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WYŻSZA SZKOŁA ZARZĄDZANIA I ADMINISTRACJI
W OPOLU**

TRANSFORMATIONAL PROCESSES: GLOBAL RESILIENCE AND DEVELOPMENT

PROCESY TRANSFORMACYJNE: GLOBALNA REZYLIENCJA I ROZWÓJ

ТРАНСФОРМАЦІЙНІ ПРОЦЕСИ: ГЛОБАЛЬНА РЕЗИЛЬЄНТНІСТЬ ТА РОЗВИТОК



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1.9. Professional competence of public servants in the context of transformational changes in sustainable development of Ukraine

The current stage of development of Ukrainian statehood is characterized by unprecedented dynamics of transformational changes due to the synergy of three global and national factors: the need to implement the UN Sustainable Development Goals by 2030, accelerated digital transformation ("state in a smartphone") and extreme challenges of martial law in various areas of the economy, ecology and social services. In this context, the professional competence of public servants ceases to be a purely personnel issue and turns into a strategic factor of national security and institutional resilience of territorial communities, in particular in the areas of alternative energy, the development of the State Emergency Service of Ukraine, and the resource mechanism of dental care for the military.

Traditional models of public administration, focused on process bureaucracy, turned out to be unable to adequately respond to the "black swans" of our time. Sustainable development of Ukraine in the context of post-war recovery requires a new type of public servant – a change agent who possesses not only deep legal knowledge, but also digital ethics, environmental thinking and the ability to anti-crisis management also in alternative energy, development of the State Emergency Service of Ukraine, a resource mechanism for dental care for the military.

Despite a significant amount of research in the field of public administration, the issues of transformation of competencies through the prism of sustainable development and digitalization in wartime remain fragmented. There is an urgent need to reconceptualize the requirements for civil servants that will meet the criteria of the European Administrative Space and the principles of "Build Back Better".

The object of the study is the system of civil service of Ukraine in the context of global and internal transformational changes.

The subject of the study is theoretical, methodological and applied aspects of the transformation of professional competence of public servants in the context of sustainable development of certain areas of the economy, ecology and mechanisms for improving cooperation of territorial communities in the context of decentralization.

The purpose of the monograph is to substantiate a new model of professional competence of a public servant that integrates digital, ethical and environmental components to ensure the sustainable development of Ukraine in the context of war and post-war recovery.

The scientific novelty of the study is as follows:

1. For the first time, the concept of "institutional resilience" as a basic meta-competence of a public servant has been proposed.
2. The matrix of compliance of professional skills with the UN Sustainable Development Goals (in particular, Goal No. 16) has been further developed.
3. The role of artificial intelligence and algorithmic ethics as new mandatory elements of the professional standard of an employee is substantiated.
4. The strategic importance of micro-learning and digital ecosystems (on the example of Diia.Osvita) for overcoming the skills gap in the state apparatus has been determined.

Practical significance. The results of the study can be used by the National Agency of Ukraine for Civil Service (NACS) to update professional standards, develop new professional development programs and form a strategy for the personnel reserve of public specialists for the de-occupied territories for various areas of the economy, ecology, education, culture, healthcare, etc. The text of the monograph section is structured in such a way as to conduct research from the theoretical justification of the paradigm of sustainable development to specific digital tools and lifelong learning strategies that are vital for modern Ukraine.

Presentation of the main research materials. The transformation processes taking place in Ukraine against the backdrop of global challenges and European integration aspirations require a rethinking of the role of the civil servant. The traditional model of bureaucratic management (according to M. Weber), which was based on strict adherence to instructions and hierarchy, has exhausted its resource. It is being

replaced by the paradigm of "New Public Management" and "Good Governance", where the focus is on results, serviceability and efficiency [2].

Professional competence today is considered not as a static set of knowledge (diploma of education), but as a dynamic ability of an individual to integrate knowledge, skills, values and attitudes to solve complex professional problems [6].

The study of scientific sources has shown that the key components of professional competence in the context of transformations [3]:

1. Cognitive component: Deep understanding of the sustainable development strategy, knowledge of national legislation and EU standards.
2. Functional component: Ability to apply tools for strategic planning, project management and policy analysis.
3. Value and ethical component: Integrity, commitment to the public interest, inclusiveness and focus on human rights.

The content of the key components of professional competence is revealed by the Concept of Sustainable Development as a target benchmark for state transformations [2; 3]. Sustainable Development is not only an environmental issue. For the public service of Ukraine, it is a three-dimensional model that encompasses [1; 4]: economic sustainability: the ability of the public administration system to ensure development even in the conditions of a war economy; social inclusion: creating conditions where every citizen has access to services (barrier-free); environmental safety: implementation of the principles of "green" recovery in the reconstruction of the destroyed infrastructure for the development of the State Emergency Service of Ukraine and alternative energy, the resource mechanism (including dental) assistance to the military, and the ability to manage public administration systems under martial law.

We have come to the conclusion that a new type of public servant must have "anticipatory competence". This means the ability to predict risks (risk management) and make decisions that will be effective in the long term, and not just "here and now".

The study of European experience has shown that its implementation in the field of sustainable development by 2030 requires the public service to move away from a narrow sectoral approach to integrated competence management. Each of the 17 UN Goals forms a specific request for certain groups of sustainable development competencies [1; 4]:

For example. 1. Goal No. 16: Peace, Justice and Strong Institutions refers to the fundamental goal. This is a core goal for the state apparatus. It requires the development of institutional competencies [13]: anti-corruption resilience: the ability to identify and neutralize corruption risks in management processes; transparency and accountability: skills to ensure access to public information and the implementation of e-democracy tools; Legal literacy: ensuring the rule of law and equal access to justice for all segments of the population.

2. Social block (Goals No. 1–5: Overcoming poverty, hunger, healthcare, education, gender equality) [1; 3; 13]. Here, humanitarian and inclusive competencies come first: social empathy: understanding the needs of vulnerable groups of the population (IDPs, veterans, people with disabilities); gender-oriented budgeting: the ability to allocate resources in such a way as to ensure equal rights and opportunities for women and men. Cross-sectoral engagement skills: Ability to coordinate the efforts of medical, educational, and social services to comprehensively address community issues.

