

relevant results and theoretical developments
of science and research

13

2023

issue 1, special XXXIV.

AD ALTA

Journal of Interdisciplinary Research

AD ALTA: Journal of Interdisciplinary Research

Double-Blind Peer-Reviewed

Volume 13, Issue 1, Special Issue XXXIV., 2023

Number of regular issues per year: 2

© The Authors (March, 2023)

MAGNANIMITAS Assn.

AD ALTA: JOURNAL OF INTERDISCIPLINARY RESEARCH

© THE AUTHORS (MARCH, 2023), BY MAGNANIMITAS, ATTN. AND/OR ITS LICENSORS AND AFFILIATES (COLLECTIVELY, "MAGNANIMITAS"). ALL RIGHTS RESERVED.

SPECIAL ISSUE NO.: 13/01/XXXIV. (VOLUME 13, ISSUE 1, SPECIAL ISSUE XXXIV.)

ADDRESS: CESKOSLOVENSKE ARMADY 300, 500 03, HRADEC KRALOVE, THE CZECH REPUBLIC, TEL.: 498 651 292, EMAIL: INFO@MAGNANIMITAS.CZ

ISSN 1804-7890, ISSN 2464-6733 (ONLINE)

AD ALTA IS A PEER-REVIEWED JOURNAL OF INTERNATIONAL SCOPE.

2 ISSUES PER VOLUME AND SPECIAL ISSUES.

AD ALTA: JOURNAL OF INTERDISCIPLINARY RESEARCH USES THE RIV BRANCH GROUPS AND BRANCHES, BUT THE JOURNAL IS NOT A PART OF RIV. THE RIV IS ONE OF PARTS OF THE R&D INFORMATION SYSTEM. THE RIV HAS COLLECTED AN INFORMATION ABOUT RESULTS OF R&D LONG-TERM INTENTIONS AND R&D PROJECTS SUPPORTED BY DIFFERENT STATE AND OTHER PUBLIC BUDGETS, ACCORDING TO THE R&D ACT [CODE NUMBER 130/2002], THE CZECH REPUBLIC.

A	SOCIAL SCIENCES
B	PHYSICS AND MATHEMATICS
C	CHEMISTRY
D	EARTH SCIENCE
E	BIOLOGICAL SCIENCES
F	MEDICAL SCIENCES
G	AGRICULTURE
I	INFORMATICS
J	INDUSTRY
K	MILITARISM

ALL INFORMATION CONTAINED HEREIN IS PROTECTED BY LAW, INCLUDING BUT NOT LIMITED TO, COPYRIGHT LAW, AND NONE OF SUCH INFORMATION MAY BE COPIED OR OTHERWISE REPRODUCED, REPACKAGED, FURTHER TRANSMITTED, TRANSFERRED, DISSEMINATED, REDISTRIBUTED OR RESOLD, OR STORED FOR SUBSEQUENT USE FOR ANY SUCH PURPOSE, IN WHOLE OR IN PART, IN ANY FORM OR MANNER OR BY ANY MEANS WHATSOEVER, BY ANY PERSON WITHOUT MAGNANIMITAS'S PRIOR WRITTEN CONSENT. ALL INFORMATION CONTAINED HEREIN IS OBTAINED BY MAGNANIMITAS FROM SOURCES BELIEVED BY IT TO BE ACCURATE AND RELIABLE. BECAUSE OF THE POSSIBILITY OF HUMAN OR MECHANICAL ERROR AS WELL AS OTHER FACTORS, HOWEVER, ALL INFORMATION CONTAINED HEREIN IS PROVIDED "AS IS" WITHOUT WARRANTY OF ANY KIND. UNDER NO CIRCUMSTANCES SHALL MAGNANIMITAS HAVE ANY LIABILITY TO ANY PERSON OR ENTITY FOR (A) ANY LOSS OR DAMAGE IN WHOLE OR IN PART CAUSED BY, RESULTING FROM, OR RELATING TO, ANY ERROR (NEGLIGENT OR OTHERWISE) OR OTHER CIRCUMSTANCE OR CONTINGENCY WITHIN OR OUTSIDE THE CONTROL OF MAGNANIMITAS OR ANY OF ITS DIRECTORS, OFFICERS, EMPLOYEES OR AGENTS IN CONNECTION WITH THE PROCUREMENT, COLLECTION, COMPILATION, ANALYSIS, INTERPRETATION, COMMUNICATION, PUBLICATION OR DELIVERY OF ANY SUCH INFORMATION, OR (B) ANY DIRECT, INDIRECT, SPECIAL, CONSEQUENTIAL, COMPENSATORY OR INCIDENTAL DAMAGES WHATSOEVER (INCLUDING WITHOUT LIMITATION, LOST PROFITS), EVEN IF MAGNANIMITAS IS ADVISED IN ADVANCE OF THE POSSIBILITY OF SUCH DAMAGES, RESULTING FROM THE USE OF OR INABILITY TO USE, ANY SUCH INFORMATION.

PAPERS PUBLISHED IN THE JOURNAL EXPRESS THE VIEWPOINTS OF INDEPENDENT AUTHORS.

TABLE OF CONTENTS (BY BRANCH GROUPS)

