



RS Global
Journals

Scholarly Publisher
RS Global Sp. z O.O.
ISNI: 0000 0004 8495 2390

Dolna 17, Warsaw, Poland 00-773
Tel: +48 226 0 227 03
Email: editorial_office@rsglobal.pl

JOURNAL	International Journal of Innovative Technologies in Social Science
p-ISSN	2544-9338
e-ISSN	2544-9435
PUBLISHER	RS Global Sp. z O.O., Poland

ARTICLE TITLE	FORMATION OF THE INTELLECTUAL ELITE OF THE DIPLOMATIC SERVICE
AUTHOR(S)	R. Palahusynets
ARTICLE INFO	R. Palahusynets. (2020) Formation of the Intellectual Elite of the Diplomatic Service. International Journal of Innovative Technologies in Social Science. 7(28). doi: 10.31435/rsglobal_ijitss/30122020/7299
DOI	https://doi.org/10.31435/rsglobal_ijitss/30122020/7299
RECEIVED	20 October 2020
ACCEPTED	15 December 2020
PUBLISHED	20 December 2020

LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License .
----------------	--

© The author(s) 2020. This publication is an open access article.

FORMATION OF THE INTELLECTUAL ELITE OF THE DIPLOMATIC SERVICE

R. Palahusynets, Ph.D., Deputy Head of Division Inter-Parliamentary Relations Directorate, Verkhovna Rada (Parliament) of Ukraine, Ukraine

DOI: https://doi.org/10.31435/rsglobal_ijitss/30122020/7299

ARTICLE INFO

Received 20 October 2020

Accepted 15 December 2020

Published 20 December 2020

KEYWORDS

Intellectual,
diplomat,
service,
elite.

ABSTRACT

The article considers the peculiarities of the formation of the intellectual elite of the diplomatic service. The features of the intellectual elite are highlighted. It is determined that the essential qualities of the intellectual elite include the level of education, innovative way of thinking, professional success and recognition, creativity, motivation, etc. The essence of the concept of "intellectual elite of the diplomatic service" from the point of view of stratification, altimetric, axiological and monistic approaches is revealed. The main tasks of the diplomatic service of Ukraine have been clarified. The author's interpretation of the intellectual elite of the diplomatic service is formed. It is determined that the formation of the intellectual elite of the diplomatic service is a purposeful process of creating a personality with predetermined features, which involves actions aimed at its development, and includes its conscious self-development to coordinate the activities of

government agencies to ensure a common foreign policy. There are four main factors that influenced the formation of the intellectual elite of the diplomatic service: personnel policy of the Foreign Ministry (MFA), including formal and informal requirements for diplomatic personnel, their selection in accordance with applicable law and internal rules and traditions of the MFA; the level of education and general culture of diplomats; acquisition of professional experience and skills in the process of service; involvement in the corporate values of the diplomatic service: understanding of its content, foreign policy objectives and interests of the country, political culture, patriotic and religious values. It is noted that in the formation of the intellectual elite of the diplomatic service a special place is occupied by university education, as a modern university is not only an educational, but also a scientific and cultural center, which trains intellectuals. It is proved that the rationalization of personnel policy as an innovative direction in the development of Ukraine is a necessary and important condition in the work of the diplomatic service and increase the efficiency of their activities. The directions of realization of innovative personnel policy of diplomatic service for the purpose of modernization of foreign policy activity of Ukraine are offered.

Citation: R. Palahusynets. (2020) Formation of the Intellectual Elite of the Diplomatic Service. *International Journal of Innovative Technologies in Social Science*. 7(28). doi: 10.31435/rsglobal_ijitss/30122020/7299

Copyright: © 2020 R. Palahusynets. This is an open-access article distributed under the terms of the **Creative Commons Attribution License (CC BY)**. The use, distribution or reproduction in other forums is permitted, provided the original author(s) or licensor are credited and that the original publication in this journal is cited, in accordance with accepted academic practice. No use, distribution or reproduction is permitted which does not comply with these terms.

General determination of the problem and its connection with important practical tasks. In the dynamic informational XXI century the main resource for the formation of the system of international relations is the intellectual potential of the country. According to the Sustainable Development Strategy of Ukraine, the main competitive advantage of the country's economy should be the formation of a class of intellectual employees ("people of knowledge") first of all through the education system, which is seen as a factor in long-term growth of labor activity and creative development of personality.

