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## **SOCIAL MANAGEMENT PRACTICES IN THE SOCIAL WORK MANAGEMENT SYSTEM: PROBLEM STATEMENT**

*The article defines the problem field of social and managerial practices in the management system of social work in modern Ukrainian society. Two groups of factors in the formation of a modern model of social work are identified – the processes of globalization and decentralization in Ukraine, and in this aspect, there is a need for the development of a management system for social work, and the category that allows to study its features is social and administrative practices. It has been determined that social management practices are a way of social interaction in the management system of social objects, and in the field of management of social work as a stylistic, socio-psychological and adaptive-innovative form of management activity of social subjects of management different levels in the field of social work. The study of social and managerial practices in the social work management system will determine: 1) priorities for the development of social management in the field of social work in the context of the formation of an adaptive and effective social policy model; 2) mechanisms for the formation of a model of social work and the principles of social interaction in the practical managers` activities and social services and institutions social workers for the social services provision; 3) value-identification, socio-psychological and style features of management activities in the management system of social work; 4) the regional specifics of management in the social work system in the context of territorial decentralization.*

**Methods used in the study:** logical-historical, structural-functional and comparative analysis – to characterize scientific approaches to the definition of “social work”, “social management”, “management of social work”; analysis and synthesis – to conceptualize the definition and principles of social work management; structural and functional analysis – for the features of the social work management at the macro, meso and micro levels, as well as mechanisms for its improvement and development; expert survey – to identify the state and directions of social work management development in Ukraine. **The aim of the article** is to single out social and managerial practices in the system of social work management depending on the regional specifics in modern Ukrainian society.

*Social and managerial practices in the system of social work management are determined by regional features and territorial decentralization specifics (which determines the institutional and organizational order of the social work system), so it is important to study the specifics of social and managerial practices of social work management at different levels of social management, regional and local (level of territorial communities).*

*A promising area of further research is the separation of socio-managerial practices at the macro-, meso-, micro-levels of social work management and the degree of their reproduction in the management system of social work.*

**Key words:** social work, management, social management, social work management, social practices, social management practices.

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## СОЦІАЛЬНО-УПРАВЛІНСЬКІ ПРАКТИКИ В СИСТЕМІ УПРАВЛІННЯ СОЦІАЛЬНОЮ РОБОТОЮ: ПОСТАНОВКА ПРОБЛЕМИ

У статті визначено проблемне поле соціально-управлінських практик в системі управління соціальною роботою в сучасному українському суспільстві. Виділяють дві групи факторів формування сучасної моделі соціальної роботи – процеси глобалізації та децентралізації в Україні, і в цьому аспекті виникає потреба у розробці системи управління соціальною роботою, а також категорія, що дозволяє вивчити її особливості соціально-адміністративної практики. Визначено, що практики соціального управління є способом соціальної взаємодії в системі управління соціальними об'єктами, а у сфері управління соціальною роботою як стилістичної, соціально-психологічної та адаптивно-інноваційної форми управлінської діяльності соціальних суб'єктів соціальної діяльності, управління різних рівнів у сфері соціальної роботи. Вивчення соціально-управлінських практик у системі управління соціальною роботою визначить: 1) пріоритети розвитку соціального управління у сфері соціальної роботи в контексті формування адаптивної та ефективної моделі соціальної політики; 2) механізми формування моделі соціальної роботи та принципів соціальної взаємодії в практичній діяльності керівників та соціальних служб та установ соціальних працівників з надання соціальних послуг; 3) ціннісно-ідентифікаційні, соціально-психологічні та стильові особливості управлінської діяльності в системі управління соціальною роботою; 4) регіональна специфіка управління в системі соціальної роботи в умовах територіальної децентралізації.

Використані методи дослідження: логіко-історичний, структурно-функціональний та порівняльний аналіз – для характеристики наукових підходів до визначення понять «соціальна робота», «соціальний менеджмент», «менеджмент соціальної роботи»; аналіз і синтез – концептуалізувати визначення та принципи управління соціальною роботою; структурно-функціональний аналіз – щодо особливостей управління соціальною роботою на макро-, мезо- та мікрорівнях, а також механізмів її вдосконалення та розвитку; експертне опитування – для визначення стану та напрямів розвитку управління соціальною роботою в Україні. Метою статті є виокремлення соціально-управлінських практик у системі управління соціальною роботою залежно від регіональної специфіки в сучасному українському суспільстві.

