

COMMUNICATIVE ASPECTS OF THE FORMATION OF THE PERSONNEL POTENTIAL OF THE CIVIL SERVICE IN THE CONDITIONS OF POST-WAR RECOVERY: INFORMATION INTERACTION, EDUCATIONAL PRACTICES, MOBILITY

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INTRODUCTION

The current stage of development of ukrainian statehood is accompanied by large-scale challenges associated with the consequences of a full-scale military invasion of the russian federation. The post-war reconstruction of the country requires not only economic, infrastructural and social rehabilitation, but also a significant renewal of the system of public administration, which is a key factor in ensuring sustainable development. In this context, the process of forming the personnel potential of the civil service is of particular importance, since the effectiveness of the implementation of recovery strategies depends on the professional competence, adaptability, sustainability and communication capacity of civil servants.

The post-war period is characterized by increased dynamics of information flows, the need for effective interaction between government agencies, civil society, international partners and the business sector. Accordingly, one of the priorities of the personnel policy in the field of public service is the improvement of communicative mechanisms that contribute to a quick response to challenges, coordination of actions and increased confidence in state institutions.

Information interaction in public administration should become the basis for the introduction of new formats of training and professional training of civil servants. An important aspect of this process is the adaptation of educational practices to new realities, in particular the development of distance learning, the integration of innovative digital technologies and the use of international experience. In addition, the issue arises of ensuring personnel mobility, which involves both domestic processes (moving specialists between regions, updating the personnel) and external mobility (attracting Ukrainian specialists who have received education or experience abroad, returning qualified personnel).

In this context, the formation of the personnel potential of the civil service requires an integrated approach that combines effective information interaction, modern educational practices and flexible mechanisms of personnel mobility. The study of these aspects is important for the development of strategic approaches to the transformation of public

administration in Ukraine, aimed at effectively overcoming the consequences of war and ensuring the sustainable development of the country.

Thus, this study is aimed at analyzing the communicative aspects of the formation of the personnel potential of the civil service in the conditions of post-war recovery, identifying key mechanisms of information interaction, assessing the effectiveness of educational practices and studying the possibilities of increasing the mobility of personnel in public administration.

1. Communicative aspects of the formation of the personnel potential of the civil service: modern challenges and opportunities

The modern realities of the post-war restoration of Ukraine require a qualitative renewal of the personnel potential of the civil service, which includes not only the selection of professional specialists, but also the formation of an effective communication system. The main challenges of this process are: the need to respond quickly to public inquiries, ensuring transparency of management processes, involving citizens in decision-making and the competence of civil servants themselves.

Given the peculiarities and components of the institution of public service, the formation of the personnel potential of the civil service must meet the requirements of modern democratic society¹. In this context, the following key aspects can be distinguished:

1. The organization of activities of public authorities should be aimed at staffing the staff of state institutions, local governments and other structures of public service by competent employees. This implies proper legal regulation of the activities of civil servants, the creation of effective mechanisms for the selection, training and professional development of personnel.

2. Formation of the personnel potential of the public service is carried out under the influence of both external (objective) and internal (subjective) factors. External include state personnel policy, regulatory and legal support, socio-economic conditions, international experience, etc. Internal factors include the level of qualification, professional motivation, moral qualities and the ability to self-development.

3. The development of human resources should provide not only professional training of civil servants, but also the formation of their civic consciousness. This includes mastering democratic principles of governance, gaining the competencies necessary for effective interaction with civil society, as well as developing skills that contribute to the sustainable development of the country.

¹ Богомолова С. К., Подольська О. В. Розвиток кадрового потенціалу органу публічної служби. Український журнал прикладної економіки. 2020. Том 5, № 3. С. 74–81. URL: <https://doi.org/10.36887/2415-8453-2020-3-7>.

During the study, an analysis of scientific papers (Dashko I.M.², Kovaleva O.M.³, Selivanov S.B.⁴) devoted to the structure of the personnel potential of the civil service was carried out. As a result, it is determined that the personnel potential of public authorities consists of two main components:

1. Potential of civil servants – reveals a wide range of characteristics necessary for the effective performance of professional duties. It includes the physical and psycho-emotional state of employees, the level of education and qualifications, professional competencies, communicative abilities, the ability to team work, leadership qualities, discipline, initiative and the ability to self-development. Civic responsibility, moral values and the ability to adapt to the changing conditions of government also play an important role.

