

# Personnel safety as a tool for leadership in public administration

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**Abstract** This paper focuses on the personnel risks and personnel safety as key element for achieving leadership in state security and competitiveness among countries and nations. In particular, we focus on the theory of public administration and the effectiveness of public sector. The paper describes the assessment of personal risks including the communication risks and assessment risk analysis that are often used in public administration as well as in business companies. In addition, it contemplates on the quality of public administration that largely depends on maintaining the personnel safety and making sure that all employees are satisfied with their work and feel no discomfort with it, both in social and economic sense.

Our results demonstrate that corporate and information security should be built as a set of transparent rules that are known to and respected by every person in a given organisation. Moreover, we also find that cybersecurity and protection of sensitive personnel data from external and insider threats are critical to all agents in all industries and in all market positions.

## 1 Introduction

The theory of public administration is the area where discussions on the purpose of government, the role of bureaucracy in supporting democratic governments, budgets, governance and public affairs take place (Hartley 2005). In recent years, the theory of public administration has periodically shown a strong orientation towards the critical theory and the postmodern philosophical notions of government, governance, and power (Raadschelders 2019). However, many public administration scholars favour a classic definition of the term, which focuses on constitutionality, public service, bureaucratic organization, and hierarchical governance (Cooper 2018).

Modern society relies on the government to work effectively to provide public goods, improve quality of life, and boost economic growth. As society grows and public services demand increases, bureaucratic management and public administration become more difficult. Public administration is both the implementation of public order in government bureaucracies and the academic study that prepares officials for work in these organizations (Julnes and Holzer 2001).

Promoting public administration safety through political leadership, program support and research on crime prevention, policing and correction, as well as the safe reintegration of possible offenders. It is important that all the parties involved would continue their work on the economics of policing and the management and administration of police service arrangements in cooperation with the police forces and the contract courts.

Moreover, it is important to ensure the security of personnel with regard to the threats imposed by the times we live in (Strielkowski et al. 2017; Bordea et al. 2017). Internet and social networks make many people vulnerable to the attacks and personal data theft. Therefore, personnel controls (such as employee exit processes), security access policies, and security awareness training can reduce the number of cybersecurity incidents

associated with unauthorized access to enterprise systems (Aldawood and Skinner 2019). Any organisation seeking to create personnel safety should build an information security infrastructure. More than that, it has to build and maintain an organizational security structure through a security forum, security officer, security responsibilities, authorization process, outsourcing, and independent review (Martin et al. 2017). In addition, such measures as asset classification and control might help to develop a security infrastructure to protect the company's assets through accountability and inventory, classification and processing procedures.

This paper is structured as follows: Section 2 focuses on the assessment of personal risks and describes some risk management tools and assessment analyses types. Section 3 discusses the quality of public administration and the extend to which it depends on the personnel safety and elimination of various risks and threats that are connected to this safety. Finally, section 4 concludes by providing some useful insights as well as describing main outcomes and policy implications stemming from our research.

## 2 Assessment of personnel risks

First, these activities are needed to bring human resources in line with the management team's risk management tools. Second, catastrophes in relation to human resources. For example, divorce, chronic illness or accidental death, to prevent carefully taken and appropriate risk management decisions. Emergency planning for human resources must be an integral part of risk management.

**Table 1.** Indicators of demographic risks and threats in the Russian Federation (2000-2018)

<b>Indicators</b>	<b>2000</b>	<b>2010</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Population, million people	146,3	142,9	146,3	146,5	146,8	146,9
Total fertility rate	1,195	1,567	1,777	1,762	1,621	1,579
Birth rate (per 1000 population):	8,7	12,5	13,3	12,9	11,5	10,8
Mortality rate (per 1000 population):	15,3	14,2	13,0	12,9	12,4	13,2
Natural growth, population decline (-), thousand people	-958,5	-239,6	32,1	-2,3	-135,8	-224,6
The coefficient of depopulation	0,57	0,88	1,02	0,99	0,93	0,88
Number of people employed in the economy, mln.	65,0	70,0	72,3	72,4	72,1	72,6
Share of the working age population in the total population, %	60,2	61,5	58,3	57,5	56,7	56,0
Proportion of the population over the working age in the total population, %	20,4	24,0	22,3	24,6	25,0	25,5
Level of employment, %	58,5	62,7	65,3	65,7	65,5	65,6
Unemployment rate, %	10,6	7,3	5,6	5,5	5,4	4,8
Demographic load factor (per 1000 people of working age)	662	626	740	764	785	786
Life expectancy, years	65,3	68,9	71,4	71,9	72,7	72,8
Working age mortality (number of deaths per 100,000 persons of working age)	729,1	634,0	546,7	525,3	484,5	-
Number of victims of industrial accidents, thousand people	152	48	28	27	25	-
Number of patients with the first-ever diagnosis of active tuberculosis, thousand people.	130,7	110,0	84,5	78,1	70,9	-
Number of patients diagnosed with HIV infection, thousand people	55,4	62,6	100,2	86,9	85,8	-
Number of newly diagnosed malignant neoplasms, thousand people	44,8	51,7	59,0	60,0	61,7	-
The number of patients with an established diagnosis under clinical supervision psycho-neurological and narcological organizations	121,0	74,3	62,8	60,1	59,3	-
Incidence of alcoholism	-	153,9	103,6	95,0	78,2	-
Incidence of drug addiction	-	24,9	20,6	16,3	16,4	-