At all times, diplomacy has been called upon to serve as the most effective tool for international dialogue. However, in modern world, the methods of traditional diplomacy are losing their former significance. In the context of globalization and the growing role of information technology, problems that were previously considered as an internal affair of the state, are now often solved at the international level. Therefore, Ukraine needs to look for ways to modernize its diplomatic services, improve the training and education of diplomatic personnel. This task is especially relevant for our country, which is going through a difficult period of gaining a worthy place on the world stage.

It is obvious that in the information age the requirements for a diplomat are constantly growing. Deprived of routine information gathering activities, a diplomat of a new formation (intellectual elite) must prove himself, above all, as an experienced analyst, manager, parliamentarian and coordinator. His role as a mediator between traditional and non-traditional diplomacy, his ability to identify and mobilize non-governmental resources to achieve state goals, is becoming significant. Therefore, in these conditions, the role of higher education as the most important source of replenishment of the intellectual elite of the diplomatic service is significantly changing.

Thus, due to the fact that the transformation of the system of international relations is characterized by profound changes in world development in the direction of polycentrism, geopolitical and geoeconomic self-determination of regional associations; based on the processes of globalization and the rapid development of information and communication technologies, the opportunities for citizens to influence the policies of their countries have increased; Ukraine's relations with other countries and international organizations and institutions are based on the quality of the diplomatic service of Ukraine, of particular importance is the formation of intellectual maturity of diplomatic officials.

An analysis of recent research or publications in which the solution of this problem is initiated and on which the author relies. Analysis of scientific sources has shown that various issues of the intellectual elite, including the definition of the basic concepts used, reveal scientists in such an area as political science, sociology, philosophy, history, economics, public administration. These are the works of I. Abramov [2], A. Averin [3], N. Averyanova [4], E. Afonin, G. Ashin, E. Babosov [5], L. Vasilieva, R. Voitovich [6], O. Voronko, V. Goshovska [7], G. Dmytrenko, L. Ivanova [3; 9], A. Krytska [9], O. Lyndyuk [11], I. Lopushinsky, K. Mykhailova [12], N. Nyzhnyk, O. Pavlenko [14], A. Panova [15], T. Ponomarenko [2], A. Rachynsky, K. Storozhevsky [3], I. Suray [7], T. Tomashevskaya [16; 17], A. Tsyplakova [18], G. Yaroshenko [3] and other scientists.

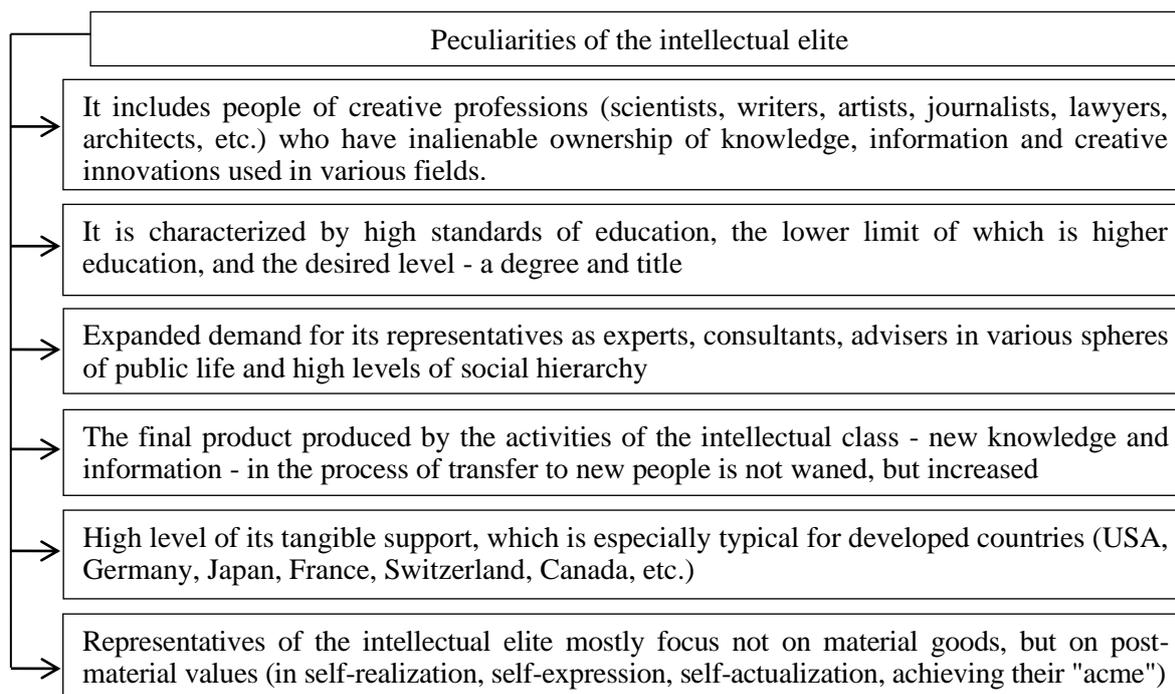
A special place in the formation of elites and the development of society is occupied by higher education, the relationship of which with the social structure was studied by D. Bell, E. Durkheim, S. Lipset, O. Toffler, as well as such scientists as B. Barber, P. Berger, J. Brown [19], H. Gardner, J. Goldthorpe, D. and J. Jerry, M. Crozier, P. Willis, W. Warner and others. As a result, it was found that there is a close relationship between the social status of the individual and his/her level of education.