3. Economic and infrastructure block (Goals No. 7–11: Clean energy (including alternative energy), decent work, innovation, sustainable cities) [10; 13]. These goals form a demand for technocratic and innovative competencies: project management: the ability to attract investments (grants) for the development of Smart Cities and energy efficiency; economic forecasting: the ability to develop strategies for economic growth in conditions of resource scarcity; Digital transformation: bringing innovation to industry and infrastructure through digital tools.

4. Environmental block (Goals No. 12–15: Responsible consumption, climate change, marine and terrestrial ecosystems) [7].

Requires the formation of "green" competencies (Green Skills): environmental audit: the ability to assess the impact of management decisions on the environment (for example, during the reconstruction of objects destroyed by the war); cyclical thinking: understanding the principles of waste-free production and rational use of natural resources [9].

5. Goal 17: Partnership for Sustainable Development

Forms communicative and diplomatic competencies: public-Private Partnership (PPP): skills in establishing effective cooperation between the state and business; international cooperation: ability to negotiate with international donors and adapt foreign experience to Ukrainian realities [10; 13].

In the context of modern state-building processes in Ukraine, the Sustainable Development Goals (SDGs) act not only as an external reference point of international politics, but as an integral indicator of the quality of public administration. They form an integral system of coordinates in which the effectiveness of a public servant is measured not by the number of documents processed, but by a real impact on the viability of public institutions, economic stability and environmental safety.

Therefore, the transformation of the professional competence of civil service personnel becomes a key tool for the implementation of these Goals. This requires a move away from a narrowly functional approach to management in favor of a multidisciplinary model, where each competence of a public servant directly correlates with a specific task of sustainable development. For a deeper understanding of this relationship, it is advisable to consider the matrix of

correspondence between the UN Global Goals and specific professional qualities necessary for their practical implementation in Ukrainian realities (see Table. 1.).

Table 1. Matrix of compliance between the Sustainable Development Goals (SDGs) and professional competencies of public servants

Sustainable Development Goal (UN)	Key professional competence of an employee	Hard & Soft Skills
Goal 16: Peace, Justice and Strong Institutions	Institutional resilience and integrity	Anti-corruption, ensuring transparency (e-declaration), skills in providing quality administrative services, legal expertise.
Goal 17: Partnership for Sustainable Development	Communicative and network interaction	Negotiation skills, stakeholder management, public-private partnership (PPP), foreign language skills.
Goal 9: Industry, Innovation and Infrastructure	Digital and technological literacy	Management of digitalization projects, work with Big Data, implementation of smart technologies in city management.
Goal 5: Gender equality	Social inclusivity and ethics	Gender-responsive budgeting, ensuring equal rights when hiring, non-discriminatory communication.
Goal 11: Sustainable cities and communities	Strategic Territorial Planning	Spatial planning, risk management, involvement of residents in decision-making (participation).

Goal 13: Climate change mitigation	Environmental Responsibility (Green Skills)	Environmental management, knowledge of Green Deal standards, energy audit skills of government agencies.
Goal 8: Decent Work and Economic Growth	Economic Leadership and Analytics	Stimulation of local economic development, support for SMEs, macroeconomic forecasting.

Considering Goal No. 16 "Peace, Justice and Strong Institutions", it is worth emphasizing that for Ukraine it is being transformed from a theoretical benchmark into a strategic condition for survival and European integration. Competence in the field of building strong institutions is not just a professional requirement, but an ethical and security imperative. In modern scientific discussions, it is emphasized that without the proper level of training of public managers, any reforms are doomed to declarative [2; 7].

Key aspects of competence within Goal No. 16:

1. Integrity as an economic and managerial factor. Traditionally, integrity has been considered only in the moral and ethical plane. However, in the paradigm of sustainable development, it acts as a critical economic factor. An employee, having competence in the field of identifying corruption risks, directly affects the reduction of transaction costs of the state. This implies not only knowledge of anti-corruption legislation, but also the ability to implement digital transparency tools (for example, open data systems) that minimize the human factor in the development of corruption. decision-making [10; 12].

2. Adaptability of institutions in crisis conditions (Resilience competencies). Strong institutions are not only those that operate according to the law, but those that are able to maintain functionality during external shocks. The transformational changes brought about by martial law require a new set of skills from public servants — crisis management and business continuity planning [6; 7].

3. Inclusivity and restoration of public trust. Justice, as a component of Goal No. 16, is implemented through the competence of the employee to ensure equal access to public services. In the context of sustainable development of Ukraine, this means the development of barrier-free communication skills. The employee must be a specialist in inclusion issues, understand the specifics of working with veterans and the affected population, which is the foundation for restoring the social contract and trust in the authorities [10].

4. Legal certainty and the rule of law. In the process of harmonization of Ukrainian legislation with *the EU acquis communautaire*, the professional competence of an employee should include the ability to legal modeling. This means not just compliance with the norms, but an understanding of the spirit of the law, adherence to the principles of good governance and ensuring the predictability of state actions for citizens and businesses. "regulator" to "guarantor of stability". This creates an environment where strong institutions become autonomous from political fluctuations, and their stability is ensured by the high professionalism and ethics of each individual employee [7; 12].

Reconceptualization of Goal No. 16 under martial law: from stable governance to crisis management and civil protection

The full-scale aggression against Ukraine has made significant adjustments to the content of Sustainable Development Goal No. 16. If in peacetime "strong institutions" were associated primarily with procedural transparency and the fight against corruption, then in wartime, competencies in life support (survival skills) and extreme management come to the fore. The professional competence of a public servant is transformed into the ability to maintain statehood at a point of critical tension [6; 7].

Key Directions of Competence Transformation in the Ukrainian Context [1; 3]:

1. Crisis Management and Adaptive Leadership (Agile Leadership). In conditions of constant threat and limited resources, a public servant must have decision-making skills in a situation of absolute uncertainty. This implies the ability to communicate horizontally, quickly review budget priorities and mobilize the community. Crisis management here acts not as a separate discipline, but as a cross-cutting competence that allows the institution to remain functional even in the face of the destruction of physical infrastructure.

