* and other means of development: these functions are carried out by various *specialized institutions*, which provide services of training, in-service training, consulting and research, as well as by *academic institutions* and organizations and those which develop *practical skills* of public security management specialists.

Institutions and organizations, which belong to systems of development of public security management specialists, have to *interact*. Such interaction always has some legal, economic, organizational and political characteristics.

In order to create a new or improve the existing system of development of public management specialists it is necessary to answer the following questions:

- Is the structure of the system *rational*, does it include all functions, necessary for development of public security management specialists throughout all their active life?
- Are the institutions and organizations, forming the system, able to *interact* properly?
- Does the system interact adequately with the state and society; is it oriented to the *actual needs* of the state and public?

Seeking to answer these questions may help find new possibilities to improve development of public security management specialists.

Efforts to improve development of public security management specialists should be based on certain principles. The main of such principles are the following:

- principle of *orientation of systems of development to the needs of the society and state*,
- principle of *permanent development*, which means that systems of development must be able prepare specialists in advance for efficient dealing with future problems of the society and state,
- principle of *innovativeness and adaptability*, which means that systems of development must be innovative, they must be able to adapt to new challenges and ensure specialists' innovativeness and creativity,
- principle of *multicultural orientations*, which means that systems of development must be open, pluralistic and able to operate successfully internationally,
- principle of *individualization of development*, which means that every individual must get a chance to satisfy his/her individual needs in every system of development.

The above principles are based on the ideas raised in many theoretical and practical works (R. Allen, 2001; K. Davey, 2002; J. Nemec, 2001; B. Melnikas, 2002).

Only having realized these principles we may create modern systems of development of public security management specialists in Central and Eastern Europe and in other countries.

2. The Main Problems Inherent to Development of Public Security Management Specialists in the Countries of Central and Eastern Europe

Analysis of the practice of development of public security management specialists in Central and Eastern Europe (especially in Lithuania and neighbouring countries) allows making many important *general conclusions*:

It can be claimed that at present moment development of public security management specialists in Central and Eastern Europe is quite successful. And this could be said first of all about present member states of the European Union. These countries:

- have a *legislative base* which is necessary to ensure constant development of public security management specialists, especially development of public servants,
- have more or less successfully operating *networks of institutions, centers and other organizations* which provide training and development of specialists,

- have adopted modern *methods* of development and training, use effective educational technologies and have a *corps of local university teachers, trainers and other necessary specialists*,
- have accumulated advanced experience in implementing modern *programmes* of development and training, the content of which is fully relevant to the European Union's provisions and traditions in the field of development of public security management specialists.

However, the same countries of Central and Eastern Europe, member states of the European Union, encounter certain *problems* in the field of development of public security management specialists.

The essential drawback is that development of public security management specialists *lacks systematic character*, because institutions and organizations involved in this process often *fail to act as one system*. The existing systems of development demonstrate *very weak interaction* and therefore they *could be called "systems" only relatively*.

Speaking about the situation in the field of development of public security management specialists in the present EU members of Central and Eastern Europe, the following has to be pointed out:

1. Most countries *lack long-term state strategies in the field of development of public management, public security management specialists and public servants*, or these strategies are *highly superficial and have no impact on further development* of such systems;

2. There is a lot of *formalism and bureaucracy* in the field of specialist development, and that becomes a factor that impairs the quality of development. It is rather a frequent practice that people *are made* to take part in various courses, seminars, etc, no matter whether they are of any use to the individuals and the institutions they represent or not, *instead of motivating them to acquire new knowledge and skills*;

3. Systems of specialist development too often *lack modern methods of quality management*: better management of systems of development would facilitate more efficient usage of resources, allocated to specialist development;

4. Systems of development often *lack coordination among institutions and organizations making up those systems*. Many institutions and organizations cooperate very little with other institutions and organizations in the same country or even the same region of the same country, they often even compete with each other. They often *lack inner communication and partnership*:

- partnerships between *academic institutions* (university faculties or departments) and *non-university training centers and schools* are very weak, or there is no cooperation at all,
- institutions and organizations of different profile, or oriented to different public sectors, form very weak partnerships,
- institutions and organizations of the same profile and with similar functions in different countries and regions form very weak and inadequate partnerships: this shows lack of attention to common European dimensions.