Соціально-управлінські практики в системі управління соціальною роботою визначаються регіональними особливостями та специфікою територіальної децентралізації (що визначає інституційно-організаційний порядок системи соціальної роботи), тому важливим є вивчення специфіки соціально-управлінських практик соціальної роботи. управління роботою на різних рівнях соціального управління, регіональному та місцевому (рівень територіальних громад).

Перспективним напрямом подальших досліджень є виокремлення соціально-управлінських практик на макро-, мезо-, мікрорівнях управління соціальною роботою та ступінь їх відтворення в системі управління соціальною роботою.

**Ключові слова:** соціальна робота, менеджмент, соціальний менеджмент, управління соціальною роботою, соціальні практики, практики соціального управління.

**General formulation of the problem.** Global and local challenges facing modern Ukrainian society require the formation and improvement of an adaptive and innovative model of social work, which should be able to meet the needs of a larger number of clients. At the present stage of reforming and modernizing the social protection system, such influential factors are: firstly, the process of globalization in the social, political and economic aspects (the emergence and the concept of international social work development, the formation of modern global social policy and its manifestation in national systems of social policy towards its liberalization, the formation

of an information and network society), and, secondly, the processes of decentralization in Ukraine, requiring the modernization of the providing social services system at the level of united territorial communities (UTG) and the formation of a management system at the regional and local levels. In this regard, the question arises of the theoretical substantiation and practical material support of the social work management system in modern socio-economic conditions, actualizes the idea of introducing such a type of management as management into social work. There is an urgent need to develop a social work management system to provide assistance to various categories of social

services clients at the national, regional and local levels. Management of social work is carried out in the subject-subject plane and in the measurement of social management, it turns out to be in the specifics of social practices of interaction in the management of the social work sphere at all levels. Therefore, the category that allows to study the features of the social work management is social and management practices.

**Analysis of recent research and publications.**

The works by Y. Belevtsova, J. Brindikov, R. Greba, N. Husak, K. Dubich, I. Zverevoi, O. Kondratenko, M. Kravchenko, O. Savchuk are devoted to the problems of forming a model of social work in the context of modern transformations in Ukrainian society, T. Svitlichnoi, T. Semiginoi, G. Slozanskoy, V. Troshchinsky. A. Shevchuk and others.

The work of such foreign scientists as J. Buchanan, A. Walker, T. Hansley, F. Parslow, as well as domestic ones: V. Andrushchenko, E. Borodin, V. Elagina, A. Kapskoi, M. Kravchenko, L. Krivachuk, E. Libanova, M. Lukashevich, N. Nichkalo, T. Semiginoi, V. Skuratovsky, P. Shevchuk and others. The works of such scientists as V. Bekh, E. Dedov, L. Kolbina, J. Melnyk, O. Pesotska, Raevskaya Ya., T. Ternavska, G. Timoshko, M. Tulenkov, T. Semigina, O. Kholostova, etc. social and managerial practices in the management system of social work in the regional society. In this regard, there is an objective need to develop a scientific substantiation of the social work management system model in a regional society through the allocation of mechanisms for the formation of social and administrative practices in the context of decentralization and regional characteristics.

**Formulation of the article objectives.** The purpose of the study is to determine the problematic field of social and managerial practices research in the management system of social work, depending on the regional specifics in modern Ukrainian society.

**Presentation of the main research material.** Social work, by the fact of its belonging to the class of social systems, presupposes management (including self-government), or rather, social management, since “each of the social systems, from the largest, such as society as a whole, to the individual, in the process of its functioning and development require management” (Осипов, 1998, p.37). The tasks related to the effective functioning of the social work system are very relevant for the current stage of Ukrainian society develop-

ment and provide for the determination of the social management features in the field of social work during the period of reforming the social protection system in accordance with the liberal model of social policy, in which the role of the state is decreasing.

As M. Tulenkov notes, the general properties of social management include, firstly, the presence of a person as a subject and object of management, as a primary element of the social system, and secondly, the use of purposeful and conscious management impact on various social communities of people (social groups, organizations, teams, etc.); thirdly, ensuring the functioning and development of any social system while maintaining its basic qualitative parameters (Тулєнков, 2008, с. 489–500). At the same time, the management of social work as a whole is of a subject-subject, socially conditioned nature, which makes it possible to purposefully use the socio-managerial approach in organizing social work and take into account the specific needs of categories of citizens in need of social services and the capabilities of those organizations that provide social services.

