

## **SECTION 2. ADMINISTRATIVE LAW SUPPORT OF EDUCATION AND SCIENCE**

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### **MANAGEMENT OF EDUCATION IN THE CONDITIONS OF INTERNATIONALIZATION COMMUNICABILITY OF STATE VALUES**

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#### **INTRODUCTION**

The peculiarities of the modernization of the Ukrainian educational space and the spectrum of innovative activity are determined by the requirements of the modern world and the needs of Ukrainian society. Management of education in the conditions of internationalization of communicability of state values is an important component of sustainable human development and the main mission of any state. Education is a process in which both people and the state and society, in general, are interested. S. Scarlet admits that the educational process can only be considered perfect if it ensures not only the successful satisfaction of today's social demands but also determines general approaches to solving future problems<sup>38</sup>.

Education makes it possible to realize one's own plans, improve one's skills, and achieve certain goals. No economy in the world will achieve the desired development without a reliable and effective education system for civil servants. In Ukraine, the project "Support for the comprehensive reform of public administration in Ukraine" is being implemented, which is financed by the European Union, in partnership with the Ministry of Justice of Ukraine, the National Agency of Ukraine for Civil Service, and the Ukrainian School of Government.

High educational potential is the most valuable asset of the country. During the hostilities, the actual number of civil servants was 166,752 (of which 136,000 worked full-time, 12,000 – remotely); since February 24,

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<sup>38</sup> Освіта України в умовах воєнного стану. Інноваційна та проєктна діяльність : науково-методичний збірник / за заг. ред. С. М. Шкарлета. Київ ; Чернівці : Букрек, 2022. С. 5.

5,691 people left abroad, and 16,696 people were released during the period of martial law. Accordingly, the number of vacant positions is 34,265<sup>39</sup>.

In today's world, to have a decent education system and properly trained personnel, significant financial investments from the state are necessary. After all, state protectionism and budget financing play a decisive role in this area. Some economists (Alyushina N., Voronkova V., Voronko L.) consider public administration as the organizing and regulating influence of the state on the social life of people to organize and transform it<sup>40</sup>. Honcharuk N., Artemenko N. Prudius L. update the management of managerial personnel in the sphere of civil service of Ukraine and modern trends in the formation of personnel potential<sup>41</sup>. The effectiveness of the implementation of the rational use of financial, technological, material, intellectual, and other resources requires a digital transformation of the educational activities of higher education institutions in Ukraine in the conditions of war<sup>42</sup>.

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<sup>39</sup> НАДС узагальнено результати здійснення протягом I–III кварталів 2022 року заходів контролю за дотриманням умов реалізації громадянами права на державну службу. 21 жовтня 2022 р. URL: <https://nads.gov.ua/news/do-uvahy-kerivnykiv-derzhavnoi-sluzhby-ta-sluzhb-upravlinnia-personalom-nads-uzahalneno-rezultaty-zdiisnennia-protiahom-i-iii-kvartaliv-2022-roku-zakhodiv-kontroliu-za-dotrymanniam-umov-realizatsii-hromadianamy-prava-na-derzhavnu-sluzhbu>.

<sup>40</sup> Алюшина Н. Управління персоналом на державній службі: новий статус кадровика, кейси, методика проведення співбесіди. *Держслужбовець*. 2016. № 7. URL: <https://i.factor.ua/ukr/journals/ds/2016/july/issue-7/article-19498.html> ; Воронкова В. Г. Менеджмент у державних організаціях. Київ : Професіонал, 2004. С. 99–115 ; Воронько Л. О. Успішна кар'єра державного службовця: сутність, умови та фактори побудови. URL: <http://academy.gov.ua/ej/ej17/PDF/23.pdf>.

<sup>41</sup> Гончарук Н., Артеменко Н. Планування кар'єрного розвитку державних службовців у контексті формування державної служби. *Державне управління та місцеве самоврядування*. 2012. Вип. 4(15). С. 199–209. URL: [http://www.dridu.dp.ua/vidavnictvo/2012/2012\\_04\(15\)/12gntrds.pdf](http://www.dridu.dp.ua/vidavnictvo/2012/2012_04(15)/12gntrds.pdf) ; Гончарук Н. Т., Прудиус Л. В. Модернізація державної служби та управління людськими ресурсами в Україні. *Аспекти публічного управління*. 2018. Т. 6. № 1–2. С. 42–51.

<sup>42</sup> Ілляшенко С. М., Шипуліна Ю. С., Ілляшенко Н. С. Цифрова трансформація освітньої діяльності закладів вищої освіти України в умовах війни. *Вища освіта за новими стандартами: виклики у контексті діджиталізації та інтеграції в міжнародний освітній простір* : матеріали Міжнар. наук.-метод. конф., 10 травня 2022 р. / редкол.: В. Богомолов ; Харків. нац. автомобільно-дорожній ун-т. Харків, 2022. С. 7–10. URL: [https://drive.google.com/file/d/1rkQRD3BxwdE8pu0DJ33Brw2cU\\_xCzpfJF/view](https://drive.google.com/file/d/1rkQRD3BxwdE8pu0DJ33Brw2cU_xCzpfJF/view).