5. Practice of specialist development is currently guided by *priorities of national orientation*, meanwhile development of the public and public security sector and the content and quality of public security management and administration is more and more influenced by *general processes of European development and factors of transnational character*. Giving priority to national orientation *does not correspond to the needs* of internationalization and expansion of common European space, and that is evidenced by the following:

- in the process of specialist development much attention is paid to *national systems of public and public security management*; specialists receive practically no information about public and public security management in other countries, not speaking about having a chance to acquire practical skills of public and public security management and administration in other countries,
- various international exchanges in the field of development of public security management specialists are *rather less frequent* than such exchanges in the fields of business, economics, engineering, medicine, humanities (i.e. international student exchanges, international professor and teacher exchanges, exchange of syllabuses),
- institutions involved in development of public security management specialists orient them to future work in their own countries or regions, although in the conditions of European integration and European Union enlargement there is *growing demand for specialists who*

would be able to operate in single European cultural, information, legal and economic space and adapt to specific features of different countries and regions;

6. Practice of specialist development is currently dominated by *priorities of formal standardization and individual needs are not taken into account*. Specialist development is not relevant to challenges posed by knowledge society, when *individualization of every place of work gains increasingly more significance and functions carried out by those specialists change increasingly more rapidly*.

All the above said deserves serious consideration.

3. Improvement of Systems of Development of Public Security Management Specialists in Central and Eastern Europe: Priorities

Improvement of public security management specialist development in Central and Eastern Europe should be perceived as a *very important precondition* for further enlargement of the European Union. Due to this, exceptional attention must be paid to spread of *European dimensions and internationalization* in all spheres of development of public security management specialists.

It is highly essential that both Central and Eastern Europe and all the European Union adopted *common attitude* to design and improvement of systems of development of public security management specialists. This attitude should reflect orientation both to *national characteristics* of every country and to *international cooperation and harmonization of systems* of specialist development on the European scale.

Central and Eastern Europe should develop a *single conception* of how development of public security management specialists could be improved both in the EU member states and those outside the EU.

The accent in this conception should be put on the following:

1. Every country should have *long-term state strategy in the field of development of public and public security management specialists and public servants*. Such strategies should take into consideration specific characteristics of every country and influence of *common processes of the European Union enlargement*. Such strategies should envisage preparation of the whole and entire corps of public and public security management specialists and public servants for *implementation of long-term state policy*: development of public security management specialist and public servants should be oriented to their ability to solve *timely* the present political, economic and social problems, but *also be ready to respond to new challenges* which will inevitably arise in the future. Such strategies should be aimed at *integration of various means of specialist development into common state policy*.

2. Positive experience of other countries should be spread throughout Europe. One of the ways to achieve that is establishing *networks of new type: double international networks* of institutions and organizations involved in development, teaching and training of public management, public security management and administration specialists should be established on the European scale; these networks would ensure that public management, public security management and administration specialists are prepared to work internationally and in any European country. Such networks could be:

- *regional and national*, integrating all institutions and organizations involved in development and training of public management, public security management and administration specialists within one region of Europe or the European Union, or within one country,
- *international networks*, integrating institutions and organizations of the same or similar profile within all Europe or the European Union, operating in different regions or countries. The system of such networks throughout Europe or the European Union would facilitate efficient international cooperation in the field of development of public security management specialists relevantly to current challenges. Such networks would allow to coordinate activity, spread advanced experience and encourage international exchange programmes;

3. The spirit of *academic life* should be fostered in the field of development and training of public security management specialists. Institutions and organizations involved in development of public security specialists should develop academic exchange programmes and strengthen integration of researches, academic studies, practical training and study-stays. Priorities in this field are as follows:

- implementation of the idea of *"life-long learning"*, which implies that every specialist of public security management continuously improves his/her knowledge throughout his active

professional life. This would be implemented through long-term individual programmes of development and self-development, in compliance with career planning objectives.

