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EFFECTIVE PUBLIC ADMINISTRATION BY CREATING CONDITIONS OF EXISTENCE AND DEVELOPMENT OF COLLECTIVE EMOTIONAL INTELLIGENCE

Abstract. To improve public administration (PA) in a dynamic environment requires an instrument such as collective emotional intelligence (CEI) that establishes understanding among groups of the social system (system) and directs its development. CEI facilitates adapting the system through development of new interior and exterior connections with a certain priority according to conditions of the environment and a state of the system. It includes forming vision, leadership, decentralization, delegation of authority, providing unity of efforts and economy of means to keep the system effective.

CEI helps to assess the system, review its organizational and mental parts in the new environment where old norms and rules are not effective anymore. CEI facilitates change implementation especially on the mental level. It improves the decision-making and makes the system “smart” and enough adaptable towards the environment based on increased self-awareness, self-management and relationship management, social awareness, feedback, communication and cooperation among its elements.

To ensue successful development of the system in the dynamic environment PA has to provide conditions of CEI existence and development that are different. Conditions of CEI existence can ensure required PA in a predictable and stable environment, when conditions of CEI development have to improve PA in a changeable environment. A group requires high CEI to be effective and competitive in the complex and dynamic environment that, in turn, motivates CEI development.

CEI can increase PA effectiveness if conditions of CEI existence and development are satisfied. At the same time the state authority and the civil society work together as “a learning organization” and understand the importance of CEI; PA institutions assess and develop CEI at state, regional and local levels; a state program of the use of CEI in PA is activated. PA and CEI are mutually dependent

and can improve each other. The task of PA is to monitor the state of the system and create conditions of CEI existence and development.

Keywords: public administration, collective emotional intelligence, conditions of existence and development.

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ЕФЕКТИВНЕ ПУБЛІЧНЕ УПРАВЛІННЯ ЗА ДОПОМОГОЮ СТВОРЕННЯ УМОВ ІСНУВАННЯ ТА РОЗВИТКУ КОЛЕКТИВНОГО ЕМОЦІЙНОГО ІНТЕЛЕКТУ

Анотація. Для поліпшення публічного управління (ПУ) у динамічному середовищі, потрібен інструмент, такий як колективний емоційний інтелект (КЕІ), який встановлює порозуміння між групами соціальної системи (системи) та спрямовує її розвиток. КЕІ сприяє адаптації системи шляхом розвитку нових внутрішніх та зовнішніх зв'язків з певним пріоритетом відповідно до умов середовища та стану системи. Це включає формування бачення, лідерства, децентралізації, делегування повноважень, забезпечення єдності зусиль та економії засобів для підтримки ефективності системи.

КЕІ допомагає оцінити систему, переглянути її організаційну та ментальну частини в новому середовищі, де старі норми та правила більше не є ефективними. КЕІ сприяє впровадженню змін, особливо на ментальному рівні. Це покращує прийняття рішень і робить систему “розумною” та достатньо пристосованою до середовища на основі підвищеної самосвідомості, самоуправління та управління відносинами, соціальної обізнаності, зворотного зв'язку, спілкування та співпраці між її елементами.

Для успішного розвитку системи в динамічному середовищі ПУ має забезпечити умови існування та розвитку КЕІ, які є різними. Умови існування КЕІ можуть забезпечити необхідне ПУ у передбачуваному та стабільному середовищі, коли умови розвитку КЕІ мають покращити ПУ у мінливому середовищі. Група потребує високого КЕІ, щоб бути ефективною та конкурентоспроможною у складному та динамічному середовищі, що, у свою чергу, мотивує розвиток КЕІ.

КЕІ може підвищити ефективність ПУ якщо умови існування та розвитку КЕІ задоволені. При цьому державна влада та громадянське суспільство працюють разом як “навчальна організація” і розуміють важливість КЕІ; установи ПУ оцінюють та розвивають КЕІ на державному, регіональному та місцевому рівнях; державна програма використання КЕІ в ПУ активована. ПУ та КЕІ взаємозалежні і можуть покращувати один одного. Завданням ПУ є

моніторинг стану системи та створення умов існування та розвитку KEI.

Ключові слова: публічне управління, колективний емоційний інтелект, умови існування та розвитку.