2. Civil protection and security literacy.

A public servant today is a link in the civil protection system. The professional profile now necessarily includes: knowledge of security protocols: organization of evacuation, arrangement of shelters, coordination with the State Emergency Service and the use of alternative energy and with military administrations; information security: the ability to counter disinformation and hostile IPSO (information and psychological operations), which is critical for preventing panic in communities; Odreams of tactical medicine: basic training, which becomes part of the general security culture of the state apparatus.

3. Ensuring Service Continuity.

The transformation of Goal No. 16 in Ukraine manifested itself in the phenomenon of "digital invincibility". The competence of the employee in the use of cloud technologies and remote access made it possible to preserve state registers and the provision of social benefits. This proves that digitalization is not only a

requirement for modernization, but also a strategic tool for preserving the institutional memory of the state in the face of a physical threat to archives and offices.

4. Humanitarian coordination and psychological resilience. Public servants have become the main moderators between international donors, the volunteer sector and the affected population. This requires an ultra-high level of communication competence and psychological endurance. The ability to work with people in a state of acute stress and the ability to self-regulate become professionally significant qualities, without which it is impossible to achieve justice and peace at the community level.

The analysis showed that the Ukrainian experience demonstrates to the world a new model of "strong institutions", where resilience is based not on a rigid hierarchy, but on high autonomy and multifunctionality of public servants. This approach is fully consistent with the paradigm of sustainable development, because it ensures the preservation of human capital and the institutional structure of the country for future post-war recovery.

In the modern theory of public administration, the term "resilience" gradually replaces the static concept of "stability". If stability implies resistance to change, then resilience is the ability of the system not only to withstand external shocks, but also to adapt to them, transform and develop in conditions of constant crisis. , which combines psychological stability, cognitive flexibility and managerial adaptability [11; 12].

Experience and practice have shown that the impact of transformational changes on the professional profile of a public servant in Ukraine is unique due to the combination of three vectors: DigitalTransformation: the transition to a "state in a smartphone" requires a high level of digital literacy (Data Literacy) from the employee; decentralization: the transfer of authority to local authorities requires the skills of autonomous leadership and investment attraction from community managers; European integration: adaptation of Ukrainian law to the *EU acquis communautaire* requires knowledge of foreign languages and European administration procedures [5; 7; 8; 10].

Thus, professional competence is transformed from highly specialized (lawyer, economist) to multidisciplinary. It illustrates the conceptual transition from traditional bureaucracy to the modern model of "change agent", which is key to justifying the transformation period. We add a comparative table 2.

Table 2. Comparative Analysis of Models of Professional Activity of a Public Servant

Comparison Parameter	Classic (Weberian) model	Model of the Sustainable Development Officer (Modern Governance)
Main role	Executor of instructions, functionary.	Change manager, strategic partner of society.
Key priority	Process and compliance with formal procedures.	Result and creation of public value (Public Value).
Planning horizon	Short-term (current implementation of the budget/plan).	Long-term (impact of decisions on future generations).
Type of thinking	Linear, highly specialized ("silo").	Systemic, environmental, cross-sectoral.
Attitude to change	Conservatism, resistance to innovation for the sake of stability.	Adaptability, resilience, search for innovations.
Interaction with citizens	Paternalism (distance between power and object).	Service, participation (cooperation with the community).
Digital component	Paper document management, face-to-face communication.	Digital-first: data management, AI, cloud services.
Ethical basis	Loyalty to leadership and hierarchy.	Integrity, accountability, inclusiveness.

The presented comparative characteristic (see Table 2) clearly demonstrates the depth of transformational changes taking place in the system of public service of Ukraine. The classical model, which has long ensured the basic stability of state institutions, turns out to be ineffective in the conditions of the VUCA world and full-scale crises due to its inertia.

Instead, the model of a public servant for sustainable development is based on the concept of "Agile Governance" — flexible management, where the key value is the ability to adapt public policy to human needs in real time. Particular attention should be paid to the change in the paradigm of interaction: from "government prescriptions" to "service partnership". This requires from the employee not only knowledge of the law, but also a high level of emotional intelligence and mediation skills. Thus, the transition to a new model is not just a requirement of the time, but a strategic condition for Ukraine's successful European integration, since *the EU Good Governance* standards are fully correlated with the characteristics of the modern model of a public servant.

Rationale for the problem: Transformational changes (digitalization, European integration, war) are happening faster than the classical education system is able to train specialists. This creates a "skills gap" and a deficit of competencies — a discrepancy between the existing competencies of employees and the requirements of a modern service state, namely [5; 8].

Study of key areas of competence deficit (according to reports from NASC and international partners): digital divide: although 80% of employees have basic computer literacy, only about 15-20% are able to work with big data analysis tools (Data Analytics), cloud technologies and cyber defense systems at a professional level; strategic planning vs; operational management: most employees of categories "B" and "C" demonstrate high executive discipline, but have a low level of skills in forecasting and risk assessment (Risk Management). In the context of sustainable development, this is critical, since decisions must be long-term. Language barrier (EU Readiness): In the context of EU accession, the deficit of English language proficiency (at level B2 and above) among civil servants is one of the biggest obstacles to direct interaction with European institutions [13].

2. Factors that deepen the "Skills Gap" in Ukraine: Brain Drain: due to the war and low competition of salaries, the most competent specialists (especially in the IT and legal fields) move to the private sector or international organizations; outdated assessment methods: annual assessment often remains a formal process that does not reveal real learning needs; psychological burnout: High levels of stress reduce the cognitive ability to learn new complex competencies [10; 11].

3. Ways to bridge the gap within the concept of sustainable development: Upskilling: Training the employee in new tools within his current role (for example,

the transition from paper to electronic document management). Reskilling: preparing an employee for fundamentally new tasks (for example, an administrative services specialist becomes a digital transformation specialist (CDTO). Investment in Soft Skills: Sustainable development requires leaders capable of facilitating and involving the community in decision-making [1; 13].