Highlighting previously unsolved parts of the general problem to which this article is devoted. However, despite the many publications on this topic, the problem of forming an intellectual elite of the diplomatic service remains insufficiently researched and relevant today.

The purpose of the article is to determine the features of the formation of the intellectual elite of the diplomatic service.

Presentation of the main part of the study with a full justification of the obtained scientific results. In modern conditions, when there is a transition from industrial to information society, a special place is occupied by intellectual personnel, in which the main resource is knowledge and information. In post-industrial societies, knowledge itself becomes the "axial principle" of society, being the source of all innovation. The axial principle, in turn, changes the class structure of society and contributes to the predominance of a specific class of professionals. At the same time, the new intellectual class – professionals – has the main influence on decision-making in all spheres of society (economic, political and social) [1, p. 231]. The intellectual class has special characteristics. Academician E. Babosov identifies the following main characteristics of the intellectual elite (Fig. 1).

It is important that the intellectual elite has the ability to generate values and norms, transfer knowledge resources, create innovative technologies. The essential qualities of the intellectual elite include the level of education, innovative thinking, professional success and recognition, creativity, motivation, etc. Thus, according to K. Mykhailiyyova, the most striking qualities of the Ukrainian intellectual elite are high level of intellectual capital, education, culture, as well as – intelligence, innovative thinking, creative approach to solving problems, high efficiency of professional activity and others. Representatives of the Ukrainian intellectual elite often rely on professional, moral and ethical resources in their social practices [12]. From the point of view of N. Averyanov, it is worrying that today the stratum of the intellectual elite at the top of Ukrainian society is poorly represented, because particularly the intellectual elite forms the intellectual and spiritual potential of the nation. The intellectual elite is determined not by the number of academics, doctors, candidates of science, honored workers of culture and arts, but by their real mental and creative abilities, the effect of their intelligence and creativity in all spheres of public life. The intellectual elite must ensure the influence of reason and spirituality as independent forces that determine social action [4, p. 43].



*Fig. 1. Peculiarities of the intellectual elite
Source: compiled by the author on the basis [2; 5].*

In general, the activities of the intellectual elite, as one of the main stratifying element of modern society, are aimed at creating and using new knowledge and information, new styles in culture, politics, social sphere, ensuring their translation to the level of mass consciousness and behavior. It should be noted that without this social stratum it is impossible to make the transition to the post-industrial noosphere stage of socio-economic development of Ukrainian society [18, p. 289].

It is worth noting that in today's world, the intellectual elite of the civil service significantly influences the state, political and administrative management, as well as forms the political, economic and legal interests of citizens and society as a whole. The formation of elites (both at the state and regional levels) is directly influenced by such phenomena as the personalization of power, non-state actors, the media, information and communication technologies and the interests of citizens.

Based on our study of the main theoretical approaches to the disclosure and definition of "intellectual elite of the diplomatic service" it is established that modern researchers in such fields of science as political science, sociology, philosophy, public administration, do not have a single opinion on the concept of "elite" and its components. Sometimes these opinions contradict each other. The uncertainty of the concept of "elite" is directly related to the debate about the essence and different approaches to its definition, and this discussion is not over.