The problem statement. The dynamic environment complicates PA and makes the system unstable and vulnerable. Growing competitiveness among different corporate groups and nations under influence of a globalization process creates exterior challenges for the system. Difference of interests of state, regional and local levels and groups, which are based on diverse beliefs, values, cultural, religion and language features, generates interior challenges for the system.

To deal with these challenges PA has to develop and use CEI to make the system “smart” and enough adaptable through increased communication, cooperation and understanding among its elements. However, there is no clear explanation of conditions of CEI existence and development in the context of PA. Determination of these conditions requires additional research in order to make PA effective in the dynamic environment.

Analysis of recent research and publications. CEI is introduced by different definitions. R. Bar-On describes emotional-social intelligence as “a cross-section of interrelated emotional and social competencies, skills and facilitators that determine how effectively we understand and express ourselves, understand others and relate with them, and cope with daily demands” [1, p. 16]. V. Druskat and S. Wolf name CEI a group emotional intelligence and define it “as the ability to develop a set of norms” [2] that facilitates awareness and regulation of (1) the emotion of individual members (similar to empathy and social skills in the definition of individual emotional intelligence), (2) shared group-level emotion (similar to group atmosphere [3] or group mind [4]), and (3) the emotion inherent in relationships with groups and individuals outside the group boundary” [2, p. 13]. Also, they suggest “building effective groups requires building group trust, identity, and efficacy” [2].

According to S. Wolf group emotional intelligence norms [5, p.1] have three levels (individual, group, and external), six dimensions, and nine norms that can define existence of CEI. These norms are: interpersonal understanding, confronting members who break norms, caring behavior, team self-evaluation, creating resources for working with emotion, creating of affirmative environment, proactive problem-solving, organizational understanding and building external relationships.

Understanding emotional intelligence (EI), recognition and regulation of personal and social competences could help to study CEI. D. Goleman created the Framework of Emotional Competencies [6] that has recognition functions – self-awareness, self-management, and regulation functions – social awareness and relationship management.

The task of the article is to improve PA effectiveness in the dynamic environment by creating conditions of CEI existence and development.

The main part. The system and the environment are connected and develop

together. System resistance to a change in conditions of a dynamic environment creates a paradox between the need of system adaptation and resistance to it. To solve this problem requires simultaneous change organizational, mental, information and communication parts of the system [7, p. 10]. CEI can help PA to deal with this paradox of change based on improved understanding among elements of the system and the environment. It can facilitate reviewing the mental part of the system that is critical for decision-making and the most difficult for change.

The use of CEI in PA can make the system “smart” like an intellectual human being, who is able to learn, evaluate himself and the environment, be self-aware and self-regulated. Under influence of the dynamic environment PA has to build the system similar to an adaptable model of “a learning organization” [8, p. 3-4] and lead its development in three dimensions of “feeling-thinking-wanting” [9, p. 56] based on CEI.

A learning organization naturally determines required decentralization, delegation of authority, communication, a number of system elements involved in the decision-making process (DMP). It can create resonance in interaction between the system and the environment that generates a synergy effect to provide additional energy to adapt the system to a new environment. Nonetheless, to achieve a desired goal PA has to demonstrate proper leadership to balance system resistance with its adaptation and create conditions to apply critical, creative and systems thinking to avoid possible mistakes in decision-making because of environmental complexity, human traps and biases.

The system with high CEI could feel the situation better and make proper decisions in the chaotic and turbulence environment. “Groups are smarter than individuals only when they exhibit the qualities of emotional intelligence” [10, p. 174]. For instance, there is a phenomenon of coordinated flight of huge flocks of birds that is called murmuration. “At a murmuring each bird constantly has visibility on all parties. This is due to the fact that the behavior of birds in flight is aimed at obtaining maximum information about neighbors, flocks and the surrounding space” [11].

It is possible to assume that a flock of birds has a certain group quality, similar to CEI, that does not exist individually and allows changing directions of movement very fast. The appearance of this quality is based on the need to survive especially in conditions of increased danger. Computer simulations of the individual bird’s behavior algorithm have shown that murmuration plays a role in protecting flocks from predators. In the changeable environment the flock of birds acts in conjunction with the maximum level of communication in order to understand the necessary movement, the direction of which is set by the birds inside the flock [12].

