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KEY COMPONENTS OF AN INTEGRATED MODEL FOR TECHNOLOGY-DRIVEN CAREER MANAGEMENT IN THE PUBLIC SERVICE

The accelerating digital transformation of the public sector has radically reshaped career management systems, highlighting the importance of integrating data-driven human resource (HR) analytics, artificial intelligence (AI) governance, and employee well-being into a coherent strategic framework. In wartime and post-war recovery contexts, such as Ukraine's, these innovations are no longer optional but crucial for ensuring institutional resilience, transparency, and motivation within the civil service. However, the implementation of technology-driven HR tools under crisis conditions requires ethical alignment, adaptive governance, and context-sensitive evaluation metrics to avoid algorithmic bias and protect human dignity.

The purpose of this research is to identify and structure the key components of an integrated model for technology-driven career management in the public service. The objectives include: synthesizing theoretical and practical approaches from foreign and Ukrainian scholarship on digital HRM; identifying the current research and implementation gaps; proposing an integrated framework that ensures effectiveness, ethical compliance, and psychological sustainability of career management technologies in crisis conditions.

Foreign scholars such as D. Ulrich, J. Marler, and T. Stone emphasize the strategic role of HR analytics and data-driven decision-making in improving workforce planning and employee development [2].

European research frameworks (OECD, 2023; European Commission, 2024) highlight AI ethics, algorithmic transparency, and responsible innovation as prerequisites for digital HR transformation in the public sector [4].

Ukrainian scholars underline the social dimension of HR technologies, advocating for their alignment with public service values and human-centered management culture [1].

At the policy level, the National AI Development Strategy of Ukraine and Digital Ukraine 2030 outline the importance of integrating AI into public administration while ensuring data protection and human oversight [3].

However, despite notable progress, there remains a lack of standardized HR analytics metrics adapted to crisis governance, as well as limited empirical studies assessing the impact of AI-based HR tools on civil servants' well-being under wartime conditions.

From our perspective, current researching reveals several systemic gaps:

- insufficient empirical evidence on how digital HR technologies operate under wartime or crisis conditions;
- limited integration between HR analytics systems and crisis-response frameworks;
- absence of standardized ethical and performance metrics for technology-mediated career development;
- minimal inclusion of mental-health and well-being indicators in digital HR evaluation systems.

These limitations call for a multidimensional model that connects operational efficiency with human resilience and moral accountability.

The proposed integrated model for technology-driven career management in the public service consists of five interrelated components (Figure). The model illustrates how public institutions can simultaneously advance technological efficiency and uphold human-centered governance principles. Ukrainian examples - such as the National Agency of Ukraine on Civil Service (NAUCS) pilot projects in digital competency assessment and Diia.Digital Education platform - demonstrate the potential for such integration [5].

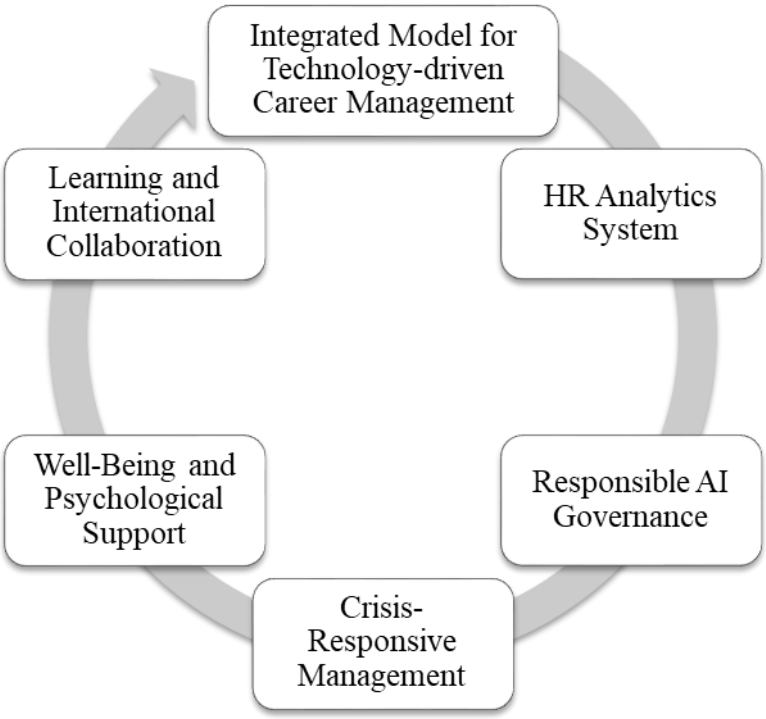

Figure - Key components of an integrated model for technology-driven career management in the public service

As conclusions, the transformation of career management in the public service requires a balanced synthesis of innovation, ethics, and resilience. Technology alone cannot guarantee effective governance unless supported by responsible leadership, adaptive strategies, and evidence-based evaluation metrics. The integrated model proposed in this research provides a conceptual roadmap for embedding digital tools into the human infrastructure of the public service - ensuring that technology serves people, not replace them.

This thesis contributes to academic and practical discourse by: developing a context-sensitive evaluation framework for HR technologies in crisis governance; offering a holistic model that bridges HR analytics, AI ethics, and psychological sustainability; emphasizing cross-national learning and the adaptation of global best practices to Ukraine's wartime and recovery realities. The results may serve as a theoretical foundation for policy design in public administration, ensuring that digital transformation contributes not only to efficiency but also to human well-being and institutional integrity.

Future research should focus on testing this model empirically through comparative case studies of Ukrainian and European public institutions.

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