Summing up the theoretical and methodological analysis, it should be stated that the professional competence of public servants in the context of modern transformations has evolved from a purely functional set of skills to a complex system of value and adaptive capacities. The introduction of the sustainable development paradigm, in particular through the prism of Goal No. 16, proves that strong state institutions in Ukraine today are based not only on legal regulations, but on institutional resilience of each individual manager. The ability of the public apparatus to maintain functionality in the VUCA world (uncertainty and complexity), quickly overcome the skills gap and integrate global standards of security and fairness into local management decisions becomes the main criterion for professionalism. Thus, the development of competence is no longer just a matter of personnel policy, but turns into a strategic factor national security and the foundation for future post-war recovery. This creates the necessary prerequisites for moving on to the analysis of applied aspects of requirements transformation — digitalization, ethics, and green thinking, which will be discussed in detail in the next study.

Let's also consider the digital profile of a public servant: from computer literacy to data-driven management. In the context of the implementation of the "State in a Smartphone" strategy and the active implementation of the "Diia" ecosystem, digital competence is transformed from a technical skill into a managerial philosophy. It is not only about the ability to use text editors, but about the ability to work in a single digital circuit of the state [14].

The key components of the digital profile are: Data Literacy: The ability of an employee to collect, verify and visualize data to make informed decisions. In the context of sustainable development, this allows you to avoid populism and base public policy on real indicators (Evidence-based policy). Cyber hygiene and information resilience: In the context of hybrid warfare, an employee becomes a subject of protection of critical information infrastructure. This involves skills in recognizing phishing, using two-factor authentication, and understanding security protocols when working with government registries. Interacting with algorithmic systems: Understanding how automated systems for distributing aid, registering property, or services work to minimize errors and ensure fairness (Goal No. 16) [5; 8].

The introduction of the Diia ecosystem (application and portal) was not just a technological update, but a fundamental transition to the "Government as a Platform" model. In this paradigm, state institutions cease to be closed owners of information

and turn into flexible providers of digital services, where a public servant acts as a moderator of digital processes, and not a mechanical data logger [14].

Digital primacy and new literacy standards Ukraine became the first country in the world to introduce digital passports (ID card and biometric passport), which are legally fully equated to paper counterparts. This unprecedented step put forward a new critical requirement for the professional competence of every civil servant: the skills of verifying electronic documents using QR codes. The ability to instantly verify the authenticity of a document through state registers has become the basic standard of operations, replacing the outdated practice of copying and filing paper certificates [8; 14].

Transformation of human resources through serviceability: Reengineering of processes: The "state as a platform" model involves the automation of "life situations" (for example, registering a business or receiving eSupport assistance). This requires business analysis skills from the employee to understand the logic of algorithms that have replaced manual processing of requests. Focus on UX (User Experience): A public servant must now evaluate the quality of service not by the number of hours worked, but by the convenience of the citizen's customer journey. This shifts the focus of the professional profile towards service design. Minimization of subjectivism: Automation of services in Diia eliminates the human factor, which automatically increases the requirements for digital ethics and integrity. An employee working in the "back-office" system must be a guarantor of the purity of data in registers, since the success of automatic service provision to millions of citizens depends on this [8; 14]. Statistical dimension and efficiency: As of 2024, more than 20 million Ukrainians use Diia, which indicates the full integration of digital tools into public life. conditions of modern transformations [5; 12].

The integration of artificial intelligence technologies into the public sector of Ukraine has ceased to be a futuristic forecast and has turned into an applied tool for modernization. In the context of transformational changes in sustainable development, AI is seen as a catalyst for efficiency, allowing the public service to move from "reactive response" to "predictive governance". However, this requires a new specific quality from employees — algorithmic competence [7; 8].

The use of generative AI (for example, LLM models) and analytical algorithms changes the structure of the working time of a public manager: Automation of routine content: Preparation of first drafts of responses to citizens' appeals, structuring large volumes of regulations and automatic translation of European directives (EU acquis). This frees up to 30-50% of the specialist's time for strategic analysis. Predictive analytics: The use of AI to predict the social needs of the community, model the consequences of environmental decisions, or optimize traffic flows. The employee here does not act as a data collector, but as an interpreter of the results that the

algorithm produces. Smart chatbots (GovTech): Implementation of initial citizen consultation systems, which allows unloading front offices (ASCs) and providing access to information 24/7 [8; 10].

The development of AI in public administration gives rise to complex ethical dilemmas that an employee must be able to solve: The "Black Box" problem: An employee cannot blindly trust an AI decision if he does not understand the logic of its adoption. Professional competence now includes the ability to verify AI conclusions in order to avoid mistakes that can affect the rights of citizens. Algorithmic bias: Algorithms can copy human stereotypes (gender, racial or social) embedded in historical data. A new type of employee must have the skills to ethically audit algorithms, ensuring the inclusiveness and fairness of digital solutions (Goal No. 16). Protecting personal data: The use of AI requires an ultra-high level of responsibility for maintaining privacy, which correlates with cybersecurity skills. In the sustainability paradigm, AI does not replace the employee, but complements him. The principle of "Human-in-the-loop" means that the final decision, which has legal consequences for a person, is always made by the public official. human responsibility. Artificial intelligence requires the public service to transition to the "Intelligent Governance" model. The professional standard of the employee should be complemented by requirements for understanding the AI architecture, the basics of prompt engineering (the ability to set correct tasks for the system) and digital ethics. that are already integrated into the management vertical of Ukraine [7; 8; 9; 10].

And so, to the study of the ecosystem of chatbots and virtual assistants ("Diia", "Civil Servant"), we attributed the use of intelligent chatbots based on NLP (natural language processing) shifted the focus of the activities of mid-level civil servants: Chatbot "Diia": Automation of responses to more than 80% of typical requests from citizens (regarding obtaining IDP certificates, registration of damaged property, etc.). This requires employees-developers to have competencies in the field of scenario design (Conversation Design) and the ability to "train" the algorithm based on legislative updates. Optimization of front offices: Thanks to AI assistants, ASC employees got rid of the need to answer routine questions, which allowed them to develop crisis counseling skills for complex cases that do not fall under standard algorithms [7; 8; 10].