In the conditions of formation of the foundations of sustainable human development, the process of providing people with the choice to acquire certain knowledge and improve professional qualities requires significant attention from the state. Fu Haishan (2019) notes that it is necessary to invest in innovative ideas to support countries and create global public and educational goods by introducing new applications of data technologies to achieve sustainable development<sup>43</sup>. V. Zinchenko, N. Bazelyuk, M. Boychenko, L. Gorbunova, S. Kurbatov, Y. Melkov, O. Shipko (2020) recognize the importance of sustainable development of society in the context of the internationalization of higher education and science, global progress of humanity and transformations of the process of institutionalization of the world political, economic, social system, which requires a holistic and multi-level sphere of the interaction of economies, societies, states, social institutions, cultures, peoples, nations, worldviews<sup>44</sup>. Internationalization of the communicability of state values affects both national models of education and science, as well as changes in the global educational and scientific paradigm.

It is very often believed that the state as an institution in general or as a set of institutionalized norms and organizations is the embodiment of willpower, while such a property of the state as "scholarship" is the result of exogenous forms of its borrowing from people who act as holders and bearers of reason, which can accumulate in the minds of both people and society in general, forming social consciousness<sup>45</sup>. The ability and ability to assimilate and create new knowledge and technologies is an important component of human potential. Knowledge itself is one of the main factors in the financial stability of the state and the financial self-protection of citizens.

The functioning of the education system in the conditions of martial law is characterized by the search for new approaches to the organization of the educational process, and effective pedagogical and information technologies. The system of education of civil servants in the conditions of a full-scale military invasion and changes in the national labor market

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<sup>43</sup> Fu Haishan. Data for development impact: Why we need to invest in data, people and ideas. February 13, 2019. URL: <https://blogs.worldbank.org/voices/data-for-development-impact-why-we-need-to-invest-in-data-people-and-ideas>.

<sup>44</sup> Стратегія вищої освіти в умовах інтернаціоналізації для стійкого розвитку суспільства : монографія / В. Зінченко, Н. Базелюк, М. Бойченко, Л. Горбунова, С. Курбатов та ін. ; за ред. В. Зінченка. Київ : Інститут вищої освіти НАПН України, 2020. С. 5.

<sup>45</sup> Геєць В. Модернізація в системі «суспільство-держава-економіка». *Журнал європейської економіки*. 2014. Т. 13. № 2. С. 114.

requires the definition of an algorithm of requirements for the creation of an effective system of motivation of civil servants; outline the main factors of the internal and external environment that influence the motivational process of obtaining an educational qualification; determine the ratio of effective systems of motivation and material stimulation of civil servants.

### **1. Problems of education in the value system of state administration**

With the development of the market, the economic relations between the state and education have become more complicated. In the modern global economy, the state is an active market entity. Without the active regulatory role of the state, the market will destroy itself and turn into a monopoly, which will become a threat to the reproduction of new goods and services, as well as to technical progress. It is known that most of the novelties that determine the state of the modern economy, humanity received thanks to the state order and state plan and not the market. It is worth realizing that the market is a threat to the formation of a knowledge society because it tries to turn knowledge itself into a commodity. Knowledge should be available to everyone, i.e. be in the public domain<sup>46</sup>.

In the modern economy, education is an undeniable attribute of a person. According to the Constitution of Ukraine, every person has the right to education. Complete general secondary education is mandatory in our country. At the same time, the state ensures the availability and free-of-charge of preschool, full general secondary, professional and technical, higher education in state and communal educational institutions; development of preschool, full general secondary, extracurricular, vocational, higher and post-graduate education, various forms of education; provision of state scholarships and benefits to pupils and students. At the same time, citizens have the right to obtain higher education free of charge in state and communal educational institutions on a competitive basis<sup>47</sup>.

In the system of state values, the modern educational model aims to form a competent, humane, educated, creative, and tolerant person who operates in a democratic society that is in a state of dynamic development; a person who acutely feels that he is not only a part of a certain society but also a harmonious part of the surrounding natural world, ready to preserve

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<sup>46</sup> Єщенко П. С. Світу потрібен новий вектор розвитку: від bubbleeconomics – до економіки людини. *Економіка України*. 2014. № 6. С. 17.

<sup>47</sup> Конституція України від 28.06.1996 (зі змінами і доповненнями). URL: <http://zakon2.rada.gov.ua/laws/show/1264-12>.

the valuable assets of past generations, multiply them and pass them on to the heirs<sup>48</sup>.

