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PASSIONARY CULTURE OF SERVICE AS A DRIVER FOR THE DEVELOPMENT OF PUBLIC SERVICE IN UKRAINE

Abstract

The article substantiates approaches to the formation of a passionate culture of service under martial law in Ukraine. It is proved that the formation of a culture of service, if adhered to, will strengthen the security of our nation, the elevation of all forms of service and the protection of state sovereignty.

According to the authors, service is a personal dedication of time, energy and talent to a mission that contributes to social development, protecting the nation and its citizens, strengthening communities to restore general social well-being. The introduction of a passionate culture of service is a new paradigm for the development of Ukraine in modern conditions.

Proposals have been developed that recognize and elevate the concept of service to a national imperative, in particular in the field of affirmation of civic identity; creation of a platform that will help Ukrainians discover the possibilities of service; improvement of explanatory mobilization work with military

resources throughout the country; increasing opportunities for young people to form skills of national resistance; development military, militarized and civilian service. It is shown that fostering a passionate culture of service is crucial for ensuring the long-term sustainability of the state. Financing the information campaign and directing those who are interested but not eligible for military service, as well as veterans, to national civil service programs will help more Ukrainians learn about the possibilities of this public service, study them and accept fully justified decision to serve.

The importance of increasing value, flexibility, and the use of incentives to serve is substantiated. It has been proven that streamlining and expanding dedicated staffing systems for Department of Health and Cybersecurity specialists, creating a civilian cybersecurity reserve corps, and investing in the technical skills of current employees will enable agencies to meet workforce needs amid fierce competition from employers private sector.

It seems appropriate to develop new voluntary models of access to personnel with critical skills.

Keywords: public service, passionarity, passionary culture of service, national security, citizens.

Problem statement. For almost four years, and indeed the entire heroic history of the Ukrainian people, we have seen firsthand how the extraordinary and long-standing spirit of service to Ukraine continues to save the lives of our nation. Ukrainians show unprecedented support for each other when needed, without asking or expecting anything in return. The world appreciates these selfless actions, as well as the passionate contribution of civil society to promote service and volunteerism. So much has been achieved through this the spirit of service; however, as a nation, Ukraine has not yet unlocked the full, transformative potential of service in all its forms. Clearly, the present moment

requires a collective effort to build on the spirit of service to Ukraine to cultivate a pervasive passionate culture of service – a culture in which people of all backgrounds expect and aspire to serve their nation or community and have meaningful opportunities to serve throughout their lives.

The formation of a passionate culture of service, if adhered to, will strengthen the security of our nation, elevate all forms of service and strengthen the Ukrainian state.

Analysis of scientific research. Militarized service in Ukraine attracted the attention of a limited circle of scientists. This problem was addressed in their works by R. Botvinov [1], N. Lipovska [2], M. Malanchiy [3], A. Sitsinsky [4].

The purpose of the article: to propose an algorithm for the formation of a passionate culture of service in Ukraine.

Presentation of the main material. Incremental changes and small improvements are not enough to cultivate a culture of service. Bold action is needed, and the nation must be put on a trajectory to achieve the vision: every Ukrainian is inspired and eager to serve Ukraine.

The essence of the idea of service is embedded in the appeal of Press Secretary John F. Kennedy to the American people: "Do not ask what your country can do for you – ask what you can do for your country" [5].

In our view, service is a personal commitment of time, energy, and talent to a mission that promotes societal development by protecting the nation and its citizens, strengthening communities, or promoting overall social welfare.

The introduction of a culture of service is a new paradigm for Ukraine's development in modern conditions. The following are detailed proposals that recognize and elevate the concept of service to a national imperative.

The Strategy for Strengthening the Civic and National Identity of Youth in Ukraine provides for stimulating the revival of civic education and expanding the acquisition of defense skills in the National Resistance Centers, the network of

which began to form in 2025. In our opinion, the reduction in the total volume of social disciplines has caused a serious shortcoming of the national education system: the lack of impact of high-quality civic education for students in most of the country. Effective civic education is a necessary requirement for fostering a passionate culture of service, in which Ukrainians can identify how their own strengths, skills, and interests could contribute to the public good, the needs of their communities, and the development of the nation. The adoption of proven practices, best practices, and the incorporation of service training into school curricula are critical to preparing young Ukrainians to fulfill their obligations as citizens and empowering them to participate in militarized or civilian public service.