The leading direction of social management in social work is a management-oriented approach. Social work management is “a conscious systemic influence on the process and result of the social service organization: the social assistance development, maintenance, prevention, patronage, inspections, counseling, informing through the optimal use of the resources of the client and social services of various ownership forms, making a specific decision regarding goals, tasks of social work with a particular case or a set of factors of a social problem” (Тимошко, 2011, с. 7). The main goal of social work management is to ensure the implementation of the basic principles of the state approach to the social work organization in a specific social service.

In the structural and functional aspect, social work management is implemented at the macro, meso and micro levels of management. At the macro level, the social work management corresponds to the level of strategic management of the social work system according to V. Bekh (Бєх, Лукашевич, Туленков, 2008, с. 368-369), the features and specifics of which depend on the specific state social policy model, its value-ideological imperatives, based on the socio-cultural values of society, the level of civil society development. The domi-

nant social policy model determines the regulatory, financial and economic and organizational and managerial dimensions of the development and functioning of the social work management system. The main function of social work management at the macro level is to form an effective social work model at the national level.

Management of social work at the meso-level can be considered in three main functional aspects: 1) management of social work at the regional level; 2) management of social work in society; 3) management of social work and social service organizations.

Social work at the regional level is characterized by a certain specificity. Firstly, it is mainly ensured by the activities of state and non-governmental organizations, local self-government bodies through the provision of social services to the relevant categories of the population, the introduction of appropriate social technologies. Secondly, the activities of social specialists in organizing social work at the local government level should be aimed at developing cooperation, partnerships between various social institutions of the territorial community, local government and local executive authorities, and community members. Thirdly, the basic condition for the effectiveness of social work in society is the activation of community members, encouraging them to take various initiatives, primarily to participate in identifying and solving problems of socially vulnerable categories of citizens.

Three groups of social work management functions at the meso-level can be distinguished: 1) improving the quality and accessibility of the social services provision to persons who find themselves in difficult living conditions or who belong to “risk” groups; 2) formation of the functioning and organizational development of social work institutions at the level of the territorial community; 3) promoting the development of an effective social work model based on social partnership.

The functions of the social work management of the first group are the professionalization of the social services provision to the population through professional staffing, the development of methods and tools for social work, providing for targeting and an individual approach to the client. The functions of the second group cover the purposeful impact on the processes of formation, functioning and organizational development

of social service and social work institutions, changes in their social organization and structure. The third group includes the functions of social management associated with the creation of a fundamentally new model for the provision of social services by creating a network of territorial institutions of social services and social work (Семигіна, 2019) and involving private and public organizations in their activities, establishing partnerships with the public sector for providing social services.

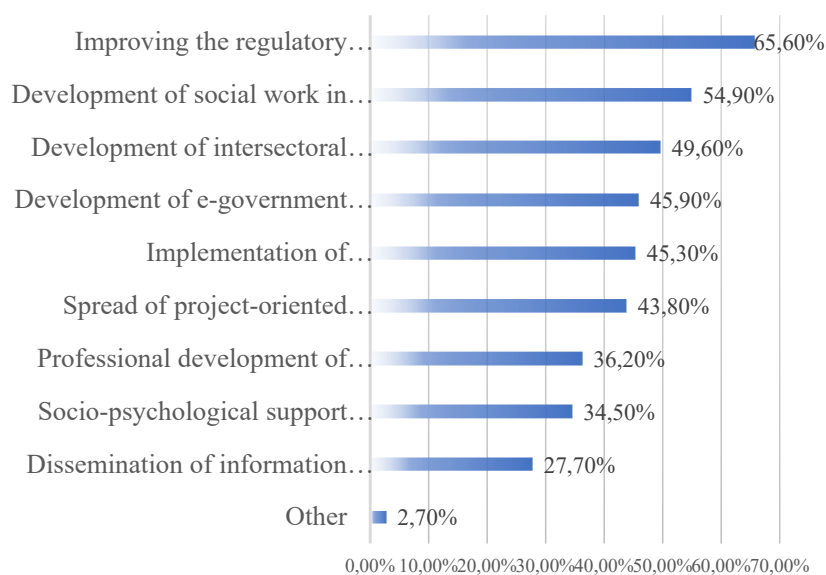
The functional aspect of social work management at the micro level is associated: firstly, with the practice of interaction in the “social worker – client” system and hence the quality of social services and the effectiveness of the worker’s sociality (which generally reflects the level of competence, qualifications and professionalism), and second, with the specifics of management activities in social work organizations (management decision-making, control over the activities of social work organizations and individual social workers, conflict and stress management, motivational management, the formation of organizational culture, etc.).