A SOCIAL SCIENCES

STAFFING OF PUBLIC ADMINISTRATION BODIES IN THE CONTEXT OF THE DEVELOPMENT OF A DIGITAL SOCIETY DMYTRO KHARECHKO, OLEKSANDRA NIEMA, OLEKSANDRA KHUDOBA, DIANA ZAYATS, OLHA OLEFIRENKO, VIRA BUDZYN	6
ARTIFICIAL INTELLIGENCE AS A TOOL OF PUBLIC MANAGEMENT OF SOCIO-ECONOMIC DEVELOPMENT: ECONOMIC SYSTEMS, SMART INFRASTRUCTURE, DIGITAL SYSTEMS OF BUSINESS ANALYTICS AND TRANSFERS MARTA KARPA, TARAS KITSACK, OLHA DOMSHA, OLHA ZHUK, LIUDMYLA AKIMOVA, OLEKSANDR AKIMOV	13
PUBLIC-PRIVATE PARTNERSHIP AS A TOOL FOR IMPLEMENTING STATE POLICY LARYSA GAIEVSKA, VALENTYNA KARLOVA, OLENA BOBROVSKA, MYROSLAVA KULYNYCH, LIUDMYLA AKIMOVA, OLEKSANDR AKIMOV	21
DEVELOPMENT OF CONSTRUCTION PROJECTS AS A COMPOUND AGGREGATED SYSTEM VADYM POKOLENKO, OLENA BONDAR, OLEKSII YASCHENKO, IRINA YAKYMCHUK, NATALIIA LATANIUK	31
SOCIAL POLICY DEVELOPMENT IN THE CONDITIONS OF DIGITAL TRANSFORMATION OF SOCIETY YEVGENIY BORODIN, NATALIIA SOROKINA, TETIANA TARASENKO, NATALIIA VOLKOVA, LIUDMYLA AKIMOVA, OLEKSANDR AKIMOV	40
MAIN ROUTES FOR IMPROVING THE EFFICIENCY OF MARITIME TRANSPORT IN THE FACE OF NEGATIVE EXTERNALITIES OLHA PETRENKO, LARYSA RAICHEVA, ANATOLIY HORBAN, IRYNA TYKHONINA, ALINA NECHYPORUK, RUSLANA SODOMA	47
ACCOUNTING AND ANALYTICAL TOOLS FOR THE FORMATION OF SUBORDINATED DEBT OF COMMERCIAL BANKS IN UKRAINE TETIANA SHMATKOVSKA, IHOR KRUPKA, VASYL SYNENKO, ROMAN SYDORENKO, NATALIIA MOSTOVENKO, TETIANA TALAKH, IRYNA DANCHEVSKA, NATALIIA MELNYK	52
FEATURES OF FINE ARTS OF THE EARLY 21ST CENTURY: PAINTING, DRAWING, SCULPTURE TETIANA PROKOPOVYCH, IVAN TARASIUAK, DMYTRO ZINKO, OLEKSANDRA PANFILOVA, OLEKSANDR BERLACH, ROMAN VILGUSHYNSKYI	56
INDIRECT AND DIRECT PEDAGOGICAL INTERACTION OF TEACHER WITH STUDENTS IN THE CONDITIONS OF ELECTRONIC LEARNING AND THEIR PERFORMANCE OF THE ROLES OF "E-TEACHER" AND "E-STUDENT" TETIANA MIYER, NATALIIA SIRANCHUK, NATALIA VYSHNIVSKA, NINA RUDENKO, OLEKSANDRA SHKURENKO, LYUDMILA ROMANENKO, YULIIA FEDOROVA	62
EDUCATION AS AN OPEN SYSTEM AND EDUCATION AS A PROCESS OF ORGANIZING E-LEARNING IN THE ONLINE SPACE IN THE CONTEXT OF A VARIABLE DEFINITION OF THE PHENOMENON "QUALITY" TETIANA MIYER, SERHII OMELCHUK, OLHA BILYAKOVSKA, NINA RUDENKO, LYUDMILA ROMANENKO, ZHANNA FEDIRKO, KATERYNA ROMANENKO	69
PUBLIC-PRIVATE PARTNERSHIP AS A FOUNDATION OF THE FINANCIAL STABILITY OF THE STATE AND HOUSEHOLDS IN THE CONDITIONS OF HEALTH CARE FINANCING TRANSFORMATION IN UKRAINE SVITLANA KACHULA, LIUBOV LYSIAK, LILIIA BARANNYK, IULIIA MASIUK, TETIANA TERESHCHENKO, TETIANA SALNYKOVA	76
CREATIVITY OF ASTOR PIAZZOLLA IN THE CONTEXT OF THE DEVELOPMENT OF FOLKINSTRUMENTAL PERFORMANCE MYRON CHEREPANYN, VIOLETTA DUTCHAK, IRYNA PALIICHUK, MARYNA BULDA, STANISLAV ZHOVNIR, VIKTOR SPODARENKO	84
FORMATION AND TRANSFORMATION OF WOMEN'S IDEAS ABOUT MATERNITY BEFORE AND AFTER CHILDBIRTH: SOCIAL-PSYCHOLOGICAL ANALYSIS OF FACTORS (BASED ON THE DATA OF UKRAINE) NADIYA CHEPELIEVA, OLGA CHORNA, IRYNA NECHITAILO, YEVHEN PIDCHASOV, TETIANA YELCHANINOVA, TARAS ZHVANIYA	91
LEGAL NATURE OF JURISDICTIONAL IMMUNITY OF STATES IN INTERNATIONAL PRIVATE LAW YEVGEN POPKO	98
CULTURE AND ART: MODELS OF SOCIAL COMMUNICATIONS VIKTOR MOZGOVYI, SVITLANA SHULIAK, YURIJ ODOBINSKY, GANNA YERMOLAYEVA, OLENA TRYHUB	104
FROM OUTSIDERHOOD TO SUCCESSFULNESS: DEVELOPMENT ISSUES (TEACHERS' COMMUNITY POINT OF VIEW) ANATOLIY ANTSIBOR, NELINA KHAMSKA, DMYTRO MATIUK, CATHERINE POLYANSKA, LYUDMYLA HUTSOL	110
FORMATION OF SUBJECT COMPETENCE OF FUTURE PEDAGOGUES IN THE PROCESS OF STUDYING THE SYNTAX OF THE UKRAINIAN LANGUAGE LARYSA DERKACH, RUSLANA ZINCHUK, LUBOV MIROSHNICHENKO, OLENA POKHYLIUK, OLENA HUZAR	114
EXPRESSION OF NEGATION IN MEDIA TEXTS DURING THE RUSSIAN-UKRAINIAN WAR NATALIIA KOSTUSIAK, MARYNA NAVALNA, OLESIA SKLIARENKO, TETIANA MASYTSKA, TETIANA SYDORENKO, OKSANA PRYMACHOK, LARYSA HOLOIUKH	123

LEXICO-SEMANTIC INNOVATIONS IN THE TEXTS OF THE UKRAINIAN MASS MEDIA ON MILITARY TOPICS MARYNA NAVALNA, VASYL SHYNKARUK, NATALIIA KOSTUSIAK, OKSANA PROSIANYK, YULIIA CHERNOBROV, NATALIYA ADAMCHUK	132
CATEGORY OF GENRE STYLE IN THE CONCEPTUAL SYSTEM OF MODERN MUSICOLOGY NATALIA OSTROUKHOVA, YIU ZHU, YUE QUN, FENG ZHOU, WENJING XIANG	140
THE FIELD OF PROFESSIONAL SKILL AS A PREREQUISITE FOR THE GENERAL DISPOSITION OF THE PROFESSIONAL TRAINING OF A MUSICIAN-PERFORMER OLHA OHANEZOVA-HRYHORENKO, LIUDMYLA ZYMA, JIN WANG, TSZIUNI VAN, JIAYUAN YIN	145
LANGUAGE VERBALIZATION OF QUANTITATIVENESS IN MODERN MASS MEDIA: LINGUISTIC-COGNITIVE AND COMMUNICATIVE-PRAGMATIC DIMENSIONS IN UKRAINIAN LANGUAGE NATALIIA KOSTUSIAK, NATALIIA SHULSKA, YULIIA LISOVA, KATERYNA YARESKO, IRYNA IVANOVA, OLHA POCHUIEVA, OLENA AFANASIEVA	149
INFORMATION AND PSYCHOLOGICAL OPERATIONS (IPSO) AS A DISCOVERY OF FALSE NARRATIVES IN THE CONDITIONS OF MILITARY CONFLICT IN THE MEDIA NATALIIA SHULSKA, NATALIIA KOSTUSIAK, ANTONINA MITLOSH, IHOR PAVLYUK, MARIIA POLYVACH, ALLA MUDRYK, OLENA SUSHKOVA	156
TOOLKIT FOR THE FORMATION OF NARRATIVE STRATEGIES OF THE RUSSIANUKRAINIAN WAR (USING THE 2022–2023 MEDIA LANGUAGE AS AN EXAMPLE) OLHA KYRYLIUK, NATALIIA SHULSKA, RUSLANA ZINCHUK, INNA DEMESHKO, TETIANA NESTERENKO, HANNA VOLCHANSKA, NATALYA FENKO	163
POLITICAL INSTITUTIONS OF PARLIAMENTARISM IN THE PROCESSES OF CONSTITUTING THE LOCAL CHURCH OF UKRAINE ANDRII KOBETIAK, VADYM SLYUSAR, OLEKSANDR YEVCHENKO, YULIIA KONDRATIUK	172
INNOVATION IN PROFESSIONAL TRAINING OF UNIVERSITY UNDERGRADUATES IN UKRAINE WITHIN THE CONTEXT OF NEW EDUCATIONAL REALITIES NATALIIA VASYLYSHYNA, ANDRII VYSELKO, KATERYNA ZAVIZION, LIUDMYLA KALASHNYKOVA, OLENA HORSKA	177
THE PHENOMENON OF UNIONIQUE MUSIC AS THE RESULT OF GLOBALIZATION PROCESSES OF THE 20TH - 21ST CENTURIES IRYNA PALIY	183
SINGING AND TRUMPET AS CONCERT OPPOSITIONS OF THE BAROQUE AGE ORYSIA BALANKO, MYKOLA BALANKO, VALENTINA ANTONYUK	187
CONSTRUCTION ECONOMICS AS AN INDICATOR OF MACROECONOMIC TRENDS LARISA GUSAROVA, LIUBOV LEPSKA, OKSANA RUBTSOVA	194
REPERTOIRE POLICY AS A BASIS FOR THE DEVELOPMENT OF PERFORMANCE SKILLS OF AN INSTRUMENTALIST MUSICIAN OLENA DROZDOVA, SVITLANA BORYSOVA, ALEXANDER PLOKHOTNYUK, ANATOLII GONCHAROV, GANNA KONDRATENKO	201
PSYCHOLOGICAL ASPECTS OF THE LANDSCAPE OF MODERN ORGANIZATIONAL AND PEDAGOGICAL CONDITIONS OF TRAINING OF SPECIALISTS THROUGH THE INTEGRATION OF EDUCATION, SCIENCE AND PRODUCTION IN UKRAINE YEVHENII MARYNCHENKO, TETIANA SERHA, TETYANA CHUMAK, ANNA MAKOGIN, VASYL SALABAI	207