Creating a platform that will help Ukrainians discover opportunities for service. If a family member or close friend has not served, most Ukrainians lack the knowledge and awareness of public service opportunities. The service platform will offer Ukrainians a single space to explore a wide range of opportunities in the military or civil service. It will also help service organizations of all kinds to find those Ukrainians who have the interests or skills needed to achieve their missions across the country. communicate your information seamlessly and allow you to immediately learn about ways to serve your communities and nation.

An important area is to work with the potential personnel reserve of the army and improve explanatory work with military resources throughout the country. Expanded community building efforts, including increased access to military bases and facilities through public tours, partnerships between National Guard units, territorial defense and reserve units, and local schools, and increased promotion of military service by the political elite will greatly enhance military-community engagement, dispel myths, and empower a new generation Ukrainians have first-hand information about military life.

Increasing opportunities for youth to learn ministry. Turning to the U.S. experience on this issue, it has expanded the Junior Reserve Officer Training Corps (JROTC) and other youth programs, as well as facilitating the administration of the Vocational Aptitude Battery (ASVAB) career intelligence program, enabling more students to learn about citizenship and service, to get to know the military and understand how their own forces can turn into military careers and other service options [7].

Promotion of military, militarized and civilian service. There are three main barriers that persist in all forms of service: awareness, aspiration, and access. Each of the following recommendations addresses one or more of these barriers.

Fostering a culture of service is critical to ensuring the long-term sustainability of the volunteer force and to strengthening interaction between military personnel and Ukrainian civilians who are unfamiliar with military life. The following recommendations were developed in the U.S. to increase participation and engagement with the military by removing identified barriers to uniform service, gaining greater awareness of opportunities to serve.

Strengthen military recruiting and marketing. Greater investment in recruiting resources in markets, and hometown recruiting programs, combined with new marketing funding mechanisms, will help the military achieve its recruitment goals while improving the geographic and demographic balance of the Armed Forces to better reflect the diversity of the nation [8].

To strengthen and expand educational pathways for military service. Additional support for students pursuing certain degrees, certificates through technical or vocational programs, such as those offered by two-year colleges and schools, in exchange for a commitment to service, will help military units attract people with much-needed skills and improve the recruitment of citizens seeking to develop specific capabilities.

Effectively manage military personnel. Ensuring greater movement between all components of military service and between military service and the private sector, facilitated by the newly enacted personnel management bodies and the increased use of sergeants, will offer services a more effective approach to continued access to individuals with key skills such as digital talent or engineering.

For the development of militarized service, it is advisable to turn to progressive experience. For example, National Service Programs such as AmeriCorps, YouthBuild, Senior Corps, and Peace Corps offer many benefits for the country and local utilities, including disaster relief, conservation of natural resources, and expansion of housing for low-income Americans [9].

Raising awareness and recruitment. Funding the information campaign and directing those who are interested but not eligible for military service, as well as veterans, to national civil service programs will help more Ukrainians learn about the opportunities of this public service, study them and make fully informed decisions to serve.

Increasing value, flexibility, and the use of incentives to serve. To attract citizens to all types of public service, the U.S. uses increases in AmeriCorps and Senior Corps living allowances and the Segal AmeriCorps Education Award, income tax exemptions and withdrawals, and in-state tuition facilitation for National Service graduates, which helps to make serving is a viable option for those who have no other means of financial support and increases the value and usability of AmeriCorps-related benefits.

Establish new models for the public service. The provision of public service scholarships to support individual participation in ministry in any certified nonprofit organization will greatly expand the range of public service opportunities, especially in rural and underserved areas.

Civil service personnel systems require urgent attention. The difficulties faced by government hiring are so severe that the NASC defines strategic human capital management as an "high-risk" area that needs to be transformed if the government is to operate effectively. The current practice blocks the entry into the civil service of younger Ukrainians and employees with critical skills and jeopardizes the ability of executive authorities to replenish their workforce in the face of an outflow of personnel in wartime.