We have identified the following main approaches to the disclosure of the essence and definition of the concept of "intellectual elite of the diplomatic service": stratification, altimetric, axiological, monistic.

Thus, in revealing the essence of the concept of the intellectual elite of the diplomatic service and the study of its formation and development we should proceed from the stratification theory as the most similar among the sociological ones to achieve the goal of the study. The basis for the stratification (differentiation) of society into elite and non-elite groups will be their different positions on power, as well as different levels of engagement in decision-making process. We believe that research on the intellectual elite of the civil service should be based on the interpretation of power as the ability to influence decisions, because to determine the elite we allocate the function of influencing strategic decisions for society, and then determine the position in the diplomatic service. This approach can also be called decisional-positional or functional-structural, but we call it a more general term "altimetric".

Thus the functional feature is primary in relation to structural one - a place in structure (hierarchy) of system of diplomatic service.

Note that according to the altimetric approach, belonging to the elite is determined by the level of ownership of real power by individuals in the absence of direct connection with their intelligence

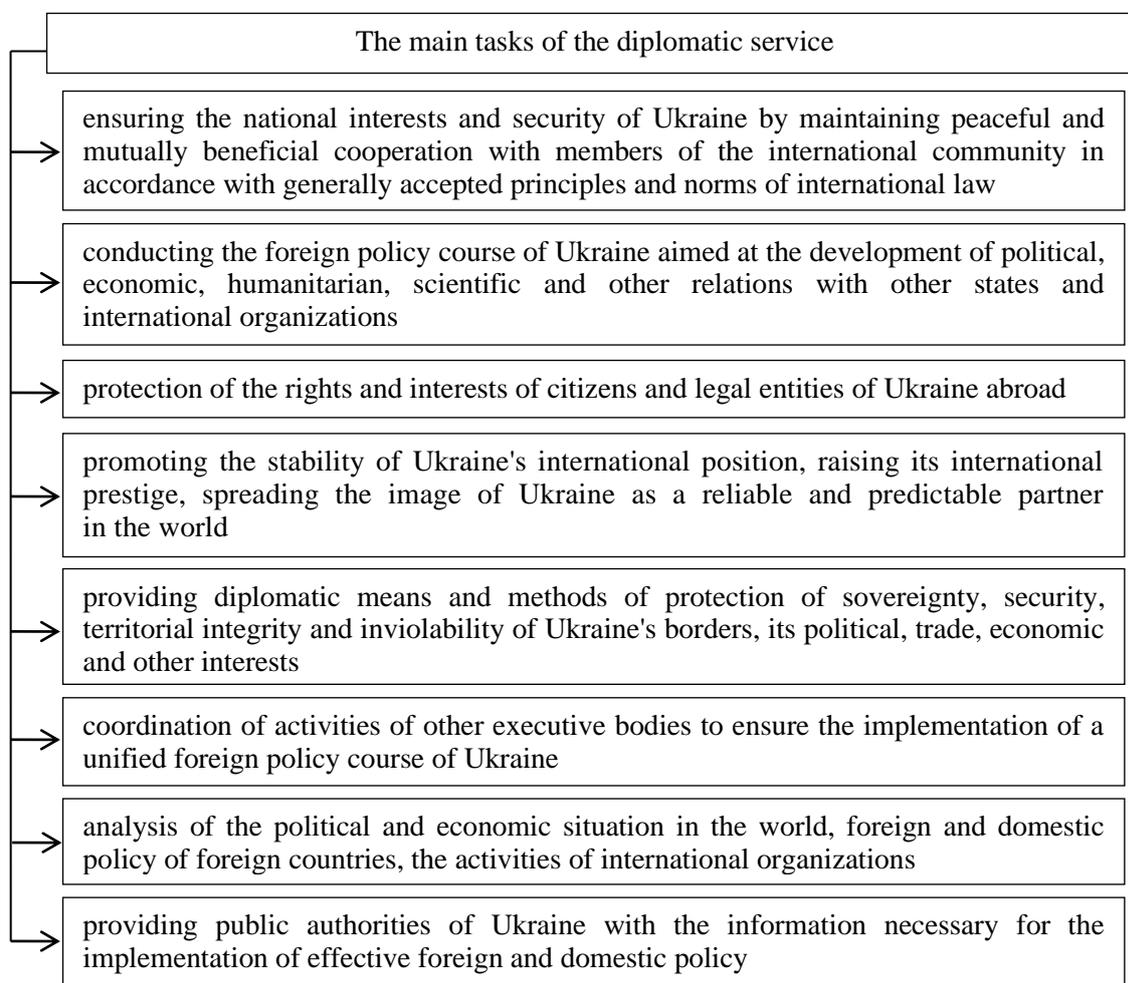
and moral and ethical qualities. According to the axiological (value) approach, individuals belonging to the elite have a higher intelligence, talent, abilities, competence, as well as higher morality compared to the average indicators of a particular society. We believe that today the axiological approach includes a merit criterion [7].