To highlight the mechanisms for the development of social work management in the system of the population social protection in Ukraine, we conducted an expert survey among scientists, representatives of government bodies in the field of the population social protection, heads of public organizations that provide social services, heads and employees of social services and social service institutions in Zaporizhzhya region (n = 130, June 2021).

In fig. 1 is presented an assessment of the mechanisms’ for the development importance and improvement of the management system in Ukraine.

Thus, among the mechanisms for the development and improvement of the social work management system, the leading experts consider the following: 1) regulatory mechanisms (improvement of national legislation in the field of social work and the provision of social services; regulatory support of management standards in the field of social work (ISO); implementation of international and European standards of management and quality of social services); 2) institutional and organizational mechanisms (institutionalization of social work as a process of allocation and consolidation on the basis of legitimization and professionalization of public relations of assistance, bringing them into a system focused on meeting the needs of individuals and groups with disrupted





**Fig. 1. Mechanisms for the development and improvement of the social work management system in Ukraine (several options could be chosen)**

living conditions and social security of society; institutional and organizational development of social communities in the context of administrative and financial decentralization) 3) social and managerial mechanisms (intersectoral social partnership in the management of social work, the spread of project management (administration) as the development and implementation of projects in the provision of social services; professionalization of social work through improving the quality of training social workers (personnel management) 4) information and communication mechanisms (development of electronic management in the field of social work and the provision of social services, social advertising as information and communication management technology – informing the population about available social services and social work institutions provided) 5) socio-psychological mechanisms (prevention and prevention of occupational risks in social work, conflict management in the system of interaction “manager – subordinate”, “employee – employee”, the formation and improvement of leadership qualities of social services’ and social workers’ heads, the formation of the organizational culture of the social work institution).

The implementation of certain mechanisms for the development of the social work management system provides for the formation and reproduction of adaptive and innovative social and management practices in the development of a modern

model of social work in Ukraine, in our opinion (in the context of globalization and sustainable development), can be based on the so-called “global definition of the profession social work”, the main essential features of which are: 1) promotion of social change and development, social cohesion, activation and liberation of people; 2) the basic principles of social work are the principles of social justice, human rights, collective responsibility and respect for diversity; 3) social work attracts people and social organizational structures to solve life problems and improve well-being at the global and local (national, regional, local) levels (Семігіна, 2015, с.8). It is these essential characteristics of social work that are the priority goals in the management of the social work system at all levels, and in terms of content they are reflected in the models of managerial activity and social interaction of management subjects as social practices.

In the social sciences, the concept of “social practices” is quite meaningfully disclosed in the works of both foreign and domestic scientists: P. Berger, P. Bourdieu, G. Garfinkel, E. Giddens, T. Lukman, A. Schutz, V. Dobrenkov, T. Zaslavskoi, O. Zlobinoi, S. Kataeva, A. Lobanovoi, I. Martynyuk, V. Poltorak, O. Reznik, O. Ruchky, L. Sokuryanskoi, S. Shugalsky, N. Shulga, etc. Modern research is of particular importance. social practices in the context of a certain social space of the region (P. Bourdieu, E. Durkheim, G. Simmel, I. Kononov, G. Korzhov, L. Nagorna,

V. Sereda, O. Stegnyy, T. Parsons, N. Chernish and others.). The social space of the region pre-determines the characteristic models of social behavior and local features of social practices, the formation of regional identity.

The concept of “social practice” can be defined as the social interaction of individuals, groups, communities in real time and space, provides a well-established functioning of social institutions. For example, in E. Giddens’ theory of structuration, social practices are the basis of both the subject and the social object, all social practices, form social structures, ordered in space and time, tied to a specific context, background; at the same time, social practice is not created by social actors, but only reproduced by them (Гидденс, 2003). In T. Zaslavskoi’s studies, social practices are presented as “... specific forms of functioning of public institutions, while the general form of implementation of each institution is ... a set of relevant social practices” (Заславская, 2001, с. 7). S. Shugalsky interprets social practice in the activity aspect “... as a set of specific habitual (routine) actions of individuals, groups, communities, organizations in real time and space, which ensures the stable functioning of social institutions” (Шугальський, 2012, с. 278). Thus, social practices are characterized by stability, reproducibility, mass character, normativity, they have a double structure: on the one hand, they are determined by the social environment, on the other hand, they affect the environment, changing its structure.