J INDUSTRY

JUSTIFICATION OF THE LOAD STANDARDS FOR THE IMPLEMENTATION OF TASKS BY THE INSPECTOR COMPOSITION OF EMERGENCY PREVENTION UNITS OLEKSANDR DOTSENKO, VADYM NIZHNYK, OLEKSANDR KRYKUN, VIKTOR MYKHAILOV, SERHII TSYMBALISTIIY, OLEKSANDR TESLENKO, YEVHEN LINCHESKYI, YURII LUTSENKO, OLEKSANDR NUJANZIN, RUSLAN KLYMAS	216
USE OF DIGITAL TECHNOLOGY TOOLS FOR FORMING THE READINESS OF FUTURE SPECIALISTS IN ACCORDANCE WITH THE REQUIREMENTS OF THE CURRENT LABOR MARKET OF UKRAINE INNA MARYNCHENKO, MARIANA MALCHYK, YURII ILIASH, VALENTYNA PAPUSHYNA, MYKOLA YAKYMECHKO	222

A SOCIAL SCIENCES

AA	PHILOSOPHY AND RELIGION
AB	HISTORY
AC	ARCHAEOLOGY, ANTHROPOLOGY, ETHNOLOGY
AD	POLITICAL SCIENCES
AE	MANAGEMENT, ADMINISTRATION AND CLERICAL WORK
AF	DOCUMENTATION, LIBRARIANSHIP, WORK WITH INFORMATION
AG	LEGAL SCIENCES
AH	ECONOMICS
AI	LINGUISTICS
AJ	LITERATURE, MASS MEDIA, AUDIO-VISUAL ACTIVITIES
AK	SPORT AND LEISURE TIME ACTIVITIES
AL	ART, ARCHITECTURE, CULTURAL HERITAGE
AM	PEDAGOGY AND EDUCATION
AN	PSYCHOLOGY
AO	SOCIOLOGY, DEMOGRAPHY
AP	MUNICIPAL, REGIONAL AND TRANSPORTATION PLANNING
AQ	SAFETY AND HEALTH PROTECTION, SAFETY IN OPERATING MACHINERY

STAFFING OF PUBLIC ADMINISTRATION BODIES IN THE CONTEXT OF THE DEVELOPMENT OF A DIGITAL SOCIETY

^aDMYTRO KHARECHKO, ^bOLEKSANDRA NIEMA,
^cOLEKSANDRA KHUODOBA, ^dDIANA ZAYATS,
^eOLHA OLEFIRENKO, ^fVIRA BUDZYN

^aLviv National University of Veterinary Medicine and Biotechnologies of Stepan Gzhytskyi, 50, Pekarska Str., 79010, Lviv, Ukraine

^{b-c}Lviv Polytechnic National University, 16/216, Sukhomlynskoho Str., 79491, Lviv-Briukhovychi, Ukraine

^fLviv State University of Physical Culture and Sport named after Ivan Boberskiy, 11, Tadeusha Kostyushka Str., 79000, Lviv, Ukraine

e-mail: ^adxsstudent@gmail.com, ^boleksandra.s.nema@lpnu.ua, ^cOleksandra.v.khuudoba@lpnu.ua, ^ddiana.d.zaiiats@lpnu.ua, ^eolyaolefirenko@ukr.net, ^fvirabudzyn@ukr.net

Abstract: The article demonstrates the essence of public administration staffing, indicates its role and necessity in modern realities. The priority tasks of personnel policy in the context of the digital transformation of society, and its continuous dynamics, are given. The issues of competence of civil servants of the digital era are considered. The problem of reducing the attractiveness of employment in the bodies of public management in the eyes of a new generation of labor market participants, as well as the challenge of quit rate increase, is analyzed. Within the paradigm of New Public Management, based on the latest trends in human resource management – Agile approach and Talent Marketplaces – the necessity of transforming employee value proposition in the public sector is outlined.

Keywords: public administration; new public management; staffing; HRM; Agile; talent marketplace.

1 Introduction

Obviously, the qualifications of personnel, state and municipal employees' understanding of their tasks, and their attitude to work are decisive factors in the effectiveness of public administration. Many highly qualified specialists work in state and municipal governments, with extensive experience in their fields, but they lack the knowledge that would provide new approaches and methods for solving modern problems, especially in the context of the development of a digital society.

The essence of HR policy, staffing in government bodies is to attract, retain, and rationally use highly qualified personnel in public service positions, create adequate conditions that allow specialists to regularly apply their skills, which will favorably affect the successful performance of their duties and ensure the effective functioning of public authorities [7].

The process of implementing the personnel policy should be aimed at using to the fullest extent the creative potential of employees, their extraordinary abilities, energy, skills to identify and eliminate problems. The application of this approach leads to an increase in the quality of work of civil servants and the effective implementation of the most important state programs in various spheres of society.

Staffing in public administration is understood as the activity of the state in the formation of requirements for civil servants, in their selection, training, retraining and rational use of available labor resources, taking into account the state and prospects for the development of the state apparatus, forecasts of quantitative, qualitative needs for personnel based on the principles of public service [23, 30].

The main areas of personnel policy in public authorities include:

- Formation of a strategy for the development of the civil service, taking into account trends and prospects for the evolution of society and the state;
- The establishment of strict requirements for admission to the civil service in order to provide authorities with reliable and professional specialists who are not only able to cope with their official duties, but also are capable of increasing

the authority of government bodies and the state as a whole;

- Organizing a system of advanced training for employees of public authorities, creating conditions for career and professional growth of employees, popularizing the paradigm of life-long learning;
- Improving the digital competencies of civil servants;
- Introduction of best business practices in the field of digital HRM, recruiting and corporate training - in particular, external and internal talent marketplaces.

Professionalism, moral and ethical attitudes of the individual, beliefs, etc. directly define how a civil servant will relate to the performance of his official duties, to what extent he will not be exposed to corruption risks. However, digital communications are no less important today for employees of public administration bodies. A modern civil servant responsible for the implementation of digital projects and the transfer of work processes to a digital environment should not so much rely on developers, but rather be able to understand in a team with his colleagues what people expect from new services and in general from public administration, and actively engage in changes for convenience and satisfaction of citizens, improving the quality of life. Now state and municipal employees must become part of a new management culture, without which the digital transformation of society can hardly be successful. Moreover, the question of the readiness of civil servants for continuous and rapid changes in the information and communication technology environment raises. Each new information system developed and launched in public administration requires increasingly more new knowledge within the framework of digital transformation, expanding the qualification requirements for an employee of state bodies, creating a certain multi-level advanced system of professional digital competencies of a civil servant [3]. In order for the evolution of public administration in the digital age to be effective and not belated, the civil servant must evolve along with technical innovation, which must be taken into account when developing and implementing staffing strategies and programs.