The use of only one of these approaches leads to a violation of social balance, in particular incompetence, loss of values lead to crises in society. The intellectual elite of the diplomatic service provides for the mandatory simultaneous compliance with altimetric and axiological criteria.

To define the term "intellectual elite of the diplomatic service" we use the term "diplomatic service" in a wider sense as a public service of a special nature, which is professional activity of officials of the diplomatic service related to Ukraine's foreign policy, protection of national interests of Ukraine, as well as the rights and interests of citizens and legal entities of Ukraine abroad [8].

It should also be noted that in the modern scientific literature, the diplomatic service is understood as the process of establishing a link between the state and the foreign community in order to explain national ideas and ideals, state institutions, culture, and national interests and policies [7]; involvement of foreign audiences and leaders through information programs and exchange programs in the process of promoting national interests and strategic directions [19]; government programs to inform and influence public opinion in other countries, using publications, films, cultural exchanges, radio, television as the main tools for promoting information and ideas [20].

The main tasks of the diplomatic service are (Fig. 2).



*Fig.2. The main tasks of the diplomatic service
Source: compiled by the author on the basis [15; 16].*

As a result, from our point of view, the "intellectual elite of the diplomatic service" is an integral and important part of society, which is endowed with higher intelligence, talent, abilities, competence, as well as official powers and has the right and opportunity to represent Ukraine abroad, to take decisions on the life of society, to organize their implementation, to coordinate the activities of

all key institutions of society. Thus, diplomatic personnel occupy a leading position in the state and society and at the same time meet the axiological criterion of elitism.

The intellectual elite of the diplomatic service (altimetric criterion of elitism) is a component of the system of subjects of state power, executing authority related to the performance of diplomatic or consular functions; a complex hierarchical structure that ensures the integral functioning of the state and its institutions. The elite of the system of public administration in Ukraine should include those who hold administrative positions in the diplomatic service.

The formation of the elite of the diplomatic service of Ukraine and its circulation in the system of foreign policy should be considered in terms of a monistic approach, so the diplomatic elite should be the ruling power group, uniting leaders in international relations; national interests, national idea; similar mentality, psychological kinship, the best training. Due to this, people who hold and apply for elite positions in the civil service will be a monolithic, unified, disciplined elite in the field of diplomacy.

The circulation of the elite in the system of the diplomatic service of Ukraine must be ensured constantly, and the entry into the system and promotion to the positions of the elite, subject to the competence-meritocratic approach, must be accessible. Under a democratic regime, the elite groups of society are open, and the circulation of the elite is a democratic mechanism that prevents the monopolization of power. At the same time, observance of the value characteristics of persons who will occupy elite positions in the diplomatic service system must be ensured.

The intellectual elite of the diplomatic service is considered as an evolutionary resource for the evolution of the state and society in general. The constant development of the elite, the circulation of elites are necessary to ensure the dynamic balance of society.

According to research by O. Lyndyuk, the history of Ukraine confirms the gradualness (evolution) of the processes that are manifested in the cyclical periods of imbalance and relative equilibrium. At the same time, with regard to the involvement of citizens in the civil service, there is a tendency to move from openness in crisis periods to relative closedness (with an inherent increase in entropy) in periods of some stabilization of Ukrainian society. As it is known, stability, brought to its maximum, stops any development. It should also be noted that a number of scholars believe that the main ideas of the theory of circulation of elites is that the social system strives for equilibrium and when removing it from this state eventually returns to it. The process of oscillation of the system and bringing it to a "normal state" of equilibrium makes a social cycle. The duration of the cycle depends on the nature of the circulation of elites [11].

