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INNOVATIVE APPROACHES IN PUBLIC SERVANTS TRAINING TO ENSURE POST-WAR REGIONAL DEVELOPMENT IN UKRAINE**Zolotarov V.F.***PhD in Economics, Professor**ORCID: 0000-0001-8924-3268***Kuts Yu.O.***Doctor in PA, Professor**ORCID: 0000-0002-8629-012X**Educational and Scientific Institute "Institute of Public Administration",
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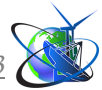
Abstract. This article is devoted to the search for innovative approaches to the organisation of public servant training to ensure post-war regional development in Ukraine. It is noted that public servants' training involves obtaining an appropriate educational qualification level. It is proposed to include in the educational process innovative approaches to master the following competencies: writing and preparing official documents; holding presentations and establishing verbal communication; taking managerial decisions, considering the responsibility and level of preparedness of each official; counselling and listening skills; chairing and conducting meetings effectively. The conclusion is made on the key aspects of the principles of public servants training organisation to ensure sustainable post-war regional development in Ukraine: system integrity of professional training; advanced nature of training; high versatility of knowledge and skills; involvement of public authorities; close interrelation of practice and experience; informational and analytical support; internship of lecturers in government agencies.

Keywords: Innovative approach, training of public servants, post-war development in Ukraine, public service, civil service, service in local self-government bodies, regional development.

Introduction.

Until recently, the Ukrainian state was on the verge of successful and radical reforms in regional development. But the treacherous full-scale invasion of the Russian aggressor on February 24, 2022, into our country, forced us to direct the lion's share of the resources of the Ukrainian society to overcome the invader's attempts to destroy Ukraine as a state. However, today scientists and practitioners of public administration should already pay primary attention to the creation of a holistic mechanism for the post-war reconstruction of the country. In our opinion, such a restoration should begin with the formation of a managerial corps for the implementation of the concept of post-war regional development, in which civil servants and local government officials will play a key role, that is why priority must be given to the preparation of qualified officials.

A large number of scientific papers are devoted to the organization of public servants' training. So, the conceptual definition of public service was given by O. Petrenko and O. Antonov [11], M. Karp [4], the second section of



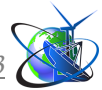
V. Malinovsky's work "Public Service in Ukraine" [8] is devoted to the theoretical foundations of public service. L. Antonova solves the problems of professionalization of civil servants and employees of local governments [1], legal regulation of the professional development of civil servants lies in the field of view of scientific research of O. Lutsenko [7], Bulkat M. [2], while T. Vasilevskaya, S. Shevchenko, N. Sidorenko, V. Gradovsky, L. Akimova and O. Akimov [18] focus on trends in the development of scientific provisions on public and state service agencies and local self-governments. Scientists of the Dnipropetrovsk Regional Institute of Public Administration of NAPA presented the textbook "Public Service" [14]. Some authors expend their scientific efforts precisely to the development of methods for public servant training in various areas, in particular: N. Kolisnichenko [5], N. Larina [6], O. Parkhomenko-Kutsevil [10], A. Perov [12], Tsalko T. [16] and others. The introduction of innovative forms of training in the system of civil servants advanced training is devoted to the scientific works of K. Protsak and I. Matviy [13], M. Izha and T. Pakhomova [3], Yurchenko V. [17], and many other scientists. But, at the same time, scientists could not have predicted such a course of events, when the organization of public servant training is going on during the period of martial law, and there are practically no theoretical works on the formation of a new generation of managers to ensure post-war regional development in Ukraine.

The article is aimed at the theoretical development of innovative approaches to the organisation of public servant training to ensure post-war regional development in Ukraine. To achieve this goal, the authors used general scientific and special research methods, in particular: a systematic approach, which is the methodological basis of the whole work, is used in solving most of the research tasks set in this article; synthesis, logical generalization – in determining the social significance of the public servants training organization; abstraction and grouping – in the formation of the main provisions on the formation and functioning of innovative approaches to the system of public servant training to ensure post-war regional development; comparative analysis and generalization – in the study of modern trends and problems of the development of public service in Ukraine.