Community leaders should also recognize the work of civil servants as vital to the security and well-being of the nation and avoid negative and disparaging comments that undermine morale among current public sector cadres and Ukrainians who do not want to pursue careers in public service.

Staff recruitment reform involves updating the recruitment program and process with available job descriptions, proactive recruitment, valid assessment methods, which will enable the recruitment of a new generation into the civil service and contribute to the development of sustainable talent capacity for authorities.

The ideology of forming a culture of service can be the statement of George W. Bush: "Any definition of a successful life must include service to others."

Promote a high-performance staff culture. Promotion and investment in human resources; developing plans for government personnel to recruit, retain, and retrain qualified individuals; and empowering government agencies to communicate with the public about their mission will foster a culture of service.

An important component is solving the problem of critical skills. Streamlining and expanding dedicated staffing systems for Department of Health and Cybersecurity professionals, establishing a civilian cybersecurity reserve corps, and investing in the technical skills of current employees will allow

agencies to meet workforce needs amid fierce competition from private sector employers.

It is necessary to develop and implement a new personnel system. The expansion of demonstration and project powers for the NACS, the launch of a pilot project to test the new personnel system and the rigorous assessment of such projects will create an evidence base for informing about the development of a new, national personnel system that will be competitive at the moment and will be able to meet future workforce needs.

The situation at the front and the prospects for the development of events actualize the need to strengthen emergency national mobilization.

While the proposed algorithm provides for post-war measures and aims, above all, to cultivate a culture of voluntary service throughout the country, it also recognizes the vital need to organize the Ukrainian people to ensure territorial defense through compulsory military service in wartime. The recommendations below suggest steps to modernize, improve this system, to build on the talents, skills and abilities of all Ukrainians if the national emergency requires lawmakers to do so.

Support the mechanism for conscription of military personnel in case of emergencies of national scale. To meet the needs of military personnel in the face of future threats and demonstrate Ukraine's resolve to international allies and adversaries, the country needs a Selective Service System to keep the institution of national security viable.

Formalize a national volunteer competition before activating the project. While Ukraine must maintain the ability to conscript people into military service in response to a national emergency, because after the Victory our enemy will not disappear, the President and the Verkhovna Rada should encourage Ukrainians to voluntarily join the military through an official call for volunteers before resorting to conscription.

It is appropriate to recall the words of George Washington: "If we want peace, one of the most powerful institutions of our growing prosperity, we must know that we are ready for war at all times."

Having examined a number of options for identifying personnel with critical skills, it can be concluded that only in the most severe circumstances should persons be singled out for compulsory service because of their specific abilities. However, supporting the most combat-ready armed forces during conflicts requires improving voluntary mechanisms for the involvement of such men and women, including the creation of an individual critical skills readiness reserve and a national volunteer roster.

Increase the combat readiness of the National Mobilization System. The lack of institutionalized training of national mobilization processes, combined with a low degree of public engagement and awareness of the system, undermines the effectiveness of the country's emergency project, as shown by the first days of the war. In order to hold relevant government agencies accountable for maintaining nationwide mobilization demands and carrying out the national mobilization process, the President should designate an official responsible for coordinating the entire government. In addition, the Secretary of Defense should appoint an official who will focus specifically on the responsibilities of the Department of Defense.

The extension of non-competitive law to all graduates of specialized educational institutions and participants in state scholarships and programs, as well as the expansion of the right to appoint veterans up to 10 years of age after discharge from military service, will allow executive authorities to take advantage of the talents, skills and investments of taxpayers in graduates of higher education institutions, scholarship holders and scientists, and military veterans.

The system for hiring students and recent graduates needs to be updated. Creation of the Civil Service Corps, the Reserve Officer Training Corps, in partnership with higher education institutions; involvement of graduates of higher education institutions in all types of public service.

Conclusion. Fostering a passionate culture of service involves creating intensive ministry opportunities for youth and mid-career professionals, and new and innovative ways to engage older Ukrainians in serving their communities and the nation will be available to all who want to serve. By igniting the passionate potential for service, this new approach will meet the critical national security and domestic needs of the nation, expand economic and educational opportunities, strengthen the civic fabric of the nation, and form a strong culture of service characterized by the expectation that all Ukrainians participate in some kind of service, at some point in their lives.

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