Thus, the formation of the intellectual elite of the diplomatic service is a purposeful process of creating a personality with predetermined features, which involves actions aimed at its development and includes its conscious self-development under the influence of external factors to coordinate the activities of government agencies on common Ukrainian foreign policy implementation.

As a result of studying the scientific literature, we can identify four main external factors that influenced the creation of the intellectual elite of the diplomatic service of Ukraine:

1. Personnel policy of the Ministry of Foreign Affairs of Ukraine (MFA), including formal and informal requirements for diplomatic personnel, their selection in accordance with applicable law and the internal rules and traditions of the Ministry.
2. The level of education and general culture of diplomats;
3. Acquisition of professional experience and skills in the process of service;
4. Involvement in the corporate values of the diplomatic service: understanding of its content, foreign policy objectives and interests of the country, political culture, patriotic and religious values.

In our opinion, the development of the intellectual elite of the diplomatic service of Ukraine should be purposeful (primarily aimed at the effectiveness of foreign policy), which will accelerate the process of forming an elite with the necessary qualities and prevent regressive or crisis phenomena in society.

Formation and development of the intellectual elite of the diplomatic service are connected processes. In the process of development of the intellectual elite of the diplomatic service there is a transformation, the formation of the elite, and purposeful formation necessarily involves the development of personality. In the system of diplomatic service it is necessary to plan mechanisms for the circulation of the elite, as well as the transfer of persons from proletarian groups to the elite group.

The main criteria for joining the intellectual elite of the diplomatic service is not belonging to influential aristocratic families, business or other circles, but the presence of qualities that should be inherent in the elite. The key among them is not only thorough knowledge in certain areas, but also awareness of the special political path of the nation and following it. Therefore, people from lower

social strata, in the presence of these qualities, can achieve elite status, and the descendants of influential members of the elite, in their absence, have no chance of entering its upper echelons. In this case, education, providing progress to the top of the social pyramid, combines general accessibility and strict selection [17, p. 105].

Taking into account the abovementioned, the education system is crucial for the formation of an intellectual elite. Today, the formation of the intellectual elite of the civil service takes place in conditions of institutional incompatibility of generations, which is clearly evident in Ukrainian society. The socio-cultural gap between the generations (modern students grew up in a society of chaotic change. For them it is a completely natural state. Teachers are in a state of constant stress, because they were formed personally and professionally in a stable period and tend to its habit) has overlapped with interregional one. In other words, the restoration of social trust in a society experiencing a long post-traumatic syndrome must take place at both the systemic and personal levels. Higher education must develop a certain conceptually designed system of views and ideas that affect future social and industrial relations, simply put, ideology. In a simplified form, the ideology of education should determine what is desirable to see in the future, and what, on the contrary, is unacceptable; highlight core values and set priorities. This is necessary at least because higher education deals not so much with the problems of the present as with securing the future, which is sometimes quite distant. And if society does not trust the intellectual elite, the institution of education, then they simply will not be able to fully realize their purpose.

Politicians, scientists, decision-makers are taking steps and searching for ways to create the elite of the future, integrating science, practice and education. Higher education institutions play a huge role in solving this problem. So, in the process of creation of the intellectual elite of the civil service a special place is occupied by university education, since a modern university is not only an educational, but also a scientific and cultural center, which trains intellectuals (person of intellectual profession). This training is a synchronous process of three components: training of a specialist - a professional (vocational training); researcher training (humanitarian training); formation of a highly educated and cultured person (research training) [10, p. 64].

From our point of view, in the very idea of the university, the three components of its activities are presented in inseparable unity. None of them can be removed without violating the intellectual atmosphere inherent in the university. All three aspects are constituent elements of a living whole. If they are isolated from each other, the very spirit of university education will be lost. Moreover, nowadays the university acts not only as an educational, scientific and cultural center, but also as an important social institution that provides various social services (commercial and charitable), as well as around which various public organizations are organized etc. In general, it should be emphasized that the modern university implements in its activities both professional goals (formation of special knowledge, skills and abilities) and humanitarian (formation of civic consciousness, beliefs, values, preparation for participation in public life, the development of cultural values etc.) and research (development of intelligence, creative abilities, formation of research skills).