Within the framework of the Sustainable Development Goals, Ukraine is implementing the digital platform "EcoSystem", where AI algorithms play a key role in monitoring the state of the environment: Monitoring forest fires and logging: Using satellite images analyzed by neural networks in real time. An environmental inspection officer must now have geospatial analysis skills (GIS-competence) and be able to interpret Earth remote sensing data. Emission control: Automated systems for collecting data on air and water pollution require managers to be able to work with environmental safety indicators, making decisions on the imposition of sanctions

based on objective digital evidence, rather than subjective checks. The use of algorithms to check the eligibility of receiving subsidies and assistance allows the state to save billions of hryvnias of budget funds: Automatic screening: Algorithms detect inconsistencies in registers faster than a human. This forms a request for competencies in the field of digital audit. Risk management: Social workers are transformed into analysts who work with "risk groups" defined by the system, which significantly increases the targeting of social assistance (Goal No. 1: Poverty Alleviation) [1; 13; 14].

Methodological conclusion: The above examples confirm that the introduction of AI and automated systems does not lead to a reduction in the role of a person, but on the contrary, raises the bar of intellectual requirements for a public servant. The key competence is the ability to be an "ethical and intelligent controller" of technologies, ensuring their compliance with the principles of humanism and sustainable development.

The implementation of the European Green Deal and Ukraine's commitment to climate neutrality require a radical renewal of the competence profile of public servants. Green Skills are not only knowledge of environmental legislation, but also the ability to integrate environmental priorities into all areas of public policy: from budgeting to territorial planning. These are: Greening of Public Administration: Strategic Level. The professional competence of an employee in the context of sustainable development should include environmental mainstreaming, i.e. the ability to evaluate each managerial decision through the prism of its impact on the environment. Strategic Environmental Assessment (SEA): Officials at the level of ministries and RMAs should be proficient in the SEA methodology for development plans and programs. This allows minimizing risks to biodiversity and climate even at the design stage. Climate adaptation: Development of strategies for the resilience of communities to climate change (water resources management, combating "heat islands" in cities).

At the operational level, green competence is manifested through specific management tools: Sustainable Public Procurement: The ability to use not only the price criterion, but also the criteria of the product life cycle. This requires knowledge of environmental labeling and energy efficiency standards. Energy management of state institutions: implementation of the "Green Office" concept (minimization of paper use, separate waste collection, energy saving). A public servant should be a model of environmental behavior for the community. An important component is the formation of environmental thinking — awareness of responsibility to future generations (intergenerational justice). These are: Eco-education: The ability of an employee to communicate complex environmental reforms (for example, waste management reform) in such a way as to receive the support of the population and

business. Ethical audit of reconstruction: In the context of post-war reconstruction, employees must have "Build Back Better" competencies so that the restored infrastructure meets modern standards of energy independence.

The transformation of professional competence requires not only the mastery of tools, but also the adaptation of the ethical basis to the conditions of cyberspace. In the context of sustainable development, digital ethics becomes a safeguard against the abuse of algorithms and a guarantor of the preservation of human rights and the resolution of the following issues, such as: digital integrity and conflict of interest in the network; protection of personal data as a professional standard. Ethical competence in this context is an awareness of the principle of "privacy by design". An employee must have knowledge of GDPR (EU General Data Protection Regulation) standards, which is a prerequisite for Ukraine's European integration, so the transformation of the professional competence of a public servant is impossible without adapting the ethical basis to the conditions of hyperconnectivity.

Conclusion. Thus, by transforming the ethical requirements in the study, we had the opportunity to transform digital ethics into an integral component of professional competence. This requires the professional training system to include special modules on digital etiquette and communication security in order to minimize reputational risks for the state in the context of global transformations. The transformation of ethical requirements for public servants in Ukraine (in particular through the Order of the National Agency for Civil Procedure No. 158-21) is not isolated process, but reflects the pan-European trend towards strengthening the "digital responsibility" of the state. However, the comparison with the EU countries demonstrates different approaches to the balance between the freedom of speech of an employee and the interests of the civil service. Namely: the model of France: the principle of neutrality and the "duty of restraint" (*Obligation de réserve*). Conclusion for Ukraine: The experience of France teaches a strict separation of personal and professional digital profiles, which is critical for ensuring the sustainability of state institutions; Estonia's model: radical transparency and "Digital Trust". Conclusion for Ukraine: The Estonian experience demonstrates that digital ethics should be a tool for participation (citizen engagement), and not just a system of restrictions.

Comparative analysis shows that Ukraine has chosen the "middle way". Order No. 158-21 integrates French restraint (protection of the image of the body) and Estonian manufacturability (requirements for data verification). However, unlike the EU countries, Ukraine still has a shortage of self-regulation mechanisms — when ethical behavior is dictated not only by the fear of disciplinary punishment, but by the internal corporate culture.

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1.10. Current challenges of digitalization of public administration in the conditions of martial state in Ukraine

Сучасні виклики цифровізації публічного управління в умовах воєнного стану в Україні

Україна до початку повномасштабної війни вже мала значні здобутки у сфері цифровізації публічного управління. Створення Міністерства цифрової трансформації у 2019 році [1], запуск мобільного застосунку «Дія» [2], розвиток порталу електронних послуг, впровадження електронного документообігу в органах виконавчої влади, цифровізація реєстрів — усе це сформувало потужний фундамент для подальшого розвитку електронного урядування. Проте воєнний стан не лише випробував стійкість цієї системи, а й виявив нові потреби, вразливості та можливості, що потребують ґрунтовного наукового аналізу.

Цифровізація публічного управління як науковий концепт пройшла значну еволюцію від простого переведення паперових процесів у електронну форму до комплексної трансформації взаємовідносин між державою, громадянами та бізнесом на основі цифрових технологій. У сучасному розумінні цифровізація публічного управління охоплює не лише технологічну модернізацію адміністративних процесів, а й фундаментальну зміну філософії державного управління, що передбачає перехід від бюрократичної моделі до сервісно-орієнтованої держави.