2. Human resources management system – includes organizational mechanisms for the development, planning and use of human resources. It covers the analysis of the level of training and efficiency of staff, strategic planning of personnel development in accordance with state policy, the formation of motivational mechanisms, improving the criteria for the selection of specialists and providing career opportunities. Important components are digitalization of administrative management processes, creation of favorable working conditions, development of professional culture of civil servants, as well as democratization of the public administration system.

The personnel potential of the civil service is formed under the influence of internal and external factors that determine its dynamism and ability to evolve. Scientific approaches consider it as a multi-level open system, which is constantly being improved in order to increase efficiency, motivation and development of new managerial competencies.

The quality and professional level of personnel potential directly affect the effectiveness of the functioning of public authorities. Therefore, one of the key tasks of heads of state bodies is to develop and implement modern approaches to personnel management that will contribute to the optimal use of personnel potential and ensure a high level of efficiency of public administration.

The effectiveness of the civil service largely depends on well-established communication between state bodies, the public, business and international partners. Problems in the field of public service negatively affect the life of society, reduce trust in state institutions and complicate the formation of high-quality personnel potential.

² Дашко І. М. Кадровий потенціал: сутність та фактори розвитку: Економіка та держава. 2017. № 1. С. 65–68. URL: http://www.economy.in.ua/pdf/1_2017/16.pdf.

³ Ковальова О. М. Сутність кадрового потенціалу та напрями підвищення ефективності. Призовський економічний вісник. 2018. Вип. 5 (10). С. 218–222. URL : http://pev.kpu.zp.ua/journals/2018/5_10_uk/39.pdf.

⁴ Селіванов С. В. Механізм розвитку кадрового потенціалу державної служби в Україні. Дис. ... канд. наук з держ. упр. : 25.00.02. Київ, 2019. 302 арк

One of the main challenges is the lack of open and transparent communication between civil servants and citizens. Corruption risks, delaying the process of obtaining permits and political influence on the civil service create obstacles for entrepreneurs, who are an important economic component of society. Due to the low level of communication between the civil service and business, entrepreneurs often face excessive bureaucratic procedures, which reduces the investment attractiveness of Ukraine.

Public activists point out that decisions in the field of public service are made without proper involvement of society. This indicates a lack of communication between the authorities and the public sector, which in turn reduces the transparency of public administration. A low level of open dialogue leads to a slow development of civil society, and this, accordingly, increases distrust in state institutions.

Scientists also emphasize that the lack of effective communication mechanisms between researchers and public authorities complicates the implementation of research results in the field of public administration. Many analytical materials that could help improve the work of the civil service remain unrealized due to weak information interaction between experts and officials.

Communication problems also affect the perception of public service by various social groups. Wealthy segments of the population are forced to maintain ties with civil servants in order to ensure stable access to administrative services. Less wealthy citizens, in turn, often do not have the opportunity to establish an effective dialogue with government officials, which further exacerbates social inequality.

In addition, citizens have clear expectations of communication with civil servants. They want officials to:

- demonstrated a high level of professional knowledge in their field, including legislative acts and practical aspects of work;
- focused on the needs of citizens, helped in solving their issues and at the same time reduced bureaucratic pressure;
- showed courtesy, support and provided comfortable communication;
- were virtuous, did not take bribes and had no illegal income;
- demonstrated patriotism and loyalty to the state, if it does not contradict the interests of citizens.

Insufficient communication between civil servants and citizens can lead to a distorted perception of the civil service as a closed system functioning in the interests of a narrow circle of people. This complicates the formation of personnel potential, as it reduces the motivation of young specialists to join public administration.

The business environment also suffers from problems in communication with public authorities. Lack of transparency in the process of obtaining administrative services, complex procedures for registering enterprises and the lack of clear communication algorithms between civil servants and

business negatively affect the economic development of the country. An example of the negative consequences of weak communication is the situation with the reform of the tax system. According to the European Business Association, more than 60% of entrepreneurs in Ukraine face problems of non-transparency of tax policy and complexity of administrative procedures. In addition, 62% of entrepreneurs reported a deterioration in the situation, 26% – did not record changes, and only 12% – noted an improvement. In addition, mostly negative entrepreneurs assess the economic situation in Ukraine. Thus, 54% consider the situation unfavorable, 41% – catastrophic, and only 5% assess the economic situation as favorable.⁵ This significantly complicates the development of small and medium-sized businesses, which is a key driver of the economy.