In the current conditions, the higher school of Ukraine partially retains its position, although its quantitative parameters have decreased significantly over the past ten years: in 2017/2018 academic year compared to 2007/2008 academic year the number of students decreased by 1,042.5 thousand people and more than 60 higher educational institutions. However, it is still an influential system that includes about 1.5 million students, more than 280 universities and academies and a powerful teaching staff - the main intellectual potential of the country [13].

The main problem is that domestic universities, their staff need to focus on restoring social trust of two types: trust in people (basic, elementary) and trust in abstract systems (including educational). Both of these types of trust serve to create a foundation of stability with a sense of security.

The design bureaus at universities, which make research on behalf of the diplomatic service are of particular importance too. Graduates of such universities, who are "burning" with the idea of improving the activities of the authorities, can become an intellectual elite in the full sense of the word [14].

In this regard, the direction of the intellectual elite of the country to ensure a new political cycle in the development of Ukraine should be based on a population of creative ideas for the establishment of innovation and modernization, which are exclusively nationally regulated. An important factor in the influence of the intellectual elite on the development of the diplomatic service should be its conceptual deterrence from foreign strategies of social development, as this will lead to deinstitutionalization of leadership potential of public administration structures deprived of organic

ability to function within their own mental coordinates. That is why, in order to ensure the effectiveness of the institutional leadership of the state and its governing structures, the intellectual elites of the diplomatic service must propose a new algorithm for socio-economic and political development. This will be possible only if the intellectual elites are aware of their new mission to ensure the leadership of the state and its institutions [6].

As a result, we can highlight the following advantages of innovative modernization of international cooperation in Ukraine. This is, first of all, the political will of the country's top leadership to change the situation. Secondly, the civic position of those on whom the adoption of strategic and tactical decisions to modernize the foreign policy of the state depends. And the third component - personnel policy to find unconventionally thinking politicians and diplomats, professionals and experts who can offer innovative, scientifically sound methods and models of socially mature demand [3]. A significant role here should be given to intellectual elites who will help prepare the "field" for the successful operation of these three components in the modernization process.

Smart personnel policy as an innovative direction in the development of Ukraine is a necessary and important precondition in the work of the diplomatic service and increase the efficiency of their activities. In our opinion, innovative personnel policy can be implemented through effective steps in the following areas:

- when using existing personnel technologies, such as certification of civil servants, competitive replacement of positions, qualifying exams, testing, focus on the ability and existing experience of candidates to solve complex job tasks in a creative way;
- application of the principle of "learning organizations" through continuous training, retraining and advanced training of employees aimed at developing their innovative professional qualities and skills;
- introduction into the structure of the diplomatic service the method of creating situational groups, whose task is to solve problems and situations that arise and are difficult to solve. Such groups, consisting of specialists-managers of different profiles, use the methods of "brainstorming" to activate their creative potential, and the publicity of such methods, encouraging participants in successful decisions can help attract new staff to such groups, which have innovative thinking;
- formation of the personnel reserve on the basis of results of training under programs of innovative public administration.

Thus, in the process of learning the programs of innovative ways of developing international cooperation, civil servants gain knowledge in a specific area of their activities. These skills should be manifested in the decisions of a civil servant, in his ability to identify social innovations, monitor them, predict their importance in the present and future of the country [9, p. 111].

Innovation-oriented civil servant (diplomat) must be able to recognize social demands that are formed, fix them in management and rule-making activities, seeking to bring, in order to ensure the national interests and international security of Ukraine, the system of cooperation with foreign states and international organizations to generally accepted principles and norms of international law.

Innovative orientation of the system of education and professional activity of diplomatic officials and their transformation into the intellectual elite is one of the main directions of the state personnel policy, one of the leading values of modernization of Ukraine's foreign policy.

Conclusions from this study and prospects for further exploration in this direction. Thus, the intellectual elite can actively realize their potential. But this requires a counter-movement – the actualization of social needs in such an elite. It is important to gradually form diplomatic officials of a new type of thinking, characterized by readiness for permanent development of innovative technologies and their transformation in accordance with the socio-cultural attitudes of Ukrainian society. At the same time, the intellectual elite of the diplomatic service will play a key role in the development of Ukraine's international relations, fully realizing its rich intellectual capital.

