

## **ПАНЕЛЬ 5. МІЖКУЛЬТУРНА КОМУНІКАЦІЯ У ПРОЦЕСІ ЄВРОІНТЕГРАЦІЇ**

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### **REFORMING COMPLEX OF PUBLIC ADMINISTRATION IN THE CONDITIONS OF THE EUROPEAN VECTOR OF COMMUNICATIVE STANDARDS**

Internationalization of the communicability of state values affects both national models of education and science, as well as changes in the global educational and scientific paradigm. In Ukraine, the project «Support for the comprehensive reform of public administration in Ukraine» is being implemented, which is financed by the European Union, in partnership with the Ministry of Justice of Ukraine, the National Agency of Ukraine for Civil Service, and the Ukrainian School of Government.

During the hostilities, the actual number of civil servants was 166,752 (of which 136,000 worked full-time, 12,000 – remotely); since February 24, 5,691 people left abroad, and 16,696 people were released during the period of martial law. Accordingly, the number of vacant positions is 34,265 [4]. Education makes it possible to realize one's own plans, improve one's skills, and achieve certain goals.

V. Geets states that It is very often believed that the state as an institution in general or as a set of institutionalized norms and organizations is the embodiment of willpower, while such a property of the state as «scholarship» is the result of exogenous forms of its borrowing from people who act as holders and bearers of reason, which can accumulate in the minds of both people and society in general, forming social consciousness [1, pp. 114].

Ukrainian scientists-economists admit that the importance of sustainable development of society in the context of the internationalization of higher education and science, global progress of humanity and transformations of the process of institutionalization of the world political, economic, social system, which requires a holistic and multi-level sphere of the interaction of economies, societies, states, social institutions, cultures, peoples, nations, worldviews [5, pp. 5].

With the development of the market, the economic relations between the state and education have become more complicated. In the modern global economy, the state is an active market entity. In the system of state values, the modern educational model aims to form a competent, ready to preserve the valuable assets of past generations, multiply them and pass them on to the heirs [6, pp. 436].

The education strategy for civil servants involves the application of international strategies, concepts, and practices regarding sustainable development: global civic education and global learning; political education; ethical and moral education; environmental education; intercultural learning; education in the field of personal rights [7]. Under the influence of global competition, sectors of the economy are changing and some people are left behind because public authorities are unable to help them. In the time since the beginning of the large-scale war in Ukraine, as the monitoring of the International Monetary Fund shows, about 30 countries have restricted trade in food, energy resources, and other key goods, which affects social standards [3].

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

For the successful completion of online educational programs, the best civil servants should have the opportunity to participate in specialized pieces of training and educational visits to the institutions of the European Union. In particular, the Natolin4Capacity Building project offers a group of participants a career development mentoring program and professional consultations on certain aspects of Ukraine's European integration. Digital technologies and the data revolution [2, pp. 3–28] open up wide opportunities for countries to increase the efficiency and volume of public services, as well as increase transparency and strengthen the trust of citizens.

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