In accordance with the principles of the New Public Management, the development of market principles within the public sector is stimulated, and management technologies from private business are introduced. As a result of privatization and the delegation of a number of state powers to market structures, there is a reduction in the scale of state administration, the principle of paid public services is introduced, and most importantly, there is a revision of state obligations and the rejection of some of them, primarily related to social security.

The new economy requires the knowledge and experience of state and municipal employees in two areas: technical and managerial. It is necessary to shift efforts in personnel training towards the development of new managerial (leadership, team) thinking, conceptual understanding of the strategy, mission of the organization, and personnel management should be based less on administrative methods and increasingly focus on a conscious personnel policy based on a system of interests of both civil servant and public administration bodies [1, 2]. Therefore, the latest scientific knowledge and effective technologies in the field of human resource management, methods for the formation and management of the workforce, and the development of innovative technologies for working with personnel are needed. There is the need for new approaches to such functions as personnel planning, professional selection and evaluation of an employee, retention, the formation of a personnel reserve and career planning, guidance and training of personnel in the course of work, ethics and etiquette of business relations, and the formation of a healthy moral and psychological climate in the team.

The solution of these problems will improve the efficiency of staffing public administration bodies, the state and municipal

service, replenish government bodies and organizations with highly qualified specialists who are able to work effectively in a democratic, information society, as well as will allow forming a modern system of personnel management of the state and municipal service, corresponding to the conditions of the digital society [5, 6].

Thus, the relevance of the study of issues of staffing of public administration bodies today is due to the changing requirements for the professionalism and competence of civil servants, the introduction of new personnel technologies, professional standards, the need to develop new forms of motivation for civil servants in the context of digital transformation of both society and public administration itself.

2 Materials and Methods

The study is based on the fundamental provisions of general sociology, the sociology of management. The paper also uses the conceptual provisions and conclusions contained in the works of scientists on the problems of bureaucracy, political elites, the theory of power, public service, personnel policy, as well as digital transformation, the functioning of the digital economy and the "digital society".

The provisions of the theories of systemic and structural-functional analysis by T. Veblen, R. Merton, T. Parsons turned out to be useful – namely, concerning the creation and features of the functioning of social institutions and structures; M. Weber' provisions about public service as a rational bureaucracy, as well as ideas about the feasibility of a systematic approach in the study of social processes in various types of organizations were included in the methodological base.

Elements of case study method and provisions of Agile paradigm were applied.

3 Results and Discussion

The relevance of the research topic is due to the innovative processes taking place within the framework of administrative reforms in the system of the civil service, the main purpose of which is to increase the efficiency of public administration [8, 10]. Under these conditions, there is a growing need for personnel with professional knowledge and skills to effectively carry out public administration in a modernized socio-economic, political, legal, and information system. In the process of reforming the training, retraining, advanced training of public administration personnel, significant work has been done, which has a positive effect on increasing the level of public administration bodies employees' professionalism and competence, and their ability to solve official tasks.

At the same time, it must be recognized that, in this area of activity of public administration bodies, there are unrealized reserves for raising personnel activities to a higher quality level. Among the priorities, even in democratic countries with a well-developed system of public administration, one can note increasing the scientific validity of the ongoing personnel policy, creating a new system for working with personnel, professional development of civil service personnel, qualitative renewal of educational institutions and personnel services of public administration bodies, taking into account foreign, best world experience in the field of personnel management [11, 13]. There is a need to form conceptual principles for the regulation of personnel activities, the designing of social technologies for the development of HR activities in the areas of search, selection, education of personnel that correspond to the paradigm of social and state development, and the successful implementation of social transformations.

The mechanism of public administration staffing includes principles, forms, methods, measures, and procedures for recruitment. Of course, this mechanism will function successfully and effectively only if all of the above elements interact synergistically.

The effectiveness of the activities of government bodies is determined primarily by two major factors:

- 1) The quality of civil service personnel, i.e., the level of their professionalism, competence, a set of social and moral qualities and value orientations;
- 2) The so-called management (control) technology, i.e., its organizational structure, applied methods, system of regulations, and other factors.

Increasing the efficiency of the implementation of subject-object factors of management leads to an increase in the efficiency of the entire system of public administration. At the same time, the quality of personnel, that is, staffing, and the technological and structural "landscape" of management are closely interconnected.

Merton conducted his analysis of bureaucracy using structural-functional analysis. He viewed bureaucracy as an ideal example of a formal organization characterized by the following characteristics: a hierarchy of positions with many obligations and privileges; competence and responsibility inherent in these positions (and not in the people occupying these positions); a system of rules that over time acquire dogmatic character; technical efficiency raised to the absolute; impersonality and professionalism [26]. Merton first suggested that the negative phenomena inherent in bureaucracy and noted by other authors (in particular, Weber and Parsons) are not a consequence of the personal qualities of officials, but are characteristic of the entire "political machine": "The official life of an state employee is planned for him taking into account his future career through such organizational means of promotion as seniority, pensions, rising wages, etc. All of these tools were designed to encourage disciplined behavior and compliance with official norms. An official is tacitly expected and really strives to adapt his thoughts, feelings and actions to the prospect of such a career. But these very means, which increase the possibility of conformity, also lead to an overemphasis on strict observance of prescriptions, which breeds timidity, conservatism, and technicalism. The shift in emphasis from ends to means is due to the enormous symbolic significance of rules and norms [19]. Another characteristic feature of the bureaucratic structure leads in general to the same result. All officials working together have a sense of common purpose. They have the same interests, especially since the competition has become relatively low due to the development of a system of promotion based on the principle of seniority. Intra-group aggression is thus minimized, and such an order of things is perceived as positively functional for the bureaucracy. However, the esprit de corps and the informal social organization that usually emerges in such situations often leads officials to defend their group interests rather than their clientele and elected top representatives" [26].

It is difficult to disagree with this opinion, and practice indeed often shows this.

The most characteristic feature of personnel policy in the public service in the United States, as in most developed Western countries, is the "merit system". Since the middle of the 20th century, America has been using a career advancement program for officials, which provides for the consideration of a wide range of candidates for vacant positions, taking into account the professional and business qualities, as well as the merits of the employee [24, 25]. This nationwide system is legislatively enshrined in the US code of laws, which establishes that such merits as, for example, the successful completion of certification, an increase in the level of professional training as part of the passage of training programs developed under the guidance of the Public Service Administration, the implementation of special government assignment, etc. In the public service in Japan, as in corporate management, a system of "lifetime employment" is used. The latter means that, once admitted to the civil service, a person acquires the right to work in the organization for his entire working life until retirement. At the same time, the position and the amount of remuneration of an employee are made dependent on the continuous length of

service [27-29]. Another characteristic feature of the Japanese public administration service is the absence of interdepartmental rotations of employees, with frequent (every 2-3 years) rotations of officials within their department. Promotion in Japan is based solely on the results of competitive examinations held annually and available to everyone. The competition for such exams is very high (25-40 people per seat). Persons who have successfully passed the exam are entered in a special list (personnel reserve), from which the relevant department makes the appointment [31-36]. However, the merit system does not fit the dynamic landscape of public administration today - a recent university graduate may have more of the skills needed to serve the digital society. In addition, the merit system is often fraught with the destruction of the unity of the team for the sake of promoting one's own personality, as well as injustice (since a person close to the boss can be promoted, and not the one who deserves it) [21].