- Integration of all means of specialist development and training, such as various courses, exams, practical tasks and study-stays, into *unified academic, university and professional programmes*. Such programmes should integrate all courses and seminars, which are offered by various institutions and organizations in various countries. Every person, having a certain “package” of courses, exams, practices and study-stays, can acquire a certain *qualification*: master or any other qualification acquired should be *equally recognized throughout Europe or the European Union* (this would allow to develop intensive international exchanges in the public security sector and public administration throughout all Europe or the European Union),

4. *Modern quality management methods* should be implemented in the field of development of public security management specialists. Priority should be given to designing and spreading *common European standards* for development of public security management specialist. Special attention should be paid to improvement of the *actual quality of specialist development* seeking to achieve that eventually specialists were really able to improve the quality of their work in their institutions and places of work. Besides, priority should be given to implementation of *accreditation of various programmes of development and training as well as to accreditation of institutions and organizations* involved in specialist development: such accreditations should be based on a *single methodology, applying the same criteria and methods of assessment*.

5. Development of public security management specialists should be *oriented to the needs of knowledge society formation*. Formation of knowledge society requires to pay special attention to developing specialists *innovativeness*. That is why one of major priorities should be *increasing individualization of forms, methods and content of specialist development*, taking into consideration individual needs. Public security management specialists with increasingly more individualized functions have to cooperate more intensively with their counterparts in other countries of Europe or the European Union: this only confirms that priority in the development of public security management specialists should be given to public needs and to common European dimensions;

6. Systems of development of public security management specialists should operate as *an international multiplier of advanced experience*. Special attention should be paid to spread of experience of the European Union in the countries outside the European Union.

All the above are seen as priorities in the field of improvement of systems of public security management specialist development in Central and Eastern Europe.

Conclusions

Improvement of systems of development of public security management specialists in Central and Eastern Europe is a *complex problem* solution of which requires to work in several directions:

1. It is necessary to introduce a *single ideology*, which would guide processes of setting and improving systems of development of public security management specialists; its *priorities* would be as follows:

- consolidation of the ideas of internationalization and European dimension,
- orientation of national systems both to country-differentiating features and to active international cooperation in single European cultural, social and economic space;
- establishment of national, regional and international networks and making them more active,
- establishment of a single system of quality standards and its application for accreditation of institutions and organizations involved in specialist development as well as accreditation of programmes.
- implementation of the idea of “life-long learning”, which at the same time allows to individualize the content and forms of development, making that relevant to individual needs,
- development of traditions of academic life and orientation of processes of development to practical needs of public security management;

2. development of public security management specialists should be developed following *long-term state strategies in the field of development of public security management specialists and public servants*; such strategies should point out the following priorities:

- orientation of institutions and organizations involved in specialist development to long-term state and public needs (the long-term strategy for development of public security

- management specialists and public servants should be integrated into the state's general strategy of social and economic development of the country),
- coordination of activity of institutions and organizations involved in specialist development, development of various forms of partnership,
 - rational usage of the potential of human resources in the public and public security sector,
 - formation of a corps of public security management specialists in compliance with quality requirements and relevantly to standards of knowledge society and active international cooperation,
 - harmonization of processes or public security management specialist development with regional structural policy,
 - the system of development of public security management specialists should make a significant part of the country's intellectual potential;
3. Systems of development of public security management specialists in different countries should be gradually *integrated* into international and regional systems in the united space of the European Union. Such integration should be seen as a significant factor in modernizing all the European Union.