It is also logical that there is a steady relationship between a person's education and the length of his life. According to T. Bogolib, the education system has a dual temporal orientation: in the past and the future. In education, on the one hand, the reproduction of knowledge and experience is carried out, and on the other hand, the perspective of the future life of both an individual and society as a whole is established and determined<sup>49</sup>.

Society is interested in the formation of a harmoniously developed personality, and the formation and development of individual and social consciousness. From these positions, the general level of knowledge as an individual's intelligence, creative potential, and social competence are of mutual interest both on the part of society and each individual in particular.

Educational innovations became especially relevant with the beginning of a large-scale war when it became vital to make quick, non-standard, essentially innovative decisions, in particular, in the conditions of increased migration processes and a decrease in those willing to receive educational services. At the beginning of the military aggression, migration in Ukraine was circular<sup>50</sup>. Citizens went to work, returned, and after some time left again. According to various estimates, up to 4 million Ukrainians were labor migrants; at the same time, about 2.5 million Ukrainians were abroad<sup>51</sup>. In 2022, according to the United Nations, there will be more than 5.5 million Ukrainian refugees abroad. Their return depends on how long the war will last. If finished in 12 months, most will return; a maximum of 600,000 will remain abroad<sup>52</sup>. If active hostilities continue until the end of 2022 or longer and spread territorially, the number of people willing to leave the country will increase.

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<sup>48</sup> Огнев'юк В. О. Освіта в системі цінностей сталого людського розвитку : монографія. Київ : Знання України, 2003. С. 436.

<sup>49</sup> Боголіб Т. М. Принципи управління вузом : монографія. Київ : Знання, КОО, 2004. С. 16.

<sup>50</sup> Alekseyenko L., Kosovych O., Alekseyenko M. Dialectics of development of ecological component of social responsibility of management in the conditions of fragmentation of labor markets. *Соціальні, економіко-правові та фінансові виклики в умовах глобальних трансформацій* : збірник матеріалів II Міжнар. наук.-практ. конф., Тернопіль – Братислава, 30 травня 2022 р. Тернопіль : ЗУНУ, 2022. С. 133–135.

<sup>51</sup> Міграція в Україні: наскільки проблема масштабна? URL: <https://www.youtube.com/watch?v=Z1A7WwC2Lts>.

<sup>52</sup> Лібанова Е. До 90% українців планують повернутися, але плани можуть змінюватися. URL: <https://minfin.com.ua/ua/2022/05/06/84908432/>.

An important step on the way to reforming the education system of civil servants is the awareness of the modern "global-stage understanding of social development and institutional transformations for the sustainable development of society in the context of the internationalization of higher education and science" with the need for interaction between systems (the global system, a component of international integration, internationalization processes)<sup>53</sup>.

When training students of higher education for the personnel management service of state bodies, it is worth considering that personnel management in the public service is a complex process. First, the work at the high level of state institutions depends on the efficiency and effectiveness of personnel management technologies. Secondly, when training personnel, the following components should be taken into account: the organizational structure of personnel management; informational and methodological support of the personnel management system; personnel management technologies. Thirdly, following the Law of Ukraine's "On Civil Service"<sup>54</sup> the personnel management service is the main assistant to the head of the civil service in the state body in the exercise of his powers in the field of personnel management.

The main tasks of personnel management services in state institutions are implementation of state policy on personnel management in the state body; ensuring the organizational development of the state body; selection of personnel of the state body; forecasting staff development, encouraging employees to enter the service career; implementation of analytical and organizational work on personnel management.

In the typical position <sup>55</sup> certain functions have been fixed, according to the tasks assigned to the personnel management service, namely: organization of work on the development of the structure of the state body; development of projects of normative legal acts; proposing the head of the civil service on improving work with personnel and personnel

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<sup>53</sup> Стратегія вищої освіти в умовах інтернаціоналізації для стійкого розвитку суспільства : монографія / В. Зінченко, Н. Базелюк, М. Бойченко, Л. Горбунова та ін. ; за ред. В. Зінченка. Київ : Інститут вищої освіти НАПН України, 2020. С. 30.

<sup>54</sup> Про державну службу : Закон України від 10.12.2015 № 889 (зі змінами). Дата оновлення: 02.12.2021. URL: <https://tax.gov.ua/diyalnist-/zakonodavstvo-pro-diyalnis/zakoni-ukraini/72725.html>.

<sup>55</sup> Про затвердження Типового положення про службу управління персоналом державного органу : Наказ Національного агентства України з питань державної служби від 03.03.2016 № 47. Дата оновлення: 01.06.2022. URL: <https://zakon.rada.gov.ua/laws/show/z0438-16#Text>.

management; control over the development of job instructions for civil servants of the state body. Special attention should be paid to planning the professional training of civil servants of the state body; ensuring the preparation of materials regarding the appointment to positions and dismissal of the personnel of the state body.