International partners also pay attention to the communicative aspects of public service. One of the key challenges is the need to harmonize management standards with European standards. Thus, within the framework of cooperation with the EU, Ukraine is implementing a digital transformation strategy⁶, which involves improving open access to information and simplifying administrative procedures for citizens and businesses.

An important stage in the development of communication with international partners was the creation of the Unified State Register of declarations of persons authorized to perform the functions of the state or local self-government⁷. This mechanism allows citizens and international investors to monitor the integrity of officials, which positively affects the level of trust in the civil service.

Adapting the civil service to the European standards that are mandatory for candidate countries to join the EU, as well as the principles of good governance defined by the Council of Europe, can be a key factor in its modernization. Harmonization of the public administration system with best international practices will increase its effectiveness, transparency and attractiveness for future specialists.

The civil service in Ukraine has the potential for transformation to become an attractive field of employment, just as it is implemented in developed countries, in particular in the EU. To do this, it is necessary to introduce a modern model of personnel management, which is based on the principles of democratic leadership, career development and protection of the rights of employees.

⁵ Європейська бізнес-асоціація. Офіційний веб-сайт. Лютий 2025. URL: <https://eba.com.ua/2-z-3-msb-planuyut-rozshyrennya-biznesu-u-2025-rotsi/>

⁶ Про схвалення Стратегії цифрового розвитку інноваційної діяльності України на період до 2030 року та затвердження операційного плану заходів з її реалізації у 2025-2027 роках. Розпорядження Кабінету Міністрів України від 31 грудня 2024 року № 1351-р.

⁷ Єдиний державний реєстр декларацій осіб, уповноважених на виконання функцій держави або місцевого самоврядування. URL: <https://public.nazk.gov.ua/>

An important step is the transition from an authoritarian leadership style to a democratic, expert one, which involves creating a comfortable working environment, opportunities for professional development and flexible career growth. This includes qualitative professional development, the development of appropriate competencies, ensuring expertise, clear mechanisms for horizontal and vertical careers, as well as legal protection of workers from unjustified dismissals or administrative pressure.

One of the problems of public service is limited mobility and low level of material motivation, which makes it less competitive compared to the private sector or international organizations. In modern conditions, it is worth reviewing approaches to the organization of work of civil servants, in particular, considering the possibility of a flexible schedule, a remote format of work and improving the social package (health insurance, additional bonuses and financial incentives).

The introduction of such changes will make the civil service more attractive to highly qualified specialists, increase its prestige and efficiency, and bring Ukraine closer to European standards of public administration.

So, to increase the efficiency of the personnel potential of the civil service, it is necessary to develop the following communicative aspects:

1. Strengthening open dialogue with citizens – regular public hearings, consultations and involvement of society in management decisions.

2. Simplification of bureaucratic procedures – automation of public administration processes, introduction of electronic document management and digital platforms for citizens' appeals with simultaneous increase of digital literacy.

3. Development of communication competence of civil servants – implementation of training programs for communication with the public, crisis management and interaction with business.

4. Intensification of cooperation with international organizations – exchange of experience with European partners to increase the transparency of public service.

Thus, the formation of the personnel potential of the civil service is impossible without improving the communicative component. Open dialogue with society, simplification of communication with business and effective interaction with international partners will contribute to improving the professionalism of civil servants and confidence in state institutions.

2. Challenges of digitalization affecting the communicative component of public service

Digitalization of public administration is an important step towards transparency and efficiency of public services. However, despite the significant advantages, it also has a number of disadvantages in Ukraine, which can adversely affect communication between state bodies, citizens, business and international partners.

1. Use of digital schemes bypassing legislation

The introduction of electronic platforms and automated processes aims to eliminate corruption risks, but this often opens up new opportunities for abuse. For example, algorithmic decision-making can be used for opaque selection of suppliers in public procurement or manipulation of funding allocation. One illustrative example is the risks of abuse in the electronic tender system: although Prozorro has generally increased the level of transparency in procurement, there are still cases of manipulation when companies agree on rates or use shell firms to circumvent competition rules⁸.

2. Lack of awareness and digital inequality

One of the main problems of digitalization is the lack of awareness of citizens and civil servants regarding the operation of digital systems. For a large part of the population, especially the elderly, the use of electronic services can be difficult due to the lack of digital skills or limited access to the Internet. This creates a communicative gap between public authorities and citizens, especially in regions with insufficient digital infrastructure.