Main text

Professional education for representatives of public authorities, including vocational training and advanced training, plays a key role in improving the efficiency of local state administrations and representative bodies of local self-government, the system of local councils as a whole, especially in ensuring the post-war restoration and sustainable regional development of the Ukrainian state. The need to solve the personnel crisis in public administration bodies for the restoration of territories actualizes the problem of systemic improvement of the effectiveness of public servants and local government officials training in the context of design thinking, project management, reengineering and digitalization of management processes, adgil and project development technologies, marketing and territory development strategies, timing [3].

After the victory, public servants, at the regional level in particular, will be entrusted with an extraordinary task – the restoration of the affected territories and the formation of mechanisms for regional development.



Training of public servants and local government officials involves obtaining the appropriate educational qualification level, in particular, a master's degree in specialities aimed at professional activity in the field of public service and local self-government bodies. Professional development of public servants includes training in order to update and develop the necessary skills, abilities and knowledge for the most effective solution to the tasks of their professional activities. Conditions for training and advanced training of public servants are created in the corresponding institutions of higher education. Professional training of public servants is an intensive process, as it requires the fastest development and optimal methods of organization. This is due to the need for constant updating of information caused by rapid changes in modern society, especially related to the war of Russia against sovereign Ukraine, constant innovations in legislation and other factors. The preparation of a new generation of public servants will qualitatively change public service as such.

Taking into account the limited terms and frequency of public servant training in modern Ukraine, as well as the tendency for its reduction, it is time to significantly increase the effectiveness of the public servant professional training system and advanced training system. When increasing the scale of the training, it is important to focus on deep qualitative changes in this process. The effectiveness of training officials is determined by the quality and effectiveness of the educational process itself.

As for innovative methods of training heads of different levels of public service, K. Protsak and I. Matviy suggest using focus groups; interviews in front of the camera; trainings; role-playing games; general discussions; and mini-lectures. All of them should be based on modern concepts of leadership [13].

To provide training for the required number of civil servants and local government officials, O. Serdiuk., L. Gorbatyuk and B. Bozhko justify the advantages of a mixed form of education [15]. At the same time, the implementation of modern information technologies and the emergence of new approaches to the learning process allow teachers to introduce the most optimal methodology for the development and acquisition of communicative competence by students, which successfully combines online learning with the presence of a teacher in a classroom [17].

We consider the training and professional development of officials as a complex process that includes the development of intellectual skills, a system of professional knowledge and professional skills necessary for effective public administration. With this in mind, it is important to focus on specific areas of training aimed at practical aspects of the implementation of official powers of public authorities to ensure sustainable post-war regional development in Ukraine.

An important aspect of the integrity of training and advanced training of public servants is the assimilation of the skills and abilities necessary to perform managerial duties. In local public authorities, conducting annual assessments of public servants activities, interviews and questionnaires allows you to determine the needs for professional training and improvement of their skills. The priority in the system of professional training becomes qualification improvement in the corresponding educational institutions. However, in practice, it is also important to pay special



attention to the professional development of personnel in local state administrations and representative bodies of local self-government. The use of such forms of advanced training as self-education, training at the workplace and internships can become an additional tool for the effective development of professional skills and knowledge.

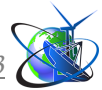
It should be acknowledged that in some cases there is no appropriate implementation and use of these methods of advanced training. It is important to focus on the motivation to study, considering it as a condition for increasing the level of professionalism. The results of professional training and professional development of public servants largely depend on their desire to improve their professional skills and knowledge.