In a dynamic environment a group of people can behave similar to a flock of birds. Under threat people can become equal and demonstrate unity of efforts, increased communication and mutual understanding. CEI can facilitate PA to manage elements of the system in the flow of environmental waves, provide support, feel of change and build interaction in semitones, create resonance in joint actions

and immediately make necessary decisions to adjust direction. Also, CEI can define an organizational culture, group spirit, establish a participative type of leadership with equal rights and shared responsibility.

CEI helps to establish relationships between the state authority (SA) and the civil society (CS) that define a PA approach to deal with problems. CEI is a competence of emotional management that develops forms of group socialization, norm building and regulates relationships within the group. It prioritizes national, corporate and individual needs, negotiate among elements of the system based on norms such as national and organizational cultures.

CEI can define a social order as development of the organizational structure, rules and norms in which people feel well because it includes understanding and realization of individual and group needs. It can motivate changing the mental part of the system. D. Goleman mentions “resonance” in leadership “when leader drive emotions positively...they bring everyone’s the best” [10, p. 5]. Also, he states “resonance comes naturally to emotionally intelligent leader” [10, p. 20]. Similar to a leader a group with developed CEI could create a resonance with the environment and become attractive for other groups.

CEI could be connected with reflection of the reality. According to C. Jung [13] a man found himself between two principles: 1) the society and 2) the collective conscious and the collective unconscious. Imagination is formed between them. The society creates an image of the total reality with which a man deals. Reality is immersed in the realm of the “imager” – between the subject and the object. The concept of “imager” was proposed by G. Durand [14] and consists of three components: 1) the one, who imagines, 2) of what is imagined and 3) the process of imagination itself.

From a philosophical point of view, based on the concept of “imager” PA is a process of organizing individual and collective actions (efforts) to fulfill a period of time by sense, which is formed by uninterrupted balancing three parts of the “imager” based on the use of CEI. In turn, CEI can help to identify a sense of existence in the reality through establishing relationships among elements of the system in the given environment.

CEI may define priorities in establishing new links and directions of movement of the system. The reality and established coordinates can define sense of activities. The sense of existence of the system is connected with culture, religion, beliefs and values that are developed in a certain environment. Vision, ideology, narratives in strategic communication can support sense of existence. For instance, communism and capitalism, as two different ideologies, define the reality and establish sense of existence in different coordinates of adopted beliefs and values.

It is possible to introduce the notion of “management of sense.” Dynamic of intensity of change of human needs [15, p. 77] can define this process. Achievement of desired goals serves to fulfill the reality by sense to satisfy current human needs. Revising goals, rules, norms and images may describe the process of management of

sense. A new set of them have to establish another sense for activities in the new environment and facilitate the DMP.

CEI can help PA to create a vision of system development, understand a required level of change and motivate reviewing a sense of system existence in the new environment. Under environmental influence it is important “to control the system in order to maintain system functionality and lead the system with certain limitations for change” [16, p. 25]. CEI may naturally regulate these limitations through clarification of archetypal system norms and rules.

A level of change can define the context of systems policy that aims to establish PA relationships inside and outside of the system that will balance the system and allow achieving a desired goal in the given environment. From this prospective, PA should demonstrate a mastery of leadership with the use of CEI as convergent and divergent thinking to make proper decisions to achieve a desired goal.

PA can influence human imaginary to change the mental part of the system to improve the DMP in conditions of a new environment. Imaginary can fulfill a vacuity of consciousness in the DMP. It is a part of a scenario in which people would like to be involved. PA should create the scenario that people like and ready to follow in order to satisfy their needs. The art of PA may lie in the ability to manage human imagination through the use of CEI for better understanding the system and the environment on the way to achieve a desired goal.

PA can influence people by placing them in a certain scenario. It can launch CEI and thinking that can facilitate changing obsolete norms and rules to improve decision-making in the new environment. Examples are ideology, revision of historical events, values, beliefs, change of images (monuments), transition from Soviet (collective) values to democratic (individual) European ones.

CEI provides required energy exchange through communication among elements of the system according to the situation that makes the system functional. Emotions reflect the result of energy exchange and charge or discharge. CEI becomes a regulator that distributes energy flows in the direction that should balance the system as a result of competition between a desire of each element of the system to get maximum charge of energy to be able to realize its needs. Without this, some elements of the system can decrease their potentials and even disappear. The system becomes unipolar and energy production, as a result of movement between different poles, disappears and the system as well.