In addition, civil servants, especially at the local level, do not always have sufficient training to work with digital platforms, which makes it difficult for them to interact with citizens. For example, many local self-government bodies (local self-government bodies) have difficulties with the proper processing of electronic requests due to the lack of qualified personnel.

3. Automation of communication and loss of personal approach

The introduction of chatbots and automatic responses in government structures is designed to reduce the burden on staff, but at the same time can lead to the loss of a personalized approach in interaction with citizens. Standardized responses and limited customization options for such systems often do not take into account complex situations that require an individual approach.

For example, in the Action system, most services are automated, but in cases of errors or the need to clarify the procedure, users may face difficulties due to the lack of operational feedback from real specialists. This can cause delays in obtaining administrative services and adversely affect citizens' trust in the digital state.

4. Vulnerability to cyberattacks and risks of data loss

The expansion of digital communication systems also threatens their vulnerability to cyber attacks. Hacker attacks on government agencies can lead to the leakage of confidential information, which jeopardizes the personal data of citizens.

According to the State Service for Special Communications, since the beginning of the full-scale invasion, Ukraine has been subjected to a crush of powerful cyber attacks on state registers and information systems. As a result,

⁸ Корупційні ризики під час проведення публічних закупівель в умовах воєнного стану (станом на червень 2023 року). Національне агентство з питань запобігання корупції. URL: https://nazk.gov.ua/wp-content/uploads/2023/06/Kor-ryzyky_zakupivli.pdf

some digital services temporarily became unavailable, which created difficulties for citizens and enterprises.

5. Lack of common standards of digital communication

Different government agencies use different platforms and databases, which complicates the exchange of information between structures. This creates additional obstacles to effective communication both within the state apparatus and between state bodies and citizens.

For example, the electronic document management system in many authorities is still not integrated between different levels of management, which leads to duplication of paper documents and unnecessary bureaucratic work.

At the same time, positive developments should be noted: the work of DREAM, the state digital ecosystem for accountable recovery management, has been launched, which creates a digital path for all reconstruction, restoration and development projects and ensures their transparent and effective implementation at the national, regional and local levels. DREAM is a «single window» for working with recovery projects.⁹ Key users of the DREAM ecosystem are local governments, central executive authorities, international financial institutions and investors, business representatives, journalists and public activists. All initiators of recovery projects will have appropriate access to the profile interface with the necessary management and control tools. At the same time, the public will have access to all system data in the form of convenient dashboards in the analytics module.

The legal regulation of the functioning of the DREAM system is reflected in the resolution of the Cabinet of Ministers of Ukraine dated November 15, 2022 No. 1286 «On the implementation of an experimental project to create, implement and ensure the functioning of the Unified Digital Integrated Information and Analytical Management System for the reconstruction of real estate, construction and infrastructure.» In addition, the use of the system is provided for by: Resolution of the Cabinet of Ministers of 10.02.2023 No. 118 «On Approval of the Procedure for Using the Funds of the Fund for the Elimination of the Consequences of Armed Aggression»; Resolution of the Cabinet of Ministers of 18.07.2023 No. 731 «On approval of procedures for the restoration and development of regions and territorial communities»; Resolution of the Cabinet of Ministers of 25.04.2023 No. 382 «On the implementation of an experimental project on the restoration of settlements affected by the armed aggression of the Russian Federation.» The Law of Ukraine on Amendments to the Budget Code of 16 January 2025, according to which the Unified Project Portfolio of Public Investments of the State is formed using the Unified Information System for Managing Public Investment Projects, an important element of which is DREAM. At the same time, the creation of the system is part of the Government's Priority Action Plan for 2023, approved by the RKMU of 14.03.2023 No. 221-r.

⁹ Державна цифрова екосистема для підзвітного управління відновленням. Офіційний веб-сайт. URL: <https://dream.gov.ua/ua>

Therefore, in order for digitalization not to worsen communication between state bodies and society, but to contribute to the formation of high-quality personnel potential of the civil service in the conditions of post-war recovery, a number of measures must be taken:

1. Ensuring the openness of digital systems – developing anti-corruption mechanisms in digital platforms, strengthening control over electronic procurement and transparent electronic document management.

2. Improving digital literacy – systematic implementation of training programs for citizens and civil servants on working with digital services.