Source: Own results based on Rosstat (2019)

Traditionally, risk specialists have focused primarily on key risk factors such as weather, disease and natural disasters, as well as risk management methods. Risk management has paid little attention to human resources and disasters such as divorce, chronic illness, accidental death or the impact of interpersonal relationships on businesses and families. The inclusion of human resources in risk management reflects the fact that people are essential to the achievement of agricultural objectives. Communicating risk throughout your organization is another important aspect of risk management. Key risks or risks with high organizational impact are identified and monitored by all departments. One needs to raise awareness of risk by communicating with your entire organization. One of the main threats to doing a safety risk assessment of a business is the assumption where all the risks lie.

Effective risk analysis is extensive and is conducted across the enterprise to adequately address the risks and vulnerabilities of patient data. When a breach of health data occurs, and the incident is reported to a superior, a non-regular risk assessment often leads to higher fines for an institution.

One of the first steps to becoming safer and safer is often to carry out a personal risk assessment, which consists of a risk assessment at home and forms the basis for the management of your risk. The truth is that many of us eventually managed to leave the protection of ourselves and their families to fate. An inventory of your threats and vulnerabilities is a less technical way to make a personal risk assessment. Because unless you conduct a personal and private risk assessment, managing your risk is at best a guess. Managing one's risk requires a personal risk assessment or risk assessment at home. A personal risk assessment should identify potential risks, their likelihood of occurrence and their potential impact. In other words, before one starts creating security plans, sit down with a piece of paper.

The most important determinant of the personnel security of the state is the situation with its demographic environment, as well as the risks of demographic development (see e.g. Jandova 2012; Fursov et al. 2018; or Strielkowski et al. 2019). We can use an example of Russian Federation in order to demonstrate the risks of demographic development. The dynamics of the main indicators of demographic risks and the attendant threats are presented in Table 1 that is shown above. The table lists the indicators of demographic risks and related threats in the system of personnel security in the Russian Federation from 2000 until 2018.

The demographic risks and threats to the personnel security of the Russian Federation associated with the reproduction of its human resources are manifested primarily in the population. In addition, labour shortage, low fertility rate, or other demographic issues can hamper the personnel safety.

### 3 Quality of public administration

In the context of public administration, attempts to adapt the management techniques developed for private companies at any cost have led to serious crises, due to the mismatch between the resources used in these techniques and the purposes pursued by public institutions.

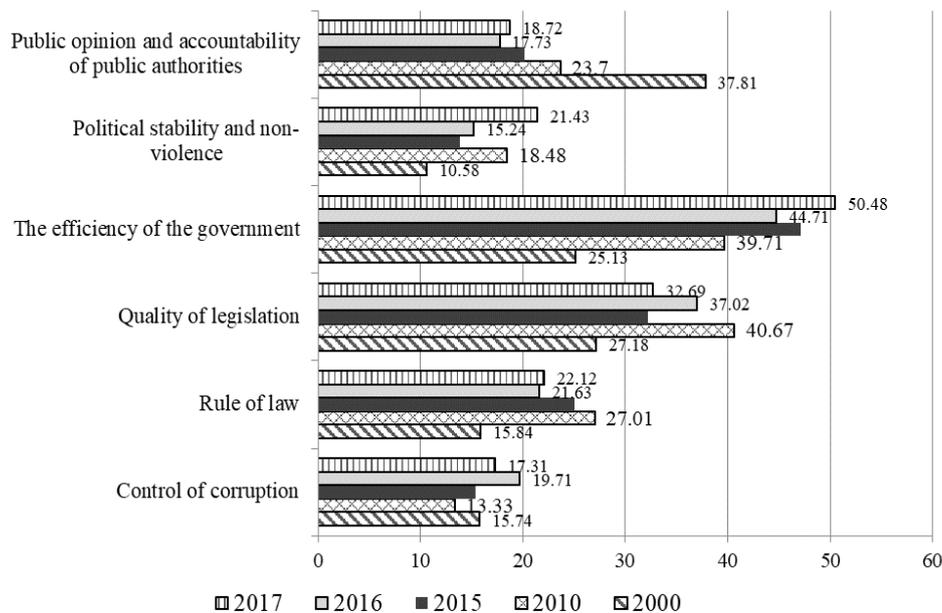


Fig. 1. Dynamics of public administration quality indicators in Russia, in %  
Source: World Bank (2018)