The personnel management service has the right to: together with other structural divisions, check and monitor compliance with the rules of internal service procedures; interact with the structural divisions of the state body; on behalf of the head of the civil service, represent the state body in other bodies of state power, local self-government bodies, enterprises, institutions and organizations on issues within its competence.

It is worth noting that, upon agreement with the head of the civil service, it is possible to participate in conferences, seminars, meetings, and other events related to personnel management and organizational development. Note that the main role in personnel management in a state body is played by the head of the personnel management service, who ensures the career planning of civil servants.

When training students of higher education for the personnel management service of state bodies, certain roles must be taken into account for the effective performance of tasks, namely: 1) analytical, which includes strategic personnel management, determination of the strategic goals of the state body and their coordination with the HR strategy<sup>56</sup>; 2) communication, which involves representing the interests of the personnel in the state body, encouraging and motivating its employees; 3) catalytic, which sees in itself the constant, continuous implementation of changes and renewal of the structure of the state body. It is not allowed to entrust the personnel management service with tasks that are not provided for by the current legislation, and those that do not relate to issues of personnel management, organizational development, and public service.

The formation of a safe and continuous educational environment requires the solution of several problems: the disclosure of the organizational and legal foundations of the education of civil servants in the conditions of a military challenge; determining the current trends in the formation of personnel potential in the field of public service; to reveal the peculiarities of the professional development of civil servants in the process

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<sup>56</sup> Гончарук Н. Т. Управління керівним персоналом у сфері державної служби України: теорія та практика : монографія. Дніпро : ДРІДУ НАДУ, 2012. С. 56–63.

of career growth, taking into account the standards of the European Union; outline the effective aspects of digitization, implementation of HR strategies and HR branding in the activities of state bodies.

## **2. Priorities for the development of educational potential in the context of the internationalization of approaches to the personnel management system in public service**

The education strategy for civil servants involves the application of international strategies, concepts, and practices regarding sustainable development: global civic education and global learning; political education; ethical and moral education; environmental education; intercultural learning; education in the field of personal rights<sup>57</sup>.

Work in the public sector provides a relatively high standard of living, so in most cases, workers with higher education are involved. A total of 86 million people or 25% of the employed population work in the public sector of the countries of Europe and Central Asia. This is much higher than the world average of 16%. So, in Belarus, almost 40% of all employees work in the public sector, and in Romania – only 13%<sup>58</sup>. In the countries of the South Caucasus, Central Asia, and the Western Balkans, the share of persons with higher education working in the public sector exceeds the similar indicator for the population as a whole by more than two times<sup>59</sup>.

In the region of Europe and Central Asia, the role of the state in the economy is more significant than in other regions of the world, but it is likely to grow even more in the coming years. In these regions, the idea of expanding the public sector is supported by about a third of the population

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<sup>57</sup> Transforming our World: the 2030 Agenda for Sustainable Development. URL: [https://www.un.org/ga/search/view\\_doc.asp?symbol=A/RES/70/1&Lang=E](https://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E) ; Нелсіна Г. В. Роль освіти в забезпеченні сталого розвитку людства. URL: <http://lib.chdu.edu.ua/pdf/naukpraci/pedagogika/2017/293-281-8.pdf> ; Стратегія вищої освіти в умовах інтернаціоналізації для стійкого розвитку суспільства : монографія / В. Зінченко, Н. Базелюк, М. Бойченко, Л. Горбунова та ін. ; за ред. В. Зінченка. Київ : Інститут вищої освіти НАПН України, 2020. С. 5–6.

<sup>58</sup> Anna Bjerde, Demirg-Kunt Asli. Digitalization and data can vastly improve public service delivery for citizens. March 30, 2021. URL: <https://blogs.worldbank.org/europeandcentralasia/digitalization-and-data-can-vastly-improve-public-service-delivery-citizens>.

<sup>59</sup> Pazarbasioglu Ceyla, Mora Alfonso Garcia. Expanding digital financial services can help developing economies cope with crisis now and boost growth later. April 29, 2020. URL: <https://blogs.worldbank.org/voices/expanding-digital-financial-services-can-help-developing-economies-cope-crisis-now-and-boost-growth-later>.



of high-income countries and about 45% of residents of countries with transition economies<sup>60</sup>. This is because the aging population requires the expansion of public services such as health care, disability services, and long-term care.

In 2022, the world economy will see a sharp increase in military challenges, volatility in financial markets, and the threat of climate change, which may lead to a potential combination of cataclysms. Kristalina Georgieva, Gita Gopinath, and Ceyla Pazarbasioglu in the work "Why We Must Resist Geoeconomic Fragmentation – And How" (2022) recognize that the war in Ukraine causes a sharp increase in the risk of geoeconomic fragmentation<sup>61</sup>. In addition, the situation with internal inequality in income, well-being, and opportunities continues to worsen in many countries, and in recent years, the strengthening of such inequality is also noted between countries.