3. The development of a personalized approach is to provide quick access to real consultants in cases where automated systems cannot solve the user's problem.

4. Digital data protection – strengthening the cybersecurity of state information resources, the introduction of modern encryption technologies and backup data storage.

5. Standardization of state digital platforms – creation of uniform standards of electronic document management and integration of state information systems to improve interagency interaction.

3. Educational practices in training civil servants: adaptation to post-war conditions

The post-war reconstruction of Ukraine requires new approaches to training and training of civil servants, who must not only fulfill their duties, but also quickly adapt to changes. Educational practices in this area should take into account the need for strategic and critical thinking, digital skills, sustainability, communicative competencies and an understanding of international public administration experience.

One of the key aspects of the professional training of civil servants is the knowledge of English, which is becoming increasingly important in connection with the European integration processes and the expansion of international cooperation in Ukraine. Knowledge of foreign languages allows public managers to effectively interact with international partners, participate in professional development programs abroad, work with foreign grant programs and adapt the European experience to Ukrainian realities.¹⁰

In this context, the Eng4PublicService project implemented by the National Agency of Ukraine on Civil Service in cooperation with EF Language Learning Solutions is particularly important. As part of this initiative, more than 24 thousand civil servants from more than 1100 authorities were given the opportunity to improve their language skills. The program included specialized courses tailored to the needs of the public sector, allowing employees to improve the written and oral communication skills required for international interaction.

¹⁰ Про застосування англійської мови в Україні : Закон України від 4 червня 2024 року № 3760-IX. URL: <https://zakon.rada.gov.ua/laws/show/3760-20#Text>

The positive impact of such programs can already be observed: increased participation in international projects – the number of Ukrainian applications for participation in European funding programs, in particular Horizon Europe, Erasmus + and Twinning, has significantly increased; integration into global management practices – employees have the opportunity to directly get acquainted with advanced methods of public administration, study cases of other countries and apply this knowledge in Ukraine.

Another strategic direction of public service development is the digitalization of human resource management. Due to the growing challenges of public administration, automation of personnel processes is an important step towards increasing the transparency and efficiency of management decisions.

The introduction of the HRMIS (Human Resource Management Information System), initiated by the NAUCS, significantly improves the personnel policy of the civil service. This system provides: automation of all personnel processes – from personnel accounting and certification to evaluation of the performance of civil servants; transparency and openness of personnel management – each employee can track his career development, undergo distance learning and receive recommendations for professional growth; Reduced administrative burden – digitalization reduces the need for paper-based workflow by reducing processing time for applications and internal processes.¹¹

The introduction of HRMIS is an important step towards the modernization of public administration, since the system allows you to form an effective personnel policy based on analytical data. For example, it can use artificial intelligence algorithms to predict career development of employees, determine their strengths and recommendations for advanced training. In addition, digitalization contributes to the formation of leadership qualities among civil servants. The use of modern HR-technologies allows not only to effectively manage the staff, but also to introduce innovative methods of development of managers focused on openness, effective communication and adaptability.

Modern challenges associated with the post-war reconstruction of Ukraine require new approaches to the professional training of civil servants. In addition to management skills, psychological stability plays an important role, since civil servants work in highly stressful conditions, make difficult decisions and are responsible for strategic management in crisis situations. Therefore, training programs should contain modules on stress management, resilience (the ability to adapt to change) and crisis communications.

The experience of European countries shows the effectiveness of integrating psychological training into training programs for public managers. For example, in the Netherlands and Germany, civil servants take courses in

¹¹ Інформаційна система управління людськими ресурсами в державних органах. URL: <https://nads.gov.ua/storage/app/sites/5/DIYALNIST/UPRAVLINJA%20PERSONALOM/Rada%20upravlinja%20lud%20resursami/2022/luakyakov.pdf>

stress management and crisis communications that help them maintain emotional balance and make informed decisions under pressure. In Ukraine, this experience is already adapting to the realities of the post-war period, when state managers often work in an unstable environment, especially in de-occupied territories.