Due to the difficulties in establishing an effective link between the assessment of work and the quality of professional duties of officials of local public authorities, it is important to introduce mechanisms that contribute to the formation of the desire to improve business and personal qualities, as well as improve their professional level. Managerial professional development of officials can become more effective if we take into account the analysis of skills and knowledge necessary for the performance of official duties, as determined by the annual assessment of their activities and by interviews. Establishing a cohesion of professional development and labour evaluation can help stimulate the development of public servants.

Additionally, the priority of advanced training is given to participation in the educational process in the corresponding educational institutions. However, attention should be paid to other forms of professional development, such as self-education, on-the-job training and internships, which are currently underused.

In the context of managerial personnel training to ensure post-war regional development in Ukraine, a scientifically sound approach to the organization of advanced training of government officials is extremely important. In order to improve the system of vocational education and management training, a number of measures are proposed that will contribute to the effective development of public administration and meet the needs of regional development:

- 1) attention to online counselling: it is important to provide access to online counselling for government officials; this will allow them to receive relevant information and advice in real-time, which will increase their professional competence;
- 2) attracting future students to program formation: it is important to take into account the opinions of future students when developing training programs; this can be done by sending the program structure to the authorities in advance to obtain feedback and recommendations;
- 3) ongoing training of public servants: it is necessary to focus on the continuous professional development of public servants as an important component of successful public administration and ensuring sustainable regional development;
- 4) introduction of testing methodology: it is important to develop a testing methodology to identify professional competencies and weaknesses of public servants; this will identify the needs for training and development of personnel;



- 5) target order and individual approach: it is vital to introduce the practice of developing a target order and an individual approach to identifying the training needs of each employee following the specifics of his work and functions;
- 6) attracting professional psychologists: it is necessary to attract professional psychologists to work with the staff of the local state administrations; this will help to identify and solve problems in the professional and personal development of personnel.

The proposed professional training of public authority officials explicitly as institutional professional training in the public authority bodies themselves is a promising direction for improving the quality of management and developing the personal professional skills of public servants. The introduction of such programs can make such training more effective and practice-oriented.

Summary and conclusions. The conducted analysis allows us to highlight some key aspects of innovative approaches to the organisation of public servant training for ensuring post-war regional development in Ukraine. It is characterized by systemic integrity of training, i.e. it brings together various aspects, such as managerial, financial, economic, humanitarian, legal and social training, together with deep specialization and takes into account regional and local peculiarities, it will provide more holistic training of public servants so they can respond to the challenges of modern management focusing on sustainable post-war regional development.

Hence there is inherent to these approaches an advanced nature of training that emphasizes modern technologies, trends and practices that will allow public servants to be prepared for future challenges and trends in their fields of activity. The next important ingredient is the high universality of skills and knowledge – the development of a wide range of skills and knowledge will enable public servants to work effectively at different levels and in related areas, which is becoming important in today's dynamic environment, especially under martial law.

Also, the involvement of specialists and heads of public authorities, and the integration of experience and expertise of internal and external specialists will make it possible to create more practical and life-oriented training programs, which should be directed on mechanisms for sustainable post-war regional development in Ukraine. Innovative approaches are targeted at a close relationship of practice and experience – emphasizing the importance of practical application of the acquired knowledge and skills through various forms of training will ensure a deeper assimilation of the material. Information and analytical support is an integral part of public servant training as the use of modern state digital services, tools and analytical methods will help public authorities to make decisions more effectively and develop programs for sustainable post-war regional development in Ukraine. Moreover, internships of lecturers in public authorities will provide those who are engaged in training and advanced training of public servants with the opportunity to maintain the relevance and urgency of training programs and strengthen the relationship with the real practice of public administration.

Further research in this direction is desirable to focus on ongoing and advanced training of public servants, as well as taking into account the context and characteristics of local and regional public authorities, which will form a system



adapted to the requirements of the modern paradigm of public administration, aimed at sustainable post-war regional development in Ukraine and will increase the level of professional qualifications of public servants.

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