Under the influence of global competition, sectors of the economy are changing and some people are left behind because public authorities are unable to help them. In the time since the beginning of the large-scale war in Ukraine, as the monitoring of the International Monetary Fund shows, about 30 countries have restricted trade in food, energy resources, and other key goods, which affects social standards<sup>62</sup>. Alfred Kammer (2022) recognizes that rising food and energy prices affect household consumption, and economic uncertainty threatens to limit investment, including in education<sup>63</sup>.

Educational motivation is an activity that encourages civil servants to improve their qualifications to achieve goals. The Ministry of Education and Science of Ukraine carries out state policy in the field of education,

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<sup>60</sup> Anna Bjerde, Demirg-Kunt Asli. Digitalization and data can vastly improve public service delivery for citizens. March 30, 2021. URL: <https://blogs.worldbank.org/europeandcentralasia/digitalization-and-data-can-vastly-improve-public-service-delivery-citizens>.

<sup>61</sup> Kristalina Georgieva, Gita Gopinath, Ceyla Pazarbasioglu (2022). Why We Must Resist Geoeconomic Fragmentation – And How. URL: <https://blogs.imf.org/2022/05/22/why-we-must-resist-geoeconomic-fragmentation-and-how/>.

<sup>62</sup> Kristalina Georgieva, Gita Gopinath, Ceyla Pazarbasioglu (2022). Why We Must Resist Geoeconomic Fragmentation – And How. URL: <https://blogs.imf.org/2022/05/22/why-we-must-resist-geoeconomic-fragmentation-and-how/>.

<sup>63</sup> Alfred Kammer (2022). La guerre en Ukraine porte un coup sévère à la reprise économique en Europe. URL: <https://www.imf.org/fr/News/Articles/2022/04/22/blog042222-eureeo-war-in-ukraine-is-serious-setback-to-europe-economic-recovery>.

guided by the Constitution of Ukraine, the Laws of Ukraine "On scientific and scientific and technical activities"<sup>64</sup>, "About education"<sup>65</sup>, "About high education"<sup>66</sup>, "About innovative activity"<sup>67</sup>, "About the professional development of employees"<sup>68</sup> and other legislative acts.

The motivation of civil servants should encourage them to perform their work better, strive for self-development, and improve their qualifications. The efficiency of the work of civil servants requires correct distribution of duties between employees; timeliness of task planning; mastery of the correct methods of material encouragement and determination of material responsibility; application of motivational incentives; formation of corporate culture and norms of behavior in the team. Special attention should be paid to the ratio of labor efforts and received income: material and pension support, social guarantees, and benefits.

From February 24, 2022, a special period is in effect in Ukraine – the period of the functioning of the national economy, enterprises, institutions, and organizations, as well as the fulfillment by citizens of Ukraine of their constitutional duty to protect the Motherland and the territorial integrity of Ukraine, which has the features of paying salaries during martial law. Drafting or enlistment of an employee for military service, or assignment to alternative (non-military) service, as a general rule, is grounds for termination of the employment contract. Exceptions are cases provided by law, when the employee's place of work, position, and the average salary are stored. Upon termination of the employment contract, the current legislation provides for the payment of severance pay to the employee in the amount of two minimum wages.

For civil servants, the conclusion of labor contracts and transfer to another job: firstly, fixed-term labor contracts can be concluded with new employees for the period of martial law or for the period of replacing a temporarily absent employee. Secondly, an employee may be transferred

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<sup>64</sup> Про наукову і науково-технічну діяльність : Закон України (зі змінами). Дата оновлення: 06.09.2022. URL: <https://zakon.rada.gov.ua/laws/show/848-19#Text>.

<sup>65</sup> Про освіту : Закон України (зі змінами). Дата оновлення: 28.07.2022. URL: <https://zakon.rada.gov.ua/laws/show/2145-19#Text>.

<sup>66</sup> Про вищу освіту : Закон України (зі змінами). Дата оновлення: 28.07.2022. URL: <https://zakon.rada.gov.ua/laws/show/1556-18#Text>.

<sup>67</sup> Про інноваційну діяльність : Закон України (зі змінами). Дата оновлення: 07.09.2021. URL: <https://zakon.rada.gov.ua/laws/show/40-15#Text>.

<sup>68</sup> Про професійний розвиток працівників : Закон України (зі змінами). Дата оновлення: 05.12.2019. URL: <https://zakon.rada.gov.ua/laws/show/4312-17#Text>.

to another job during the period of martial law without his consent and two months' notice, if such transfer is required to avert or eliminate the consequences of hostilities, as well as other circumstances that pose a threat to health or human life.