The statistics speaks for itself. "From January 2020—just prior to the pandemic—to January 2022, government lost more than 600,000 workers—more than manufacturing, wholesale trade, and construction combined" [18]. The Texas state auditor reported a 38% turnover rate for Texas state employees under 30. In a 2021 survey of state and local government agencies, 38% said their retirement-eligible employees are accelerating retirement plans—the highest percentage since the survey began in 2009 [18]. Government has long struggled to hire and retain talented young workers, as the "silver tsunami" of preretirement employees reaches retirement age. As the values of the younger cohorts shift, this challenge could grow worse unless government updates its approach to hiring and retention. The need for update is clearly evident from the Figure 1 below.

What the private sector offers workers vs. what the public sector offers

Value	Private sector	Public sector
 Flexibility	Very high	Varies, improving with telework
 Work that works for me	• High pay, high risk • Portable 401(k)/pension	• Low pay, high stability and predictability • Defined benefits but requires decades
 Entrepreneurial spirit	• Medium-high • Opportunity for rapid growth	• Often low • Slow, predictable growth
 Well-being	Medium and improving	Medium low and improving
 Purpose and impact	Varies but increasing rapidly	Varies but often high

Figure 1. Comparison of public and private sector offer for employees [11]

The oldest members of Gen Z are now 25, and the youngest are just 10 years old. This cohort will be the target hires for the next decade or more, and their interests are very different from those of baby boomers and Generation X, who now occupy most senior roles in government. Government has to struggle to attract young workers. "This is a growing problem for government whose workforce already skews older and is looking to increase its share of young, tech-savvy, skilled professionals" [18]. It is losing the very workers and skills it needs most. Deloitte experts say that "Workers are now seeking jobs that work for them". This often implies not only better compensation, but rather better work-life balance, and environment enabling a sense of belonging. New employees have little tolerance for a toxic work culture - unethical behavior, lack of respect for workers, or inadequate DEI efforts. Latest studies demonstrate that a toxic culture is 10.4 times more likely to contribute to attrition than inadequate compensation [17]. At the same time, "Workers increasingly want a job that makes a difference. When asked about the most important or very important things personally when choosing a job, 54% of respondents said making a meaningful contribution to society, while 53% wanted a job that focuses on helping others" [46]. Although this statistics is based on the U.S. data, it is also representative for EU countries, and especially for Eastern Europe.

In this context, it is advisable to mention again New Public Management and, accordingly, the application of the best and advanced corporate governance practices, developed in the business sector, in public administration. One of such practices is the Agile paradigm. However, the maturity of the application of flexible management technologies in the public sector is often at a low level today and is not systemic [61]. In this regard, of particular interest is the study of the experience of countries in which Agile has become a widespread approach in public authorities.

Flexible project management approaches (that is, based on Agile paradigm) have been actively used in the UK public authorities since 2011 after the adoption by the Government Digitalization Service of a resolution obliging the authorities to use Agile when developing or purchasing ICT products [4]. The main prerequisite for such an innovation was the need to reduce risks and costs when implementing projects in the face of changing requirements of the country's leadership and the external environment [12]. The speed of change in the modern world has increased to such extent that an effective digital transformation of public administration is not possible without modernizing the management system and restructuring organizational systems.

The introduction of Agile in the UK took place gradually; the first stage in terms of organizational changes was the implementation of activities aimed at creating a new flexible project culture of civil servants and participants in digitalization projects, as well as increasing their level of professional knowledge, skills, and competencies necessary to work within Agile methodology [62, 65]. The development of project teams is a continuous process that is still ongoing, in particular due to bureaucratic barriers that have not yet been fully overcome, but it was managed to reduce their impact on project activities as part of digital transformation.

To organize work, in the UK, the Digital Public Services Standard (Service Standard) has been introduced, the seventh paragraph of which obliges participants in digitalization projects to use Agile and iterative client-centric methods of work. Activities under this paragraph are carried out in accordance with the approved principles of state flexible development. The introduction of Agile into government bodies is implemented using a specially created Agile delivery community structure, which faces the following tasks [16]:

- Dissemination of information on the methodology for applying flexible management approaches in the work of government bodies;
- Creation of a platform where Agile cases are covered and experience is exchanged;
- Formation of a discussion platform for discussing and improving the practice of applying flexible approaches in the implementation of government projects.

One of the important steps of the UK Government on the way to effective GovAgile is the creation of the Digital Services Manual ("Service manual") [40], which covers various elements of service development: from design, technology, and team to user support when using services, improving software products. According to the Manual, Agile is the main approach to project management.

An example of a successful application of a flexible approach in the UK Government is the government portal gov.uk, on the basis of which public services are provided. Within the framework of the Agile methodology, the main tool for project implementation is Scrum. Over the 3 years of the project to develop and improve the portal, by 2015, gov.uk replaced the sites of 1882 government organizations. Today, it is an integral part of the national digital infrastructure, and development is carried out by working out feedback from both users and organizations providing public services [40]. Changes are also being made using Agile.

In the United States, already by 2017, 80% of government projects in the field of information technology were implemented using iterative and flexible methodologies [54]. Today, this figure is significantly higher. An important influence on the development of Agile in the US public sector is provided by the U.S. Digital Service, which is an expert platform for studying the practice of providing digital services, new approaches and ways to implement them in the activities of governments and government organizations [37-39]. The mission of the Service includes the transition from traditional management to the use of flexible iterative methods for the provision of digital services and the implementation of IT projects. It is important to note that this transition is accompanied by the creation of a methodological base, one of the elements of which is the Digital Services Playbook. The document contains 13 key principles for the implementation of projects, supplemented by checklists and questionnaires, the use of which can increase the efficiency of a government agency or organization [54, 63]. One of the principles of the methodology is the use of Agile and iterative tools in the development of digital services in order to create a product that meets the needs of the state and society. The checklist under this principle includes the creation of a prototype, its refinement, special forms of team work, quality management, and other features typical of Agile. U.S. Digital Service pays special attention to the introduction of flexible approaches in procurement activities. In this regard, a platform for the exchange of experience TechFARHub has been formed, practical recommendations of the TechFar Technical Handbook have been developed, and the DITAP educational program is being implemented [41, 42]. An integrated approach to improving the development and provision of digital public management services through the introduction of flexible and iterative project management methods allows for systemic changes and the most effective implementation of the tasks set.

Agile approach implies organizing flexible teams and rotating team roles, thus overcoming the limitations of bureaucracy described by Veblen, Merton, Parsons, and Weber. However, its implementation requires appropriate staffing and a culture of learning and knowledge sharing [44, 45]. Agile helps to save resources when making management decisions and to predict the performance of activities. At the same time, a large number of regulatory requirements can complicate the application of cross-functional team interaction.

Agile methods provide opportunities that go beyond traditional approaches, that is, their application allows for quick, inexpensive, and at the same time successful achieving of results in complex projects with vaguely defined requirements. Agile methods require unconventional measures. This is a unique paradigm that is not easily understood by traditional means [16]. Agile consists in the transformation and change of the paradigm of thinking from command-directive towards professional-autonomous (Agile-minding) [43]. The most popular and most structured of the Agile family of technologies is the Scrum framework, which is the basis for implementing Agile thinking that helps teams move and learn faster, that increases the speed, quality, and innovation of work. Scrum is often used in conjunction with other Agile frameworks.

The use of Agile methods allows speeding up the time of the project fulfillment, ensuring more consistent work of the levels of the organizational structure, increasing team motivation, reducing the cost of services and improving the order of work with clients.

According to McKinsey, specific Agile principles that can be applied at different levels of government, are as follows (see Figure 2).