It is also obvious that only with the successful creation of a completely new educational system, we will get professionally trained staff of the new elite, able to become a source of creation and dynamic development, to become an elite not of demagoguery, irresponsibility and corruption, but an elite with professional and managerial qualities, elite with high moral criteria, able to achieve effectiveness in the development of political, economic, cultural, humanitarian and scientific ties of Ukraine with foreign countries and international organizations.

REFERENCES

1. Aberkromby M., Khyll S., Terner B.S. (1997). *Sociological Dictionary*. Kazan [in Russian].
2. Abramova Y.E., Ponomarenko T.V. (2016). Russian political elite in the context of its modern development. *International Journal of Applied and Basic Research*, 5-4, 649-652 [in Russian].
3. Averyn A.N., Yaroshenko H.V., Ivanova L.L., Storozhevskiy K.S. (2018). Participation of the elite in the implementation of state policy in the field of promoting employment of the population. *Science and education: economy and economics; entrepreneurship; law and governance*, 10 (101), 120-124 [in Russian].
4. Averianova N. (2011). Modern Ukrainian elite: prospects for development. *Bulletin of Taras Shevchenko National University of Kyiv*, 15, 41-44 [in Ukrainian].
5. Babosov E.M. (2014). *Civil society and the state (essays on the theory and practice of interaction)*. Mohylev: MHUP [in Russian].
6. Voitovych R. Intellectual elite as a technocratic condition of institutional leadership in public administration. Retrieved from: <file:///C:/Users/WishMasterOk/Downloads/12-Article%20Text-23-1-10-20180901.pdf> [in Ukrainian].
7. Hoshovska V.A. Surai I.H. (2013). *Social-democratic values - the basis for the formation of the elite in public administration*. Kyiv: NADU [in Ukrainian].
8. Law of Ukraine On Diplomatic Service №2449-VIII (2018, June 07). Vidomosti Verkhovnoyi Rady Ukrainy. Retrieved from: <https://zakon.rada.gov.ua/laws/show/2449-19#Text> [in Ukrainian].
9. Ivanova L.L., Krytskaia A.A. (2015). Personnel security in the field of public administration (regional aspect). *Ethnosociety and interethnic culture*, 2 (80), 109-115 124 [in Russian].
10. Kostiukevych S.V. (2005). University education as training in the intellectual profession. *Science and education on the threshold of the third millennium: abstracts. report Int. Congress*. Mynsk [in Russian].
11. Lyndiuk O.A. (2017). *Modernization of the civil service of Ukraine in the context of globalization*. Doctor's thesis. Kyiv [in Ukrainian].
12. Mykhailova K.H. (2008). *The intellectual elite of modern society: features of formation and activity potential*. Extended abstract of candidate's thesis. Kharkiv [in Ukrainian].
13. Official site of the State Statistics Service of Ukraine. Retrieved from: www.ukrstat.gov.ua [in Ukrainian].
14. Pavlenko O. V. (2017). Development of the market of educational services of higher education institutions: current trends and forecasts. *Strategy of economic development of Ukraine*, 41, 89-98 [in Ukrainian].
15. Panov A.V. (2015). *Diplomatic and consular service: monograph*. PP «AUTDOR-ShARK». Uzhhorod [in Ukrainian].
16. Tomashevskaya T.V. (2014). Features of the modern mechanism of formation of the political elite in Ukraine. *Investments: practice and experience*, 10, 157-160 [in Ukrainian].
17. Tomashevskaya T.V. (2016). Foreign experience in forming a political and managerial elite. *Efficiency of public administration*, 4 (49), 101-107 [in Ukrainian].
18. Tsiplakov A.Iu. (2017). Modern tendencies of formation of regional elites. *Elitology and development strategies of modern Russia: proceedings of the Second All-Russian Elitological Congress with international participation*, 2 [in Russian].
19. Brown J. American Diplomacy. The purposes and cross-purposes of American public diplomacy. Retrieved from: http://www.unc.edu/depts/diplomat/archives_roll/2002_07-09/brown_pubdipl/brown_pubdipl.html [in English].
20. Public Diplomacy. About U.S. Public Diplomacy Achievement Awards. Retrieved from: http://pdaa.publicdiplomacy.org/?page_id=6 [in English].