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Viešojo saugumo institucijos Vidurio ir Rytų Europos šalyse: viešojo saugumo vadybos specialistų ugdymo sistemų tobulinimas

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Pagrindinės sąvokos: viešasis saugumas, vadybos specialistas, Vidurio ir Rytų Europa, „mokymosi visą gyvenimą“ sistema, viešoji vadyba ir administravimas, viešojo saugumo institucija.

SANTRAUKA

Straipsnyje aptariamos ir nagrinėjamos galimybės tobulinti viešojo saugumo vadybos specialistų ugdymo sistemas Vidurio ir Rytų Europos šalyse. Daugiau dėmesio skiriama toms viešojo saugumo vadybos specialistų ugdymo sistemų tobulinimo aplinkybėms, kurios apibūdina naujus iššūkius ir reikalavimus, kylančius Europos Sąjungos plėtros, žinių visuomenės kūrimosi bei globalizacijos sąlygomis.

Straipsnio tikslas – apibrėžti svarbiausias problemas, būdingas viešojo saugumo vadybos specialistų ugdymo sistemoms Vidurio ir Rytų Europos šalyse dabartiniu metu, įvertinti įvairias galimybes tobulinti šias sistemas ateityje, taip pat nustatyti šių sistemų tobulinimo prioritetus atsižvelgiant į Europos Sąjungos plėtros bei kitas šiuolaikinei visuomenei bei jos saugumui svarbias aktualijas.

Straipsnyje apibendrinta tyrimų, skirtų viešojo saugumo vadybos specialistų sistemai tobulinti Vidurio ir Rytų Europos šalyse, medžiaga. Šių tyrimų aktualumą ir svarbą lemia tai, kad viešojo saugumo specialistų, ypač viešojo saugumo vadybos specialistų, ugdymo kokybė šiuo metu neatitinka reikalavimų, kuriuos diktuoja politiniai, socialiniai, ekonominiai, technologiniai bei kiti pokyčiai Vidurio ir Rytų Europoje, taip pat bendrieji Europos Sąjungos plėtros procesai.

Tyrimų metodologija grindžiama lyginamosios bei sisteminės analizės, ekspertinių vertinimų metodu, taip pat kitų empiriniams tyrimams atlikti taikomų metodų derinimu.

Pagrindiniai tyrimų rezultatai, svarbūs mokslinio naujumo bei praktinio reikšmingumo prasme, yra šie:

1. Pabrėžtos svarbiausios problemos, pasireiškiančios viešojo saugumo vadybos specialistų ugdymo srityje: sistemiškumo stoka; pernelyg didelis ir naujų iššūkių neatitinkantis ugdymo formalus vertinimas; pernelyg menkas reagavimas į tikruosius valstybės bei visuomenės poreikius, taip pat į naujas Europos dimensijas; individualizavimo galimybių stoka.

2. Nustatyti svarbiausi viešojo saugumo vadybos specialistų ugdymo sistemų tobulinimo prioritetai: visapusiškesnis ir išsamesnis viešojo saugumo institucijų bei ugdymo funkcijas vykdančių institucijų ir įstaigų veiklos koordinavimas, šių institucijų veiklos integravimas į bendros specialistams ugdyti skirtos veiklos sistemas; ugdymo funkcijas vykdančių institucijų ir įstaigų jungimas į bendrus tokių institucijų ir įstaigų tinklus visos Europos bei Europos Sąjungos mastu; „mokymosi visą gyvenimą“ sistemos diegimas; akademinio gyvenimo tradicijų platesnis skleidimas, apimant visas viešojo saugumo vadybos specialistų ugdymo grandis; viešojo saugumo specialistų, įskaitant viešojo saugumo vadybos specialistus, ugdymo ilgalaikių strategijų rengimas ir įgyvendinimas ir valstybės, ir tarptautiniu mastu, numatant plėtoti tarptautinį bei Europos Sąjungos šalių viešojo saugumo institucijų bendradarbiavimą.