Figure 2. Specific Agile principles that can be applied at different levels of government [18]

Moreover, one should note that “there is a growing trend in businesses toward the marketplace model for talent from the directed model of management” [14]. Already today, many companies are not limited to the search for only external candidates. Having determined the skills, experience and qualifications, the search for a suitable candidate is also carried out within the company, which allows filling the vacancy faster. Today, recruiting skills are highly valued in business, because it is important to approach the issue of finding a new employee from a strategic point of view. To optimize the recruitment process, companies are trying to automate tactical selection and planning activities [47-50]. The need for an internal talent marketplace is becoming clear as it becomes more difficult to find external candidates. Increasingly, companies are trying to implement internal platforms that allow managers to find an employee to work on a project, and enable employee finding a mentor or a new project. Thus, new opportunities open up for people within the company: ambitious employees rise up the career ladder, and projects are staffed by the best employees [9, 64]. According to Bersin, talent marketplaces will almost consistently outperform the directed model of management because talent marketplaces can adapt and act more quickly. Most governments have occupational classifications that describe the employees’ knowledge, skills and abilities. But marketplaces go beyond. “In President Obama’s second term, the Office of Personnel Management created a talent marketplace where federal employees could contribute their talents and skills to government-wide projects. Modeled after Google’s 20 Percent Time Program, Open Opportunities lists part-time opportunities and short-term details. Open Opportunities allow federal agencies to quickly find talent to fulfill the short-term needs of the agencies when the regular federal hiring process would take too long and be too burdensome” [14].

Technically, this may look like a digital platform where employees post their resumes with a complete list of competencies. And then the project manager or artificial intelligence selects a team for the tasks. Such a talent ‘fair’ enhances the role of corporate training and the creation of individual development trajectories [17, 20].

The platform GovCloud is called “the future of government work” [22]. It uses the model of cloud computing to create a pool of government workers who would be dispatched to, “Small, mission-focused agencies,” as needed to help in carrying out the agencies’ missions. The impetus for switching to GovCloud is that government work is becoming more creative, collaborative and complex. However, government work is structured for the clerical work of the 1950s. As a result, agencies are slow to adapt to changing requirements and needs of citizens.

GovCloud helps federal agencies become quicker to adapt to changing circumstances. Deloitte defines GovCloud as a “New model for government based on team collaboration, whereby workforce resources can be surged to provide services to government agencies on-demand” [15].

Thus, the obsolescence and lack of demand for many forms of daily operational activities, the optimization of routine processes due to the digitalization of procedures, services, and the

emergence of new value motives in the activities of a civil servant lead to the need to find new methods and means of optimal organization of labor in the emerging digital environment [51-53]. Conceptual changes in professional activity are an inevitable and time-consuming process that is recognized and re-evaluated by constantly searching for a compromise between the interests and priorities of the state, the state administration on the one hand, and public administration employees - on the other.

The introduction of new regulations, rules of interaction in the digital environment, optimization and automation of the activities of public civil servants should be accompanied by the formation of motivation to accept and implement them [55-58]. The mutual influence of these processes in the context of digital transformation stimulates a change in the culture of the public administration system. As a result, employees must share new values and attitudes in order to adequately perceive the manifestations of digital culture and interpret them in their own way, and eventually become its bearers. Namely the values that are understood and accepted by each participant in the digital transformation can smooth out resistance in a difficult period of organizational changes in the public administration system.

In the competency model, digital culture is a key block that characterizes the changes which have occurred as a result of the development of personal and professional competencies of digital transformation participants, and staffing must fully comply with these new realities, both to overcome the trend of declining public service attractiveness for younger generations, and to ensure sufficient efficiency of public services in the digital society [59-60]. Many younger employees value flexibility, purpose, well-being, and without meeting these needs, public administration bodies would soon face with labor shortage and further increase of quit rate. Thus, the government 'employee value proposition' is crucially needed to be reconsidered.

In 2015, Transport for London (TFL), the UK capital's largest transport agency, replaced the traditional cascading approach with Agile project management in order to upgrade its digital systems, and received positive results after the two-way sprint based on the Scrum method. Changing the organizational culture to encourage Sprint (Agile) way of working should begin with focusing attention on consumers - citizens who will use the projects being developed [4]. By listening to citizens' needs and working closely together to gather feedback, not only will transparency be increased, but more successful programs will be implemented. Using Agile as a framework for project management will help governments become more innovative by putting citizens' priorities first.

An Agile mindset is an attitude, as well as an innovative approach to problem solving, that can drive public administration reforms in the age of digitalization. At the same time, a flexible way of thinking is needed both at the public management level itself and at the staff level.

Literature:

- Andros, S., Akimov, O., Akimova, L., Chang, S., & Gupta, S. K. (2021). Scenario Analysis of the Expected Integral Economic Effect from an Innovative Project. *Marketing and Management of Innovations* 3, 237-251. DOI: 10.21272/mmi.2021.3-20.
- Andros, S., Akimova, L., & Butkevich, O. (2020). Innovations in management of banks deposit portfolio: structure of customer deposit. *Marketing and Management of Innovations*, 2, 206-220. DOI: 10.21272/MMI.2020.2-15.
- Armenia, S., Casalino, N., Gnan, L., Flamini, G. (2021). A systems approach to the digital transformation of public administration. *Prospettive in Organizzazione*, 14, 1-20.
- Axelsen, A. (2019). What is agile working? A guide for government. *Apolitical*. https://apolitical.co/en/solution_article/what-is-agile-working
- Bashtannyk, A., Akimova, L., Kveliashvili, I., Yevdokymov, V., Kotviakovskiy, Y., & Akimov, O. (2021).

Legal bases and features of public administration in the budget sphere in Ukraine and foreign countries. *Ad Alta: Journal of interdisciplinary research*, 1(1), XVIII, 63-68.