Теоретичний фундамент цифровізації публічного управління спирається на кілька ключових концепцій. По-перше, це концепція електронного урядування (e-governance), яка передбачає використання інформаційно-комунікаційних технологій для підвищення ефективності, прозорості та підзвітності діяльності органів публічної влади. По-друге, це концепція «держави як платформи» (Government as a Platform), сформульована Тімом О'Рейлі, яка розглядає державу як постачальника цифрової інфраструктури, що дозволяє різним суб'єктам створювати публічну цінність. По-третє, це

ANNOTATION

PART 1

**MODERNIZATION OF PUBLIC ADMINISTRATION IN THE FACE OF GLOBAL
CHALLENGES: DIGITALIZATION AND SUSTAINABLE DEVELOPMENT
STRATEGY**

- 1.1. Tetiana DROZD. The integrative character of strategic competence of public servants.** The article provides a theoretical rationale for the strategic competence of public servants as an integrative professional competence that ensures effective strategic governance amidst contemporary challenges. The study analyzes the articulation of this concept within the current regulatory and legal framework and synthesizes scholarly approaches to its interpretation. It identifies a correlation between strategic planning for the development of territorial communities and the level of strategic competence among public administrators. Furthermore, the study characterizes the functional differentiation of strategic competence and emphasizes the necessity of its systemic development through initial professional training and continuous professional development for public servants.
- 1.2. Larysa KYIENKO-ROMANIUK, Mariela MACOLA. Mechanisms for ensuring the development of territorial communities under transformational change: integration of organizational-legal, resource, and competency components.** The subsection substantiates the theoretical and methodological foundations and practical mechanisms for ensuring the development of territorial communities under conditions of transformational change characterized by decentralization, digitalization, and European integration processes. The essence of organizational-legal, resource, and competency-based components is revealed, and their systemic integration within strategic planning and intermunicipal cooperation is emphasized. Particular attention is paid to the role of managerial professional competence as a key determinant of effective resource utilization, innovation implementation, and achievement of sustainable development goals at the local level. The study

generalizes regional experience of territorial communities, highlighting both successful practices and existing challenges related to resource asymmetry, institutional capacity, and digital maturity. Based on the analysis, directions for improving public governance are proposed, aimed at strengthening community resilience, enhancing administrative efficiency, and ensuring balanced socio-economic development in a dynamic environment.

- 1.3. **Ievgenii KYIENKO-ROMANIUK, Yulia OKUNYOVSKA. Conceptual and model-based principles of E-governance development in the system of regional public administration.** This section examines the conceptual and model-based principles for developing e-governance within the system of regional public administration in the context of digital transformation. It substantiates methodological approaches to modeling e-governance development and identifies the key structural components of the conceptual model. The study highlights the interaction of institutional, technological, organizational, human-resource, and informational components of the digital governance system. Practical directions for implementing the model at the regional level are also outlined.
- 1.4. **Mykhailo MAZUR. Theoretical foundations for the formation of a mechanism of state regulation of public-private partnership in the healthcare sector.** This section of the monograph examines the theoretical foundations for the formation of a mechanism of state regulation of public-private partnership in the healthcare sector. The essence of public-private partnership is revealed, its key principles are defined, and its role in enhancing the efficiency of the healthcare system is substantiated. The core elements of the state regulation mechanism are justified, in particular legal, economic, and organizational instruments. The challenges of implementing public-private partnerships are identified, and directions for improving state policy in this field are outlined.
- 1.5. **Yuliia NIKOLAIETS. Mediation competence of public servants in the conditions of digital transformation: from ai simulators to digital co-pilots.** This article explores the transformation of mediation competence of public servants under conditions of digitalization and the integration of

artificial intelligence (AI). The increasing complexity of social interactions in the context of European integration and post-conflict recovery necessitates enhanced conflict resolution capacities within public administration. The study conceptualizes the development of mediation competence through AI-enabled tools, from simulation-based training to real-time digital assistants. It identifies key components of this competence—cognitive-analytical, emotional-perceptive, and instrumental-technological—and introduces the concept of the “augmented mediator,” where AI supports decision-making by restructuring the salience of conflict factors. An evolutionary framework of AI integration is proposed, alongside an analysis of ethical challenges such as algorithmic bias and data confidentiality. The findings demonstrate a shift from individual to institutional mediation capacity, establishing a new paradigm of human – AI collaboration in public administration.

- 1.6. **Tetyana NOVYTSKA, Tatiana BRANITSKA. Mechanisms for implementing supervision in the public sector: strategic guidelines for sustainable development.** The aim is to examine the mechanisms of public administration regarding the implementation of supervision as a tool for psychosocial support within the public mental health care system under the extreme conditions of martial law. The methodological basis of the study is a comprehensive interdisciplinary approach based on a combination of public administration theory and modern concepts of psychosocial support. In particular, the following methods were used in the study: Theoretical and methodological analysis, System-structural analysis, Technological modeling method, Case method. The relationship between supervision and the country’s sustainable development goals has been identified. The integration of supervision as a tool for psychosocial support for civil servants and professionals in socio-economic fields has been theoretically substantiated. Supervision has been identified as a tool for human capital development in the civil service.
- 1.7. **Maiia SEMKO. Regulatory and organizational foundations of the institutional framework for public governance of education at the regional level.** The article examines the regulatory and organizational foundations of the institutional framework for public governance of education in the regions of Ukraine. It is substantiated that the contemporary model of education governance is multi-level in nature and integrates the powers of central executive authorities, local state

administrations, local self-government bodies, territorial bodies of state supervision (control), as well as governing bodies of educational institutions. It is determined that the core legal acts shaping the regulatory framework for regional education governance include the Constitution of Ukraine; the Laws of Ukraine "On Education," "On Complete General Secondary Education," "On Higher Education," "On Professional Pre-Higher Education," "On Vocational Education," "On Local Self-Government in Ukraine," and "On Local State Administrations," along with secondary legislation of the Cabinet of Ministers of Ukraine regulating the functioning of the Ministry of Education and Science of Ukraine, the State Service for Education Quality of Ukraine, the educational subvention mechanism, and the network of hub (core) educational institutions. It is demonstrated that decentralization has significantly transformed the institutional architecture of education governance by transferring a substantial scope of powers to the level of territorial communities. At the same time, it has preserved the need for coordination, quality monitoring, resource equalization, and strategic planning at the regional level. Key challenges of institutional support are identified, including duplication of competences, uneven managerial capacity across communities, imbalance between institutional autonomy and state control functions, and fragmented coordination among regional governance actors. The study proposes key directions for improvement, namely: regulatory clarification of competences across governance levels, strengthening the strategic role of the regional (oblast) level, digitalization of administrative procedures, development of state-public governance mechanisms, and enhancement of financial instruments to ensure equal access to quality education.