The functioning of the education system in the conditions of martial law is characterized by an intensive search for new approaches to innovative forms of organization of the educational process, effective information technologies, and pedagogical skills for the organization of a continuous process of training civil servants. It is worth noting that since the beginning of the full-scale military invasion in Ukraine, a large number of enterprises have been affected by hostilities<sup>69</sup>, and many workers were forced to evacuate to another area, are on vacation, idle, temporarily disabled, or their fate is temporarily unknown. Reparations from the aggressor country and assistance from the international community should be the main sources of funding for the post-war reconstruction of Ukraine<sup>70</sup>. Approaches to the training of civil servants are also changing accordingly.

Based on the results of the control measures, the National Agency of Ukraine on Civil Service issues gave suggestions to the heads of state bodies regarding the improvement of activities related to ensuring conditions for citizens to exercise the right to public service, elimination of identified inconsistencies and/or violations, as well as prevention of violations of the law. Note that during martial law, compared to the same period in 2021, the number of identified violations committed by managers and personnel management services of state bodies decreased by a total of 18% relative to one control object; the number of violations in terms of the organizational and legal basis for exercising the right to

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<sup>69</sup> Ворог завдав українським підприємцям збитків у 11,5 мільярда доларів. URL: <https://www.epravda.com.ua/news/2022/06/9/687984/>.

<sup>70</sup> Alekseyenko L. M., Tulai O. I., Alekseyenko M. D. Modern Trends in Labor Migration in the Context of Global Challenges / The Russian-Ukrainian war (2014–2022): historical, political, cultural-educational, religious, economic, and legal aspects : Scientific monograph. Riga, Latvia : Baltija Publishing, 2022. P. 7–8. DOI: <https://doi.org/10.30525/978-9934-26-223-4-1> ; Tulai O., Alekseyenko L. Involvement of labor potential in the implementation of the strategy of economic reconstruction: realities and global trends. *Improvement of the financial and credit mechanism for ensuring innovative development of the agricultural sector of economy, rural territories of Ukraine and countries V-4* : матеріали Міжнар. наук.-практ. Інтернет-конф., м. Дубляни, 2 червня 2022 р. Ч. II. Дубляни : ЛНУП, 2022. С. 103–106.

public service decreased by 1.5 times; 2.5 times more violations related to entry into the civil service were found<sup>71</sup>.

The latest approaches to determining the effectiveness of public administration are related to taking into account the trends of the military state and require a transition to the manager-manager model of public administration. It is important to ensure control over compliance with executive and official discipline, including by combining methods of persuasion, education, and encouragement with measures of disciplinary responsibility.

At the same time, education is a driver of an innovative economy and a mechanism capable of ensuring the reproduction of human potential. The organization of training of public servants on European integration issues is an important direction of strengthening the capacity of the civil service within the framework of the implementation of the project "Support of the comprehensive reform of public administration in Ukraine", which is financed by the European Union. In practice, it is important to study the legal norms of 35 institutes that are being formed in each branch of the law of the European Union. For this:

Firstly, as part of the cooperation of the Government Office for the Coordination of European and Euro-Atlantic Integration, the National Agency of Ukraine for Civil Service, Natolin4Capacity Building, and the College of Europe in Natolin (Warsaw) in Ukraine, the educational platform Natolin4Capacity Building was launched<sup>72</sup> with online programs for public servants. In 2022-2024, on this educational platform, public servants will be able to study 16 online courses on various aspects of the functioning of the European Union and the development of relations between the European Union and Ukraine. The topics and content of the courses are determined based on a study of educational needs.

Secondly, in the context of the adaptability of the rules of interaction of the state with citizens and businesses following the standards of the

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<sup>71</sup> НАДС узагальнено результати здійснення протягом I–III кварталів 2022 року заходів контролю за дотриманням умов реалізації громадянами права на державну службу. 21 жовтня 2022 р. URL: <https://nads.gov.ua/news/do-uvahy-kerivnykiv-derzhavnoi-sluzhby-ta-sluzhb-upravlinnia-personalom-nads-uzahalneno-rezultaty-zdiisnennia-protiahom-i-iii-kvartaliv-2022-roku-zakhodiv-kontroliu-za-dotrymanniam-umov-realizatsii-hromadianamy-prava-na-derzhavnu-sluzhbu>.

<sup>72</sup> В Україні запустили освітню платформу Natolin4Capacity Building з онлайн-програмами для публічних службовців. 26 жовтня 2022 р. URL: <https://nads.gov.ua/news/v-ukraini-zapustyly-osvitniu-platformu-natolin4capacity-building-z-onlain-prohramamy-dlia-publichnykh-sluzhbovtsiv>.

European Union, it is important to use modern platforms and develop appropriate online courses for civil servants. In practice, the online course "General Administrative Procedure" was created to help civil servants and local self-government officials understand the new rules and procedures and prepare in time for the entry into force of the Law of Ukraine "On Administrative Procedure" in December 2023<sup>73</sup>. Studying the general rules of interaction of the state with citizens and businesses will allow you to learn the following provisions: who is subject to the general administrative procedure; how to apply the new rules in practice; who can be considered an "interested person"; how to start administrative proceedings and prepare the corresponding act.