- Bashtannyk, V., Novak, A., Tkachenko, I., Terska, S., Akimova, L., & Akimov, O. (2022) Anti-corruption as a component of state policy. *Ad Alta: Journal of interdisciplinary research*, 12(1), XXV, 79-87.
- Becker, J., Algermissen, L., & Falk, T. (2014). *Modernizing Processes in Public Administrations: Process Management in the Age of e-Government and New Public Management*. Springer.
- Berman, E., Bowman, J., West, J., Van, M. (2021). *Human Resource Management in Public Service: Paradoxes, Processes, and Problems*. CQ Press.
- Bersin, J. (2019). A New Model of Talent Management: The Internal Talent Marketplace. *SHRM Executive Network*. <https://www.shrm.org/executive/resources/research/PublishingImages/Pages/research-by-topic/A%20New%20Model%20of%20Talent%20Management%20The%20Internal%20Talent%20Marketplace%20White%20Paper.pdf>
- Bobrovska O.Y., Lysachok A.V., Kravchenko T.A., Akimova L.M., & Akimov O.O. (2021). The current state of investment security in Ukraine in the context of covid-19 and its impact on the financial and economic situation of the state. *Collection of scientific papers Financial and Credit Activity-Problems of Theory and Practice*, 1(36), 233-242. DOI: 10.18371/FCATP.V1I36.227770.
- Bondar, O., Petrenko, G., Khalilov, A., Vahonova, O., Akimova, L., & Akimov, O. (2022) Construction Project Management Based on the Circular Economy. *IJCSNS. International Journal of Computer Science and Network Security*. Vol. 22. No. 9. pp. 630-635. <https://doi.org/10.22937/IJCSNS.2022.22.9.82>
- Bortnik, O., & Mamatova, T. (2012). Koncepcija oshhadlyvogho upravlinnja: perspektivy vprovadzhennja v muncypalnomu menedzhmenti [The concept of oshhadlyvogho management: perspektivy vprovadzhennja in muncypalnomu menedzhmenti]. *Publichne Upravlinnja: Teorija ta Praktyka – Publichne Management: Theory and Practice*, 4 (12), 50–55 [in Ukrainian].
- Borysenko, O., Kitsak, T., Pasichnyi, R., Akimova, L., Karpa, M., & Akimov, O. (2022). Features of the Implementation of Public Authority in the Context of Modern International Security Challenges: Information Component. *IJCSNS. International Journal of Computer Science and Network Security*. Vol. 22. No. 8. pp. 123-128. DOI: 10.22937/IJCSNS.2022.22.8.16
- Brantley, B. (2021, July 9). Talent Marketplaces for Composable Government Agencies. *PATIMES*. <https://patimes.org/talent-marketplaces-for-composable-government-agencies/>
- Burlacu, S., Popescu, M., Diaconu, A., Sarbu, A. (2021). Digital Public Administration for Sustainable Development. *European Journal of Sustainable Development*, 10(4), 33-40.
- Car-Pusic, D., Marovic, I., & Bulatovic, G. (2019). Agile organizational model for managing local government projects. *Elektrinski Casopis Gradevinskog Fakulteta Osijek*, 18, 12-21.
- Deloitte (2019). *Activating the internal talent marketplace*. <https://www2.deloitte.com/content/dam/Deloitte/at/Documents/human-capital/at-internal-talent-markets.pdf>
- Deloitte (2022, May 23). *Government can win the talent race - Here's how*. <https://www2.deloitte.com/za/en/insights/industry/public-sector/talent-war-government.html>
- Denysov, O., Litvin, N., Lotariev, A., Yegorova-Gudkova, T., Akimova, L., & Akimov, O. (2021) Management of state financial policy in the context of the Covid-19 pandemic. *Ad Alta: Journal of interdisciplinary research*, 11(2), XX, 52-57.
- Distel, B., Ogonek, N., & Becker, J. (2019). eGovernment competences revisited: A literature review on necessary competences in a digitalized public sector. Paper presented at the 14th International Conference on Wirtschaftsinformatik, Siegen, Germany, February 24–27.
- Dwiputrianti, S. (2018). Challenges with Implementation of the Merit System in the Open Recruitment of Government High Positions: The Case in Indonesia. *Proceedings of Asian Association for Public Administration Annual Conference (AAPA 2018)*, pp. 70-80.

22. Edelman, N., Mergel, I., & Lampolshammer, T. (2023). Competences That Foster Digital Transformation of Public Administrations: An Austrian Case Study. *Administrative Sciences*, 13, 44.
23. Fuchs, C. (2022). *Digital Democracy and the Digital Public Sphere*. Routledge.
24. Gavkalova, N. L., Akimova, L.M., Zilinska, A. S., Lukashov, S.V., Avedyan, L. Y., & Akimov, O. O. (2022). Functioning Of United Territorial Communities And Identification Of Main Problems Of Organizational Support Of Local Budget Management. *Financial and Credit Activity Problems of Theory and Practice*, 2(43), 107–117. DOI: 10.55643/fcaptop.2.43.2022.3708
25. Gavkalova, N.L., Akimova, L.M., Zilinska, A.S., Avedyan, L.Y., Akimov, O. O. & Kyrchenko, Y.V. (2022). Efficiency In The Context Of Ensuring Sustainable Territorial Development. *Financial and Credit Activity Problems of Theory and Practice*, 4(45), 234–243. DOI: 10.55643/fcaptop.4.45.2022.3830.
26. Goodsell, Ch. (2004). *The Case for Bureaucracy: A Public Administration Polemic*. CQ Press.
27. Harafonova, O., Zhosan, G., & Akimova, L. (2017). The substantiation of the strategy of social responsibility of the enterprise with the aim of providing efficiency of its activities. *Marketing and Management of Innovations*, 3, 267 – 279. DOI: 10.21272/MMI.2017.3-25.
28. Kalyayev, A., Efimov, G., Motornyy, V., Dzianyy, R. & Akimova, L. (2019). *Global Security Governance: Conceptual Approaches and Practical Imperatives. Proceedings of the 33rd International Business Information Management Association Conference, IBIMA 2019: Education Excellence and Innovation Management through Vision 2020, 10-11 April 2019, Spain, Granada, 4484-4495.*
29. Karpa, M., Akimova, L., Akimov, O., Serohina, N., Oleshko, O., & Lipovska, N. (2021). Public administration as a systemic phenomenon in society. *Ad Alta: Journal of interdisciplinary research*, 11(1), XV, 56-62.
30. Korczak, J. (2017). Human Resources in Public Administration – Current Challenges and Expectations. *Wroclaw Review of Law, Administration & Economics*, 7(1), 50-61.
31. Koshova, S., Lytvynova, L., Kaliuzhna, S., Akimov, O., & Akimova, L. (2022). Regulatory and Legal Aspects of Information Support for the Provision of Administrative Services in the Field of Public Administration as a Communicative Culture of a Public Servant. *IJCSNS. International Journal of Computer Science and Network Security*, Vol. 22 No. 9 pp. 595-600. DOI: 10.22937/IJCSNS.2022.22.9.77
32. Kryshchanovych, M., Akimova, L., Gavkalova, N., Akimov, O., & Shulga, A. (2022). Modern Technologies for Ensuring Economic Security in the Context of Achieving High Efficiency of Public Administration. *IJCSNS. International Journal of Computer Science and Network Security*. Vol. 22, No. 2, pp. 362-368. DOI: 10.22937/IJCSNS.2022.22.2.42.
33. Kulikov, P., Anin, O., Vahonova, O., Niema, O., Akimov, O., & Akimova, L. (2022). Scientific and Applied Tools for Project Management in a Turbulent Economy with the Use of Digital Technologies. *IJCSNS. International Journal of Computer Science and Network Security*. Vol. 22. No. 9. pp. 601-606. <https://doi.org/10.22937/IJCSNS.2022.22.9.78>
34. Lappo, V.V., Soichuk, R.L., & Akimova, L.M. (2022). Digital technologies of support the spiritual development of students. *Information Technologies and Learning Tools*, 2022, Vol 88, No2. Pp. 103-114. DOI: 10.33407/itlt.v88i2.3403.
35. Levytska, S., Akimova, L., Pavlov, C., Kupchak, V., & Karpa, M. (2019). The role of accounting in providing sustainable development and national safety of Ukraine. *Financial and credit activity: problems of theory and practice*, 30 (3), 64-70. DOI: 10.18371/FCAPTP.V3I30.179501.
36. Levytska, S.O., Akimova, L.M., Zaiachkivska, O.V., Karpa, M.I., & Gupta, S.K. (2020). Modern analytical instruments for controlling the enterprise financial performance. *Financial and Credit Activity-Problems of Theory and Practice*, 2(33), 314-323. DOI: 10.18371/FCAPTP.V2I33.206967.
37. Liubkina, O., Murovana, T., Magomedova, A., Siskos, E., & Akimova, L. (2019). Financial instruments of stimulating innovative activities of enterprises and its improvements. *Marketing and Management of Innovations*, 4, 336-352. DOI: 10.21272/MMI.2019.4-26.
38. Marchenko, A., Akimova, L., & Akimov, O. (2021). The current state of ensuring the effectiveness of coordination of anticorruption reform. *Ad Alta: Journal of interdisciplinary research*, 11(2), XX, 78-83.
39. McKinsey (2022, April 14). Agile principles can help governments transform the way they work for the better. <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/better-and-faster-organizational-agility-for-the-public-sector>
40. Mergel, I., Yiwei, G., & John, B. (2018). Agile government: Systematic literature review and future research. *Government Information Quarterly*, 35, 291-298.
41. Mihus, I., Akimova, L., Akimov O., Laptev, S., Zakharov, O., & Gaman, N. (2021). Influence of corporate governance ratings on assessment of non-financial threats to economic security of joint stock companies. *Financial and Credit Activity: Problems of Theory and Practice*, 6(41), 223–237. DOI: 10.18371/fcaptop.v6i41.251442.
42. Mihus, I., Akimova, L., Akimov, O., Koval, Y., & Dmitrenko, V. (2020). Improvement of the methodological approach to assessing the impact of public governance on ensuring the economic security of the state. *Financial and Credit Activity-Problems of Theory and Practice*, 4(35), 180-190. DOI: <https://doi.org/10.18371/fcaptop.v4i35.221969>.
43. Mishra, M. (2020). *Digital Transformation of Public Service and Administration*. ZBW – Leibniz Information Centre for Economics, Kiel, Hamburg.
44. Mordvinov, O., Kravchenko, T., Vahonova, O., Bolduev, M., Romaniuk, N., & Akimov, O. (2021). Innovative tools for public management of the development of territorial communities. *Ad Alta: Journal of interdisciplinary research*, 11(1), XVII, 33-37.
45. Novak-Kalyayeva, L., Rachynskyi, A., Bienkowska, D., Karpa, M., & Makovey, J. (2018). Practical potential of theory and methodology of public administration on AHE basis of human rights. *Proceedings of the 32nd International Business Information Management Association Conference, IBIMA 2018 - Vision 2020: Sustainable Economic Development and Application of Innovation Management from Regional expansion to Global Growth. 15-16 November 2018, Seville, Spain.*
46. Orrell, B., & Cox, D. (2021). The Great American jobs reshuffle: Findings from the June 2021 American Perspectives Survey. *Survey Center of American Life*. <https://www.americansurveycenter.org/research/the-great-american-jobs-reshuffle/>
47. Osadcha, O., Akimova, L., & Akimov, O. (2018). Improving accounting management via benchmarking technology. *Financial and Credit Activity-Problems of Theory and Practice*, 1(24), 64-70. DOI: 10.18371/FCAPTP.V1I24.128340.
48. Osadcha, O., Akimova, L., Bashtannyk, V., Kondratska, N., & Fedyna, C. (2020). Formation of the system of financial-information support of environmentally-oriented management of the enterprise. *Financial and credit activity: problems of theory and practice*, 32(1), 434–443. DOI: 10.18371/FCAPTP.V1I32.200606
49. Reinska, V., Akimova, L., Akimov, O., & Karpa, M. (2018). Tax preferences and their influence on the investment in Ukraine. *Financial and Credit Activity-Problems of Theory and Practice*, 3(26), 91-101. DOI: 10.18371/FCAPTP.V3I26.144117.
50. Romyk, I., Laptev, S., Sehedra, S., Akimova, L., Akimov, O., & Karpa, M. (2021). Financial support and forecasting of food production using economic description modeling methods. *Financial and Credit Activity: Problems of Theory and Practice*, 5(40), 248–262. DOI: 10.18371/fcaptop.v4i35.245098.
51. Serohina, T., Plushch, R., Pobirchenko, N., Shulga, N., Akimova, L., & Akimov, O. (2022). Pedagogical innovations in public administration and legal aspects: the EU experience. *Ad Alta: Journal of interdisciplinary research*, 12(1), XXV, 7-13.
52. Shestakova, S., Bondar, N., Kravchenko, I., Kuznetcova, M., Akimova, L., & Akimov, O. (2022). Comparative characteristics of social leave: international and foreign