- 1.8. Oleksandr SHVETS. Determinants and Barriers to the Strategic Development of Territorial Communities of Eastern Podillia under Decentralization.** The chapter substantiates the determinants and barriers to the strategic development of territorial communities of Eastern Podillia under decentralization. It is argued that decentralization has transformed communities into key actors of local development, but their strategic capacity depends on the interaction of resource, demographic, infrastructural, institutional, financial and security factors. The study proves that Eastern Podillia possesses considerable agricultural, entrepreneurial, human, cultural, recreational and logistic potential; however, its development is constrained by depopulation, ageing,

migration losses, infrastructural disparities, personnel shortages in local self-government, limited investment capacity, dependence on transfers, digital inequality and the insufficient quality of strategic planning. Particular attention is paid to the need to interpret strategic development not only through the category of growth, but also through the categories of resilience, adaptability and recovery. It is concluded that strengthening the strategic development of communities in Eastern Podillia requires better coordination between local and regional strategies, development of intermunicipal cooperation and clustering, support for human capital, smart specialization, digitalization of management and diversification of local economies.

1.9. Nadiia VASYLENKO, Olena STAKHOVA. Professional competence of public servants in the context of transformational changes in sustainable development of Ukraine. The section of the monograph explores theoretical and applied aspects of the transformation of professional competence of public servants and local self-government officials. The impact of the UN Global Sustainable Development Goals on the formation of a new ethical and digital profile of managers is determined. Particular attention is paid to the implementation of artificial intelligence tools, the Diia ecosystem and green governance strategies under martial law and post-war recovery. the concept of lifelong learning as a factor in ensuring the institutional resilience of the state.

1.10. Serhiy POYDA, Olena POVAZHUK Current challenges of digitalization of public administration in the conditions of martial state in Ukraine. A comprehensive analysis of the key challenges facing the digitalization system of public administration in Ukraine under martial law, introduced as a result of the full-scale invasion of the Russian Federation on February 24, 2022, was carried out. The transformation processes taking place in the field of e-government, the provision of digital public services, and the functioning of state information systems under the influence of unprecedented security, infrastructure, and institutional threats were studied.

1.11. Petro KUKHARCHUK, Olena PAVLENKO, Kseniia DITSMAN. Conceptual bases of socio-communicative public administration in the educational sphere. The section explores the conceptual foundations of socio-communicative public administration in the educational sphere as a holistic management paradigm based on the integration of communicative mechanisms into the system of public education management. The theoretical and methodological principles of the formation of a socio-communicative model of public administration are substantiated, which involves active interaction between public authorities, educational institutions, civil society and other stakeholders of the educational process. The essence, structure and key components of the socio-communicative approach in the context of reforming the education management system in Ukraine are analyzed.

1.12. Tetiana HALYCH, Volodymyr ZAIACHKOVSKYI. Leadership in the context of digital transformation of public administration: mechanisms for the development of e-governance and professionalization of the public service. The section examines the development of leadership in the context of the digital transformation of public administration and identifies key mechanisms for advancing e-government and the professionalization of the public service. It is substantiated that the digitalization of the public sector leads to profound changes in governance approaches, the evolving role of public servants, and the emergence of new requirements for leadership and digital competencies. Digital leadership is conceptualized as a crucial factor for the effective implementation of e-government, the development of digital public services, and the modernization of public administration systems. The study analyzes institutional, organizational, technological, and communication mechanisms of e-government development, including the implementation of GovTech solutions, digital platforms, e-democracy tools, open data initiatives, and citizen-centered public services. Particular attention is given to the professionalization of the public service, emphasizing the development of strategic competence, digital literacy, and continuous professional learning for public servants. The paper identifies key challenges of digital transformation in public administration in Ukraine, such as regional disparities in digital development, insufficient digital competencies, human resource constraints, and resistance to organizational change. It also outlines promising directions for the advancement of digital leadership, smart governance, and digital governance within the broader context of public sector modernization and Ukraine's European integration.

PART 2

CURRENT MANAGEMENT PROBLEMS: BY TYPE OF ACTIVITY

- 2.1. Alona OHIIENKO, Tadeusz POKUSA, Filip POKUSA. Leveraging tourism for national development: governance models and management instruments.** This section explores the multifaceted role of sports tourism as a vital component of the modern socio-economic system. It highlights how sports tourism serves both social functions—improving public health and promoting active lifestyles—and economic ones, such as generating income, creating jobs, and attracting investment. The author emphasizes that in the context of globalization, sports tourism becomes a promising factor for the diversification of national economies and the formation of a positive international image. The text further details the specific economic impacts, including the significant multiplier effect where tourism expenditures stimulate related sectors like transportation, construction, and sports equipment production. Additionally, it discusses how sports tourism helps smooth out the seasonality of tourist flows, ensuring year-round utilization of infrastructure and stabilizing regional revenues. The section concludes by linking these developments to long-term investment activity and sustainable territorial growth.
- 2.2. Mykola OHIIENKO, Jozef KACZMAREK. Instrumental and applied aspects of personnel movement management.** This subsection provides a comprehensive analysis of managing personnel movement within an organization as a key factor in labor optimization and productivity. It covers various strategic aspects, including the optimization of travel routes, succession planning, and the improvement of conditions for workers, particularly those with disabilities. The research identifies how analyzing workforce flow can help identify "personnel reserves"—employees with leadership potential who are ready for advancement. The discussion also delves into modern management methodologies, such as the systematic and functional approaches, and tools like "Just-in-Time" (JIT) to minimize delays and costs. Furthermore, it addresses contemporary challenges like globalization, remote work, and the need for digital communication tools to coordinate teams across different time zones. The author stresses the importance of continuous professional development and maintaining employee health and safety in a changing work environment.