One of the significant projects in this direction was the «Recovery Reserve for work in the de-occupied territories,» which has been implemented since 2022. The purpose of the initiative is to create a talent pool of managers who will contribute to the stabilization and development of state institutions in the liberated territories. As of December 2024, 3229 participants joined the program, of which 3013 were enrolled. The project participants were civil servants, local government officials, servicemen, journalists, public activists and volunteers. The average age of participants is from 32 to 48 years, which indicates the presence of both professional and life experience necessary to work in difficult conditions.¹² The greatest interest in the project was shown by candidates from the regions that suffered the most extensive destruction: the Autonomous Republic of Crimea, Donetsk, Zaporizhzhya and Kherson regions. This emphasizes the urgency of restoring the institutional capacity of the civil service in these regions. In functional areas, candidates chose the areas of administrative management, state supervision and control, public administration, anti-corruption and personnel management.

An important element of the project was the provision of educational opportunities for participants. The Knowledge Management Portal contains distance learning courses covering such topics as: «Change Management» – how to adapt state institutions to new working conditions after the war; «Resource management» – effective use of financial, human, material and information resources; «Communication in crisis conditions» – methods of interaction with the public, international partners and journalists during emergency situations.¹³ State bodies should create requirements for managers who will meet modern challenges, find compromises, make responsible decisions in conditions of uncertainty, and ensure effective internal and external communications.

Thus, the formation of personnel potential for work in de-occupied territories and in the conditions of post-war recovery requires an integrated approach. Along with professional knowledge, civil servants should have a high level of stress resistance, adaptability and communication skills. This

¹² НАДС закликає українців долучатись до Резерву відновлення, а державним органам рекомендує добирати на посади держслужби зарахованих до кадрового резерву кандидатів. URL: <https://nads.gov.ua/news/nads-zaklykaie-ukraintyv-doluchatys-do-rezervu-vidnovlenniaa-derzhavnym-orhanam-rekomenduie-dobyraty-na-posady-derzhsluzhby-zarakhovanykhdo-kadrovoho-rezervu-kandydativ>

¹³ Чумакова Г.В. Роль освіти у формуванні лідерських якостей публічних службовців для забезпечення сталого розвитку регіонів. *Moderní aspekty vědy: LIII. Díl mezinárodní kolektivní monografie / Mezinárodní Ekonomický Institut s.r.o., Česká republika. 2025. C.55-65.* URL: https://www.researchgate.net/publication/389177309_ROL_OSVITI_U_FORMUVANNI_LIDERSKIH_AKOSTEJ_DERZAVNIH_SLUZBOVCIV#fullTextFileContent

will ensure effective management in crisis conditions and contribute to strengthening citizens' confidence in state institutions.

4. Human mobility and use of expert power in strategic management for post-war reconstruction of Ukraine

Personnel mobility is an important tool for updating public administration in Ukraine, as it allows attracting new specialists, moving personnel between regions and integrating specialists who have gained experience abroad into the public service system. This contributes to increasing the flexibility of the state apparatus and adapting to changing conditions.

Public administration bodies often find it difficult to attract and retain qualified staff due to the growing competition for talent and public service image. Even in the EU, only 14% of citizens consider their administration to be an attractive employer, almost half consider the state administration to be “complicated and burdensome” and “slow in providing services”.¹⁴

According to the results of monitoring the quantitative composition of civil servants (KSDS) for the fourth quarter of 2024, the actual number of working civil servants amounted to 156,276 people. Compared to the corresponding period of 2021, the indicated number decreased by 15,193 people. At the same time, there remains a negative trend in reducing the number of men in the public service. In fourth quarter of 2024, the actual number of working male civil servants was 37,991 (fourth quarter of 2021 – 43,482).¹⁵

To ensure the capacity of the system and professionalism, the state administration bodies should foresee the long-term development of their workforce and continuity, given that the post-war reconstruction of Ukraine requires a flexible, professional and adaptive public administration system that is able to respond quickly to challenges, coordinate the reconstruction of infrastructure and ensure the effective work of state institutions. In this context, staff mobility and the involvement of expert authorities play a key role in the formation of a competent and sustainable management apparatus.

Personnel mobility of civil servants involves the movement, rotation and involvement of specialists from different regions and sectors of the economy for the optimal distribution of personnel in accordance with the needs of the post-war period. This allows you to ensure:

1. Prompt response to challenges – employees with experience in crisis management can be sent to the most affected regions to coordinate reconstruction.

2. Transfer of successful practices – managers from regions that have effective administrative management models can apply them in renewable communities.