It is possible to assume that CEI can have three levels: 1) no CEI – “zero,” 2) CEI existence and 3) CEI development. They correspond to the coefficient of dynamic equilibrium between the system and the environment (K_{eq}) [16, p. 9] that illustrates openness of the system, its adaptability and efficiency. The first CEI level “zero” characterizes a weak and marginal organization where its members are separated and do not support each other, there are no threats and danger and everything is predictable. The second and third CEI levels appear under conditions of growing threat for the system.

In the changeable environment the system should be adaptable enough to survive. In these conditions CEI can shift group thinking aside collective conscious to get reflection of the reality to implement required changes to survive. There is a moment when the system must be changed and CEI, as a “warning bell,” will inform about this and provide a guidance for change in the complex environment. It is based on decision-making as a random choice from propositions of members of the social system under conditions that define CEI existence and development.

CEI can be a function of environmental conditions, collective thinking as a proportion (R) of interaction of collective conscious an unconscious and a level of communication. “This interaction is variable and is a function of nonlinear dependence on the level of equilibrium between the system and the environment: $R = f(K_{eq})$ ” [17, p. 168]. Collective thinking is directed to manage openness of the system in order to save its functionality through adaptation to a new environment.

CEI is an ability of the group to feel and manage elements of the system according to the conditions of the environment. CEI helps to determines new lines of communication and collaboration, create confidence in the person of transition, form vision and convince for change. In the context of PA, it is about establishing conditions of CEI existence, development and its application in PA to make the system effective. These conditions create a concept of CEI existence and development in the PA format.

It is possible to suppose that CEI, similar to EI, can exist, be learned [18] and developed under conditions of its existence and development. Introduction of CEI as “a set of norms that manages emotional processes such as to cultivate trust, group identity, and group efficacy” [2, p. 3] may present conditions of CEI existence. However, there are conditions of CEI existence and also development. Conditions of CEI existence have to facilitate maintaining system functionality in a relatively stable environment when conditions of CEI development are critical for the system to survive in a changeable environment.

Therefore, conditions of CEI existence may present a set of norms that makes the system functional in the stable environment. Conditions of CEI development have to make system effective in the changeable environment. These conditions are connected with change and a need to adapt the system to a new environment. It is about reviewing beliefs, values and norms based on change of the mental part of the system.

The mental part of the system develops within mutually connected three cognitive functions – “feeling, thinking, wanting” [9, p. 56]. CEI provides “feeling” a level of balance of the system that is defined by K_{eq} . CEI (“feeling”) is connected with “thinking” as interaction of collective conscious and unconscious that depends on K_{eq} [19, p. 158]. However, the level of CEI (L_{cei}) is also a function of K_{eq} [20, p. 20]. Therefore, L_{cei} is connected with interaction of collective conscious and unconscious. This statement may help to explain conditions of CEI existence and development.

It is possible to assume that CEI starts activating and works in a competitive,

but predictable environment that can correspond to the interval between optimal and minimal Keq [$Keq_{opt} - Keq_{min}$] [7, p. 86]. In this situation, to maintain the system functional requires establishing conditions of CEI existence, for example, trust, identity, unity of efforts, one goal and communication. It has to make the system self-regulated and goal oriented based on the scene of its existence. It can be similar to a human body with nervous system that provide understanding and coordination among its elements towards the environment on the way to achieve a desired goal. It can be determined by more active collective unconscious, as a set of adapted norms, in interaction with collective conscious in thinking.

The need to create conditions of CEI development can correspond to the interval [$Keq_{min} - Keq_{crt}$] [7, p. 86], in which the system loses efficiency under high risk (similar to “murmuration” for birds) and should be properly adapted to the environment based on developed CEI. The situation of emergency activates the collective conscious to analyze the reality because it is based on reflection of events.

Conditions of CEI development may require interior and/or exterior motivation for the system and can include delegation of authority, equalization of rights, decentralization, increased communication and mutual understanding among elements of the system. Interior motivation may mean the need to satisfy system's wishes on the new level of its development. Rapid change of the environment, as exterior motivation, forces the system for adaptation that requires high developed CEI. Thus, there are conditions of CEI existence and development. Also, conditions of CEI development may include necessary and sufficient ones (Table 1).