2.3. Svitlana ANTYKALO, Nelli SIEVIERINA, Iryna SVIATCHENKO, Olena ANDRIEIEVA. Management of the development of the creative potential of the teaching staff of the general secondary education institution in the conditions of modern educational transformations. The article examines the theoretical and methodological foundations of managing the development of the creative potential of teaching staff in general secondary education institutions in the context of modern educational transformations. The role of strategic management in ensuring the quality of educational services and enhancing teachers' professional development is substantiated. Particular attention is paid to the definition of creative potential and pedagogical creativity as key factors in the effective functioning of an educational institution. The importance of innovative approaches to management is emphasized. Practical directions for improving management activities aimed at developing teachers' creativity are proposed.

2.4. Svitlana PROKHORCHUK, Mykhailo SYDORENKO. Instrumental support for managing financial risks in international corporations. This section defines financial risk as an economic category characterized by uncertainty and the potential loss of income during business activities. It outlines the fundamental components of risk management: identifying potential threats, analyzing their probability and impact, and implementing mitigation measures. The text emphasizes that effective risk management is a balance between seeking rewards and avoiding excessive losses, which is crucial for corporate resilience. The author details various risk management strategies, such as risk avoidance, acceptance, and transfer (e.g., through insurance or partnerships). It also introduces specific quantitative tools for risk assessment, including statistical methods (calculating dispersion and standard deviation) and expert assessment methods (logical analysis and intuitive evaluation by specialists). These tools enable international companies to make informed decisions and maintain financial stability amidst global economic and political instability.

2.5. Tymur MYKHAILOVSKYI, Serhii DARKOV. Implementation of corporate governance technologies in global markets. The final section analyzes international business as a complex phenomenon driven by globalization and the pursuit of benefits from interstate transactions. It explores how transnational corporations (TNCs) utilize corporate management

technologies to coordinate operations across borders and movement of capital, labor, and technology. The discussion highlights three main sources of competitive advantage for international firms: increased efficiency through globalization, economies of scale, and economies of scope. The text also examines modern management strategies like outsourcing, which allows corporations to reduce costs and focus on innovation. It details the internationalization of boards of directors and the increasing use of specialized committees (audit, risk, CSR) to improve governance effectiveness. Finally, the author suggests a shift toward "dialogue management," where interaction and the coordination of interests between global and local levels become the primary mechanisms for stable functioning in the global economy.

PART 3

PEDAGOGICAL AND PSYCHOLOGICAL PRACTICES: NEW APPROACHES TO LEARNING AND DEVELOPMENT

3.1. Olena BARABANOVA, Dmytro HORBACHUK. Pedagogical practices of reflective interaction with veterans in the context of overcoming educational barriers. The article theoretically substantiates, develops and experimentally tests a model of a barrier-free, safe and inclusive educational environment for war veterans and demobilized people in the context of overcoming educational barriers. The scientific novelty of the study lies in the definition of the architectonics of reflective interaction as a leading andragogic tool, based on the synergy of the principles of subject-subject partnership, axiological parity and open dialogue. The specifics of the transition of veteran students from a military subculture to a civilian academic space are studied, and the factors of the emergence of academic alienation and didactic anxiety are classified.

3.2. Olena ISHUTINA, Mykola KOLESNYK. Scaffolding age-appropriate ai understanding in primary education. The rapid integration of artificial intelligence into daily life demands that primary school teachers develop robust pedagogical competencies to introduce AI concepts to children aged 6 to 11. Despite growing policy interest in AI literacy education, limited empirical research has examined what specific knowledge and instructional skills teachers need to scaffold age-appropriate understanding of AI at the

elementary level. This paper presents an investigation into the pedagogical dimensions of AI teaching competence in primary education. Four core competence domains are identified: conceptual knowledge of AI fundamentals suitable for young learners; a pedagogical repertoire encompassing unplugged activities and storytelling; the ability to foster inquiry-based learning around AI; and a reflective professional awareness of ethical implications.

3.3. Tetiana KOLGAN, Valentyna POUL, Olena KOLHAN. Organizational culture of a general secondary education institution as a factor of psychological stability of the teaching staff in crisis conditions. The article analyzes the role of the organizational culture of the educational institution as a basic factor in the formation of the psychological stability of the teaching staff in the conditions of war and systemic crises. The experience of the Donetsk In-Service Teacher Training Institute regarding the development and implementation of professional development programs in four strategic areas: educational and informational, preventive, trauma-informed care and strengthening of professional potential was considered. Special attention is paid to the integrated approach and game technologies as tools for adaptation, restoration of teachers' resources and creation of a safe educational environment.

3.4. Larysa OSTANKOVA, Olena SMYRNOVA. Науково-дослідне навчання як механізм розвитку критичного мислення та інформаційної грамотності. The article examines research-based learning as a methodology that combines the development of critical thinking with the advancement of information literacy. It ensures the integration of research tasks into the educational process, promotes interdisciplinary interaction, and creates conditions for the formation of key competencies of the New Ukrainian School. This approach opens up prospects for the modernization of educational programs, the development of authorial solutions, and the use of digital resources that meet the challenges of the modern world.

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PART 1

**MODERNIZATION OF PUBLIC ADMINISTRATION IN THE FACE OF GLOBAL
CHALLENGES: DIGITALIZATION AND SUSTAINABLE DEVELOPMENT
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PART 3

**PEDAGOGICAL AND PSYCHOLOGICAL PRACTICES: NEW APPROACHES
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RESILIENCE AND DEVELOPMENT**

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REZYLIENCJA I ROZWÓJ**

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