- experience. *Ad Alta: Journal of interdisciplinary research*, 12(1), XXV, 27-32.
53. Sheptorenko, I., Vasylevska, T., Bashtannyk, A., Piatkivskyi, R., Palamarchuk, T., & Akimov, O. (2021). Legal bases of public administration in the context of European integration of Ukraine: questions of formation of a personnel reserve. *Ad Alta: Journal of interdisciplinary research*, 11(1), XVIII, 76-81.
54. Sikkut, S. (2022). *Digital Government Excellence: Lessons from Effective Digital Leaders*. Wiley.
55. Smymova, I., Akimov, O., Krasivskyy, O., Shykerynets, V., Kurovska, I., Hrusheva, A., & Babych, A. (2021). Analysis of The Application of Information and Innovation Experience in The Training of Public Administration Specialists. *IJCSNS. International Journal of Computer Science and Network Security*, 21, 3, March 2021, 120-126.
56. Sukhova, K., Borodin, Y., Tarasenko, T., Komarova, K., Akimova, L., & Akimov, O. (2022). Organizational mechanism of state management of social services in territorial communities. *Ad Alta: Journal of interdisciplinary research*, 12(1), XXVII, 188-192.
57. Sysoieva, I., Poznyakovska, N., Balaziuk, O., Miklukha, O., Akimova, L., & Pohrishchuk, B. (2021). Social innovations in the educational space as a driver of economic development of modern society. *Financial and Credit Activity: Problems of Theory and Practice*, 3(38), 538-548. DOI: 10.18371/fcaptp.v3i38.237486.
58. Vahonova, O., Tryfonova, O., Bondar, O., Petrukha, N., Kyrychenko, O., & Akimov, O. (2022). Economic justification for strategic decisions to improve the competitiveness of the enterprise. *Ad Alta: Journal of interdisciplinary research*, 12(1), XXVII, 198-202.
59. Vasylevska, T., Shevchenko, S., Sydorenko, N., Gradiivskyy, V., Akimova, L., & Akimov, O. (2022). Development Of Professional Competence Of Public Servants In The Conditions Of Decentralization Of Public Authority. *Ad Alta: Journal of interdisciplinary research*, 12(2), XXIX, 61-66.
60. Venediktov, V., Boiko, V., Kravchenko, I., Tyshchenko, O., Akimova, L., & Akimov, O. (2021). European standards of mediation in civil disputes and their implementation in Ukraine: theory and practice. *Ad Alta: Journal of interdisciplinary research*, 11(2), XXI, 25-29.
61. Viller, W. (2018). Scaling Agile in Government. *The Wall Street Journal*. <https://deloitte.wsj.com/cio/2018/08/17/scaling-agile-in-government-2/>
62. Yakymchuk, A.Y., Akimov, O.O., & Semenova, Y.M. (2017). Investigating key trends of water resources attraction into economic turnover. *Scientific Bulletin of Polissia*, 1(9), P.2, 70-75. DOI: 10.25140/2410-9576-2017-2-1(9)-70-75.
63. Zahorskyi, V., Bobrovskyi, O., Bondarenko, D., Karpa, M., Akimov, O., & Akimova, L. (2022). Ensuring Information Security in the System of Public Management of Sustainable Development of the Region: EU Experience. *IJCSNS. International Journal of Computer Science and Network Security*. Vol. 22, No. 8, pp. 163-168. DOI: 10.22937/IJCSNS.2022.22.8.21
64. Zahorskyi, V., Lipentsev, A., Mazii, N., Bashtannyk, V., & Akimov, O. (2020). Strategic directions of state assistance to enterprises development in Ukraine: managerial and financial aspects. *Financial and Credit Activity-Problems of Theory and Practice*, 2(33), 452-462. DOI: 10.18371/fcaptp.v2i33.207230.
65. Zapara, S., Pronina, O., Lohvinenko, M., Akimova, L., & Akimov, O. (2021). Legal regulation of the land market: European experience and Ukrainian realities. *Ad Alta: Journal of interdisciplinary research*, 11(2), XXI, 18-24.

Primary Paper Section: A

Secondary Paper Section: AE



PAPERS PUBLISHED IN THE JOURNAL EXPRESS THE VIEWPOINTS OF INDEPENDENT AUTHORS.