Table 1

Conditions of CEI existence and development

Conditions of CEI existence	Conditions of CEI development	
	Necessary conditions	Sufficient conditions
1) The system is in a competitive situation, but in a relatively stable environment [$Keq_{opt} - Keq_{min}$];	1) Exterior motivation is established: the system is in a dynamic and growing changeable environment;	1) The system loses effectiveness [$Keq_{min} - Keq_{crt}$] and the need of its change is urgent and launched;
2) The system has a sense of its existence, communication, mutual understanding among its elements based on established leadership, organizational culture, norms and rules.	2) The system is a learning organization, concentrates on trust, unity of efforts, creativity and learning; organizational culture, climate and leadership makes the system self-aware, self-managed, empathic with feedback, mission command – delegation of authority, equalization of rights, decentralization, creativity, increased communication;	2) The sense of existence (mission) of the system and existed norms and rules are not valid anymore;
3) The system has quite constant characteristics that work in the given environment and demonstrates trust, unity of efforts, identity, one goal.	3) Realistic feedback works as a guidance for change (the collective conscious dominates).	3) Interior motivation for change is activated: - PA generates a vision of system development and sense to develop CEI (to survive); - Resonance in working of elements of the system is established.

It is possible to assume that CEI can be developed in more degree than individual EI. However, CEI can also disappear if conditions of its existence and development are not satisfied. Thus, from the concept of CEI existence and development PA has to make the system as “a learning organization,” provide CEI existence conditions in the stable environment and CEI development conditions in the changeable environment.

The focus can be on building a learning organization that will adapt itself through reviewing of its mental, organizational and information and communicative parts. It can require self-awareness, self-management, participative leadership, decentralization, delegation of authority, trust, one goal, shared vision, creativity, feedback and cultivating a new communication culture based on digital format.

Conditions of CEI existence and development also define system effectiveness in the context of its existence and development (tab. 2). “Emotional intelligence is a resource that group members combine to share and draw upon when needed” [21]. In the stable environment the system can exist even with low CEI (tab. 2). However, in the dynamic environment the system requires developed CEI to be effective and competitive.

The difference in a geopolitical location, a level of threat, national and organizational cultures, beliefs, values and others features may influence forming CEI. Thus, “some groups need emotional intelligence more than others” [22, p. 322] because “groups with large amounts of emotional intelligence may outperform their competitors” [22, p. 314].

Table 2

Dependence of system effectiveness on CEI conditions

		CEI conditions	
		(a) CEI existence	(b) CEI development
Conditions of a group (system)	(1) System existence (functionality) (Sense of existence)	The system can exist in stable environment even with low CEI. (1) may require minimum CEI – to satisfy (a)	(1) System existence does not require developed CEI (b)
	(2) System development (Interpretation of vision with a new sense of existence)	The system development requires CEI. (2) requires (a)	(2) requires (b) and additional conditions (change of environment, the use of a scenario that will generate conditions of urgency due to danger – reflection as a system reaction based on collective conscious (rational)).

CEI facilitates implementing changes on the organizational level of the system. It happens through reviewing the metal part of the system by establishing understanding and synchronization among elements and levels of the system based on a common goal, shared experience, values and beliefs. The degree of interaction between levels of the system can be determined by Keq and priority of interests for each level, presence of attractors (for instance, movement to Europe under certain conditions) that support existing values.

In conditions of a changeable environment freedom and independence of elements of the system should be increased. It improves the DMP to create new patterns of the system structure that will provide equilibrium with a new environment and balance the system with satisfaction of human needs.

Growth of changes initiates additional independent elements of the system involved in the DMP. A level of participation of the SA and the CS in the state leadership (decentralization) should be flexible and correlate to balance of the system (Keq) [23, p. 184]. In this context CEI may help PA to manage properly the level of decentralization.

Fluctuation of each level of the system (positive or negative emotions) should be recognized by PA and used in its effective management. CEI serves as a tool to understand and manage these fluctuations. PA can use positive emotions as a source of additional energy for a required change.

CEI can help to select a right leader for the group. "Under the guidance of an emotionally intelligent leader people feel a natural comfort level...They form an emotional bound that helps them stay focused even amid profound change and uncertainty" [10, p. 21]. Leadership styles and tactics of influence can be connected with CEI that facilitates building trust, responsibility and cooperation between the SA and the CS based on applying "soft" and "hard" leadership power in PA in order to get commitment or compliance from the CS.