¹⁴ Flagship Technical Support Project-2025. URL: https://reform-support.ec.europa.eu/our-projects/flagship-technical-support-projects/tsi-2025-flagship-compact-pillar-i-skills-public-administration-systems_en

¹⁵ Дашборд щодо кількісного складу державних службовців в Україні. URL: <https://nads.gov.ua/test?v=66de8f59549ff>

3. Attracting new specialists – the post-war period opens up the possibility of integrating young specialists, experts with international experience and representatives of the private sector into the civil service system.

An example of the successful implementation of personnel mobility is the program «Recovery reserve for work in de-occupied territories,» mentioned in section 3 of this study, within the framework of which more than 3,000 managers were enrolled in the personnel reserve. They undergo training and internships aimed at restoring public administration in the affected regions.

For the effective functioning of personnel mobility, it is important to create a motivation system that will include:

- decent working conditions and social guarantees – housing, insurance, increased salaries for employees working in difficult conditions;
- career growth – the prediction of a rapid increase for employees who demonstrate high efficiency in renewable regions;
- support for professional development – internship programs in international organizations, exchange of experience with countries that have undergone the recovery process (for example, Croatia, Poland, Germany).

In addition to personnel mobility, an important aspect of the post-war recovery is the use of expert power, that is, the involvement of specialists, scientists, businessmen and representatives of international organizations in the development and implementation of strategic decisions.

Successful examples of the use of expert power:

- cooperation with international financial institutions – involvement of the World Bank, the European Investment Bank and other structures in the development of infrastructure restoration programs;
- involvement of the scientific community – creation of advisory councils under the authorities or motivation of scientists to work in public administration in accordance with the directions of scientific research, where analysts and scientists help to predict and analyze the effectiveness of state programs;
- Partnership with business – integration of the private sector into recovery projects through public-private partnerships (for example, programs to attract investment in destroyed cities).

The use of expert power allows:

- optimize state resources – avoid duplication of functions, introduce effective financial mechanisms;
- ensure transparency of decisions – the involvement of independent experts and international observers contributes to the fight against corruption in renewable projects;
- to increase the efficiency of public administration – the use of analytics, digital technologies, various types of communications and forecasting for making informed decisions.

Thus, the post-war restoration of Ukraine requires a qualitatively new approach to personnel management and strategic decision-making. Personnel mobility allows you to effectively distribute specialists in the most critical areas, ensuring the rapid restoration of the institutional capacity of the state. In turn, the involvement of expert authorities makes it possible to make professional and balanced decisions based on international experience and analytical data. The combination of these two approaches will create the foundation for stable development and successful reintegration of the affected regions.

CONCLUSIONS

The formation of the personnel potential of the civil service in the conditions of post-war recovery is a strategic task that requires an integrated approach. The ability of state institutions to respond quickly to challenges, ensure sustainable development and integrate Ukraine into the international management community depends on the effectiveness of this process.

The study shows that the key factors of successful personnel renewal are:

1. Information interaction – establishing transparent communication between government agencies, society and international partners. The use of digital technologies and e-government contributes to the efficiency of management processes.

2. Educational practices – adaptation of training programs, development of leadership qualities and digital competencies of civil servants. Innovative training methods contribute to their efficiency.

3. Personnel mobility – creation of conditions for attracting new specialists, domestic and international movement of personnel, return of qualified specialists to Ukraine.

4. Expert and information power – the modern head of the civil service should be able to work with large amounts of data, attract specialists and use scientific potential to make strategic decisions.

Thus, an effective combination of communication technologies, educational reforms, personnel mobility and expert support will contribute to the creation of a strong public service capable of ensuring a successful post-war recovery of Ukraine.

SUMMARY

The study considers the communicative aspects of the formation of the personnel potential of the civil service in the conditions of the post-war restoration of Ukraine. The key challenges have been identified, in particular, the need for effective information interaction, updating educational practices and increasing personnel mobility. Emphasis is placed on the importance of using digital technologies and e-governance to increase the transparency of management processes. The role of educational initiatives in the training of modern civil servants is investigated, in particular the development of leadership qualities, strategic thinking, sustainability and digital competencies. Separately, the importance of personnel mobility is considered,

including the involvement of specialists, rotation of personnel and the return of qualified specialists. Particular attention is paid to the use of expert and information power by civil service leaders to make strategic decisions. The results of the study demonstrate the need for an integrated approach to personnel policy, providing for the synergy of information interaction, innovative educational practices and flexible mobility mechanisms. It is concluded that the formation of highly qualified personnel potential is the key to effective public administration and successful post-war reconstruction of Ukraine.

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