Although the ultimate goal of public administration (public interest) is very different from that of private administration (profit), both areas are striving for efficiency (Torchia et al. 2015). Efficiency as one of the most important aspects of public administration also has to do with another idea that is supported by these scientists: social sciences, including administrative sciences, were part of the natural sciences. Let us look at the dynamics of public administration quality indicators using an example of Russian Federation (Figure 1 above).

On the contrary, American organizational culture can be seen as a different approach to public administration reform (Wolfe and Dilworth 2015). Advocates emphasized the importance of competition, which promotes the emergence of alternative producers in the public services market, which encourages outsourcing practices in their production and supports not only the formation of strategic thinking among producers, but also the establishment of suitable markets. Reduction of the role of state institutions, privatization and financing to the end user. In many countries, these requirements have been put into practice. These include the separation of large government agencies, increased competition in the public sector and market incentives for civil servants. In this model, digital technologies were of lesser importance, as their initial application was mainly aimed at improving indicators of public service delivery, such as the efficiency and speed of information transmission.

In the 1990s and 2000s, the process of state reform was influenced by the shift of ideas and economic models of public administration in relation to (neo) liberal discourse. The European Union (EU) acted as a strong external factor for institutional reforms that allowed the adaptation of national administrative systems to common rules and procedures (Hlepas 2016). As a result, a number of political and organizational changes have been introduced to adapt the country's administrative capacity to supranational patterns of state reform.

The practical application of open data as an integral part of the digital governance model encourages more active involvement of citizens in the process of solving various public administration tasks (see e.g. Gasco 2017). Crowdsourcing platforms, which are used to budget and improve the efficiency of budget spending, allow citizens to connect individually or at the level of public expertise with the budget process. In addition, we should mention the importance of the vulnerability to the increasing problems and challenges of the digital sphere, despite a number of benefits of the digital governance model that reflect the gradual convergence of the digital worlds of government and citizens. Citizens therefore need additional protection of personal data and the right to confidentiality and privacy due to the digital intelligence of states and large companies, the vulnerability of imported software and hardware and the growing potential of cyber weapons. The state is not always able to handle this task and adequately protect digital sovereignty. An interesting innovation in public administration for environmental protection is the establishment of environmental prosecutors.

In general, the quality of public administration can and should be measured using the quality of its personnel that is an alpha and omega of all services and acts offered by that administration. Therefore, it is very important to put a special attention towards ensuring the protection, fostering, enhancing, and developing these personnel.

## **4 Conclusions and implications**

Generally, personnel safety and security appear to be the key aspect to all organisations, regardless of their type and scope. However, personnel safety is even more important for the public administration institutions due to the scope and type of its work.

For security to be successful and effective, senior management, including the rest of employees, must be fully aware of the importance of corporate and information security. All employees should understand the underlying importance of safety and the specific safety requirements that are expected of them. The controls and procedures of a security program should reflect the type of data processed. In order to develop and manage safety education, training and awareness, all relevant elements of knowledge transfer must be clearly identified and programs for presentation, publicity, synergy and implementation elaborated.

All in all, one would probably agree with us that the basic requirement for safety training is awareness. It creates a common ground or foundation for the understanding of security across the enterprise, focusing on important or fundamental issues and issues related to security that all employees must understand and understand. Effective training teaches employees how to do their jobs and comply with safety guidelines. This is an ongoing activity that must be maintained for each employee throughout the life of the organization. A security expert needs a thorough understanding of security and the local environment for the entire organization, not just their specific work tasks.

The best first step in protecting employees is to educate them about best practices for protecting their own and their corporate devices. Cybersecurity awareness training not only prevents sensitive information from being compromised, but also makes it an effective first line of defence against suspicious activity or violations. From there, organizations must set policies and best practices for employee safety.

All in all, we can state that there are some important factors for the personnel security and safety that include, in particular, low efficiency of public administration and the growth of social and political tensions. These

factors might worsen the situation on the labour market and in the public and private companies and therefore should be prevented and eliminated.

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