Lack of trust, as a condition of CEI existence, can decrease Lcei. Trust allows leading the system with high-speed communication and honest feedback that provide effective system work under crisis. The system starts working automatically without fear of cheating and possible mistakes based on shared responsibility and believe to each other. It is the highest level of leadership mastery that based on commitment, soul and applying unwritten archetypal norms and rules.

The CEI conditions have to be created at the state, regional and local levels. From the PA viewpoint, the architecture of CEI development can be created in the framework of "ends-ways-means-risk." The conditions of CEI existence and development are the ends, practical recommendations to create these conditions are the ways and PA employees, structures and institutions are the means.

J. Rampton proposes 7 ways to create emotionally intelligent teams such as: 1) have a ring leader; 2) identify team members' strengths and weaknesses; 3) spark passion; 4) build team norms; 5) develop creative ways to manage stress; 6) allow team members to have a voice; 7) encourage employees to work and play together [24]. D. Goleman suggests to apply emotional learning programs in every

school worldwide [25]. Also, gender diversity can increase the level of CEI [26, p. 227].

There are emotional competencies that characterize the individual emotional intelligence and have functions of recognition – self-awareness, self-management and regulatory functions – social awareness and relationship management [6]. “A group’s emotional intelligence requires the same capabilities that an emotionally intelligent individual expresses” [10, p. 177]. D. Goleman proposes to maximize the group’s emotional intelligence by building a self-aware, self-managed and empathic team with setting ground rules under leader’s assistance [10]. In comparison with individual EI development of CEI requires at first building the system as a living organism and then to develop these competencies through PA activities that include leadership.

CEI development requires evaluation. There are some approaches to measure EI: the Bar-on Emotional Quotient Inventory (1997) [27], Self-report Emotional Intelligence Test (SREIT) (1998) [28], Trait Emotional Intelligence Questionnaire (TEIQue) (2001) [29], the Mayer-Salovey-Caruso Emotional Intelligence Tests (MSCEIT) (2002) [30], Emotional and Social competence Inventory (ESCI) (2007) [31], the Situational Test of Emotional Management and Understanding (2008) [32; 33]. However, there are no instruments to measure Lcei in the context of PA. They should be properly developed to assess the system from the position of satisfaction of conditions of CEI existence and development.

Conclusions and propositions for further research. To summarize, to lead the system successfully in the dynamic environment requires the use of CEI in PA. CEI is a tool of PA to assess and develop the system, review its mental part in a new environment where old norms and rules are not effective anymore. PA and CEI are mutually dependent and can improve each other. There are conditions of CEI existence and development. The task of PA is to create these CEI conditions in time based on monitoring the state of the system and the environment.

The use of CEI can increase PA effectiveness under next settings:

- 1) Conditions of CEI existence and development are satisfied;
- 2) The CS and the SA work together as one team and aware about CEI;
- 3) Responsible PA institutions are identified to assess and develop CEI at state, regional and local levels;
- 4) State and regional programs of the use CEI in PA are activated.

To make CEI as a PA tool is important to:

- 1) Explain the role of CEI to improve effectiveness of PA in conditions of the dynamic environment.
- 2) Introduce CEI development as an important part of state reforms, create vision and inspire people.
- 3) Assess a level of CEI.
- 4) Develop ways to establish conditions of CEI existence and development:
 - a. Form an informational space about CEI and create a philosophy to use it in PA based on understanding effective cooperation between the SA and the CS;

b. Make a social system as “a learning organization” with communication, feedback, trust, confidence, unity of efforts, transparency, delegation of authority and responsibility, equal rights, gender and age diversity;

c. Develop TV programs, computer games, conduct classes, seminars, workshops, exercises to explain the role of CEI in PA and develop it;

d. Create programs and centers on local, regional and state levels to teach and train people to develop CEI.

5) Define means to implement ways in the context of required personal, equipment and facilities.

In spite of a significant position of CEI to lead the system in the dynamic environment it remains just a PA tool when PA itself takes full leadership responsibility to make the system effective and successful. For further research it is important to develop a plan of CEI development, determine a structure and PA institutions that will be responsible for plan implementation. Also, to evaluate a level of CEI requires creating an assessment instrument in the context of PA.

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