In general, the conceptualization of the “social practice” concept in scientific discourse allows us to present it as culturally conditioned ways of implementing social actions that are formed as a result of interactions of social actors, which: 1) are determined by social status and normative value regulators; 2) due to the presence of resources of social, economic, political and cultural capital in social actors; 3) ordered in space and time, tied to a specific context and background; 4) are systematized in accordance with the current status and associated role repertoire; 5) function as general schemes for typing and interpreting social behavior and interaction; 6) are reproduced in various socio-cultural subspaces and social fields (Матюхін, 2019, с.42).

Proceeding from this, social and managerial practices represent a way of social interaction in the management system of social objects, and in the field of social work management as a stylistic,

socio-psychological and adaptive-innovative form of management activity, the social subjects of which can be state bodies of management of the social protection system. population, regional authorities and local self-government, territorial community, heads of social work organizations and social service institutions, social workers, the scientific community and public organizations involved in practical social work.

The study of social and managerial practices in the social work management system will determine: 1) priorities for the development of social management in the field of social work in the value-ideological context of the formation of an adaptive and effective social policy model and the degree of its support among the subjects of management; 2) mechanisms for the formation of a social work model and the principles of social interaction in the practical activities of managers and social services’ social workers and institutions for the provision of social services, determined by the influence of global and local factors; 3) value-identification (based on the basic cultural value invariant, the system of social value constructs), socio-psychological and style features of managerial activity in the social work management system.

The formation of social and managerial practices in the social work management system is influenced by regional features and the specificity of territorial decentralization, which affect the institutional and organizational ordering of the system of the population, social work and social services social protection as its components.

In domestic scientific thought, the regional specificity of social practices is determined through the understanding of the region as a social space in a certain territory. For example, I. Kononov notes: “The region is the main subnational territorial unit of industrial and information societies associated with the existence of special territorial communities that are formed with the localization of a cluster of practices in the development of peculiar geotheritories” (Кононов, 2004, с.54). I. Sidor, in his own conceptual approach, defines the social space of the region through two main groups of conditions that determine the social interaction characteristics of the community of people living on its territory: firstly, climatic and economic conditions; secondly, the specificity of socio-cultural features (features of historical development, features of the social structure of the population,

linguistic and confessional features, political orientations, features of social behavior, etc.) (Сидор, 2011, с. 165–166).

M. Biryukova identifies two main approaches to identifying the role of the region: 1) socially oriented, according to which the region is, first of all, an instrument of the state used to form a certain social order; 2) middle-style creative, in which the dominant view of the region as an environment for providing opportunities for self-realization of the individual and other social subjects (Бірюкова, 2015, с. 24–27). Hence, it can be noted that it is in the social space of the region that the institutionalization of social practices takes place, including in the system of social management. Moreover, as D. Matyukhin notes, “the institutionalization of social practices in the context of the social space of a region is a process of streamlining any social practice into an organized system, assumes a certain structure of relations, values, rules, norms, patterns of behavior, and is aimed at supporting sociocultural regional identity, stability reproduction of regional models of social behavior, lifestyle of the social community of the region” (Матюхін, 2019, с.181). Therefore, social and administrative practices in the social work management system have their own regional specifics.

So, it is relevant to study the specifics of the social and managerial practices of the social work management subjects at: 1) different levels of social management of the sphere of social work (macro-, meso-, micro) 2) the regional level (as a comparative analysis of the features of management in the sphere of social work in various regions

of Ukraine); 3) the level of territorial communities (urban and rural).

**Conclusions and prospects for further research.** The problematic field of social and managerial practices research in the social work management system can be defined as follows:

– firstly, social and managerial practices in the field of social work management are models of social interaction as an adaptive and innovative form of managerial activity of social subjects, involves the study of their value-identification, socio-psychological and style features;

– secondly, the definition of the specifics of the formation and reproduction of adaptive and innovative social management practices in the development of a modern model of social work in Ukraine will determine the directions for the implementation of mechanisms for improving the management system of social work;

– thirdly, social and managerial practices in the social work management system are determined by regional characteristics and the specifics of territorial decentralization (which determines the institutional and organizational ordering of the social work system), therefore, it is relevant to study the specifics of social and managerial practices of social work management subjects at different levels of social management: national, regional and local (level of territorial communities).

A promising area of further research is the allocation of social management practices at the macro-, meso-, micro-levels of social work management and the degree of their reproduction in the management system of the sphere of social work.

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