Thirdly, we share the point of view that competition in education is not only competition in mastering knowledge, but also always competition for excellence, performativity in academic virtues<sup>74</sup>. In this context, the Memorandum on cooperation between the National Agency of Ukraine for Civil Service and the National Institute for Strategic Studies deserves attention<sup>75</sup>. The memorandum certifies intentions regarding cooperation in the field of professional training, providing methodical, consulting, and informational support to civil servants, heads of local state administrations, their first deputies and deputies, officials of local self-government, and deputies of local councils. This will contribute to the further development of mutually beneficial cooperation and the involvement of representatives of state bodies, local self-government bodies, enterprises, institutions, and organizations, as well as independent experts.

Fourthly, for the successful completion of online educational programs, the best civil servants should have the opportunity to participate in specialized pieces of training and educational visits to the institutions of the European Union. In particular, the Natolin4Capacity Building project offers a group of participants a career development mentoring

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<sup>73</sup> Розроблено онлайн-курс «Загальна адміністративна процедура», який пояснює основні положення Закону України «Про адміністративну процедуру». URL: <https://nads.gov.ua/news/rozrobleno-onlain-kurs-zahalna-administratyvna-protsedura-iakyi-poiasniue-osnovni-polozhennia-zakonu-ukrainy-pro-administrativnu-protseduru>.

<sup>74</sup> Стратегії вищої освіти в умовах інтернаціоналізації для стійкого розвитку суспільства : монографія / В. Зінченко, Н. Базелюк, М. Бойченко, Л. Горбунова та ін. ; за ред. В. Зінченка. Київ : Інститут вищої освіти НАПН України, 2020. С. 54.

<sup>75</sup> Між Національним агентством України з питань державної служби та Національним інститутом стратегічних досліджень підписано Меморандум про співпрацю. 19 жовтня 2022 р. URL: <https://nads.gov.ua/news/mizh-natsionalnym-ahentstvom-ukrainy-z-pytan-derzhavnoi-sluzhby-ta-natsionalnym-instytutom-stratehichnykh-doslidzen-pidpysano-memorandum-pro-spiivratsiu>.

program and professional consultations on certain aspects of Ukraine's European integration.

Digital technologies and the data revolution open up wide opportunities for countries to increase the efficiency and volume of public services, as well as increase transparency and strengthen the trust of citizens. S. Scarlet admits that the formation of the intellectual elite of the nation – scientists, researchers, public figures, innovators-entrepreneurs – is another basic component of the development of education, it is the support of future leaders of world science and Hi-tech, the introduction of STEM education, the equipping of relevant laboratories<sup>76</sup>.

Modern digitization is necessary for the improvement of public administration, the quality of which increasingly depends on how actively states use digital tools and technologies in their activities to optimize management and provide services to strengthen the state's potential. The COVID-19 pandemic and military challenges have highlighted the urgent need to use digital financial services to support the functioning of financial systems, health care, and education and ensure the safety of people in conditions of social distancing, changes in demand, and tightening of lending conditions. Financial technologies contribute to the quick and safe provision of money transfers, educational services, and other types of financial support from the state to the population.

The World Bank recognizes that expanding the use of digital financial services contributes to economic development and poverty reduction. Pazarbasioglu Ceyla, and Mora Alfonso Garcia (2021) determined that countries with more developed financial systems achieve higher rates of economic growth and reduce income inequality<sup>77</sup>. Also, the World Bank and the Rockefeller Foundation are taking measures to eliminate the "digital divide" between men and women<sup>78</sup>. V. Geets in the article "Social reality in the digital space" (2022) admits that mass digitalization allows to develop and bring to universalism the methods of controlling the

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<sup>76</sup> Освіта України в умовах воєнного стану. Інноваційна та проєктна діяльність : науково-методичний збірник / за загальною ред. С. М. Шкарлета. Київ ; Чернівці : Букрек, 2022. С. 5–6.

<sup>77</sup> Pazarbasioglu Ceyla, Mora Alfonso Garcia. Expanding digital financial services can help developing economies cope with crisis now and boost growth later. April 29, 2020. URL: <https://blogs.worldbank.org/voices/expanding-digital-financial-services-can-help-developing-economies-cope-crisis-now-and-boost-growth-later>.

<sup>78</sup> Pangestu Mari Elka, Granryd Mats. Equal access to digital technologies: A key to resilient recovery. October 20, 2020. URL: <https://blogs.worldbank.org/voices/equal-access-digital-technologies-key-resilient-recovery>.

behavior of an individual, as well as the methods of managing his psychological state<sup>79</sup>.

In Ukraine, the Service for issues of digital development, digital transformations, and digitalization within the location "Digital transformation of education in conditions of war: anti-crisis solutions, opportunities, plans"<sup>80</sup> implements measures to apply the EvaluEd information and analytical system for the development of the education quality assurance system, in particular through self-assessment of the educational and management processes of educational institutions and institutional audits. The main advantages of the information system are: minimization of the subjective influence on the assessment result; tracking dynamics and timely response to problem detection; data collection and analysis; making decisions based on reliable data; diversification of the sources of obtaining information allows analyzing the state of the education system at different levels; transparency of external evaluation and self-evaluation. The use of the location "Safe educational environment: new dimensions of security" provides a safe space and creates conditions for an operational change in the way the educational process is organized. To determine the safety and accessibility of the educational process, clear measurement criteria are used, which can be used for self-evaluation of educational and management processes.

The main source of financing education in Ukraine should be state funds with the involvement of private business entities and households in this process. Stimulation of business structures can take place through preferential taxation in the case of providing a practice base to students of higher educational institutions; exemption from taxation of material resources provided by these structures to educational institutions; providing benefits regarding the payment of a single social contribution from the salary of those graduates who work in their profession immediately after graduating from an educational institution, etc. At the state level, it is necessary to develop a concept regarding the accessibility of education and to involve in this process state education management bodies, higher educational institutions, public organizations, and households – consumers of educational services.

In the value system of public administration, it is advisable to pay special attention to the principles and methods of management when

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<sup>79</sup> Гесць В. М. Соціальна реальність у цифровому просторі. *Економіка України*. 2022. № 1. С. 3–28. URL: <https://doi.org/10.15407/economuukr.2022.01.003>.

<sup>80</sup> Цифрова трансформація та безпека освітнього простору в умовах воєнного стану. URL: <https://sqe.gov.ua/cifrova-transformaciya-ta-bezpeka-osv/>.

training civil servants<sup>81</sup>. To increase the efficiency of the personnel management service in state bodies, it is advisable to systematize the use of the following methods: administrative (to make competent management decisions, support executive discipline, material, and administrative responsibility); organizational-administrative (use of organizational ties, orders, orders, instructions and control over their implementation); economic (increase staff motivation and contribute to increasing their material interest); socio-psychological (formation of civil servant behavior, initiative, creativity); moral and ethical (moral regulation of the behavior of civil servants).

## CONCLUSIONS

At the state level, it is necessary to develop a concept regarding the accessibility of education and to involve in this process state education management bodies, higher educational institutions, public organizations, and households – consumers of educational services. In the modern global economy, the state is an active subject of the market, and in the field of education and science development in Ukraine, it is important to take into account educational reforms and the implementation of innovative educational activities, conducting research and experimental work on the modernization of the content and quality of Ukrainian education, in particular, the professional development of employees (civil servants):

Firstly, the scientific understanding of the essence, role, and place of education in the system of state values has always been and remains the subject of increased attention. Along with this, an important issue of the state education policy is its accessibility, which should be understood as a set of circumstances (limited physical capabilities, social status, place of residence, income level, etc.) that affect the possibility of receiving educational services by specific individuals.

Secondly, the main source of financing education in Ukraine should be state funds with the involvement of private business entities and households in this process. Stimulation of business structures can take place through preferential taxation in the case of providing a practice base to students of higher educational institutions; exemption from taxation of material resources provided by these structures to educational institutions; providing benefits regarding the payment of a single social contribution from the salary of those graduates who work in their profession immediately after graduating from the educational institution.

Thirdly, the formation of the educational potential of civil servants in the conditions of social, economic-legal, financial, and military challenges deserves special attention. A global education system based on principles

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<sup>81</sup> Левицька Н. А. Особливості управління керівним персоналом в органах державної служби України. *Управління розвитком*. 2014. № 7(170). С. 135–138.



and rules can work in the interests of all countries, therefore it is necessary to build economic and legal relations in a new and more effective way to overcome the fragmentation of education markets.

Fourthly, in the conditions of military confrontation, civil servants must correctly assess the needs, goals, and motives of the employee to draw up a motivation scheme. Civil servants should optimize three types of work incentives: material (monetary reward); indirect material (qualification improvement, correspondence education); moral (career promotion). To stimulate innovative educational activities and the professionalism of the personnel, a system of incentives and responsibilities for a specific civil servant should be involved, aimed at implementing the tasks of state target programs and orders of state authorities, conducting applied scientific research, and scientific and technical (experimental) developments for the expansion of state values.

## SUMMARY

Management of education in the conditions of the internationalization of state values is considered a set of measures and methods, a set of consecutive organizational-legal, communication, and social-motivational actions based on the principles of public management. These actions are aimed at increasing the educational level of civil servants to achieve the effectiveness of public administration and communication at all levels of public authority in Ukraine, taking into account both serious military challenges and the multidimensionality of forms of public administration, communication, and intrapersonal components.

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