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**ПОЛІТИКА ГЕНДЕРНОЇ РІВНОСТІ В УПРАВЛІННІ ТРУДОВИМИ
РЕСУРСАМИ ПУБЛІЧНОЇ СФЕРИ**

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Анотація. Тема статті присвячена дослідженню інтеграції гендерної рівності у сферу управління людськими ресурсами публічної служби в Україні та країнах Європейського Союзу. Метою дослідження є вивчення сучасних підходів до забезпечення гендерної рівності, а також формулювання практичних рекомендацій щодо покращення впровадження її принципів у державне управління. Основною метою є виявлення існуючих проблем і бар'єрів, що гальмують реалізацію гендерної рівності в публічному секторі, та визначення шляхів їх подолання.

Методи дослідження включають порівняльний аналіз законодавчих ініціатив і практик впровадження гендерної рівності в публічній сфері в Україні та країнах ЄС, а також використання статистичних даних і міжнародних індексів для оцінки рівня гендерної рівності.

Результати дослідження показують, що гендерна нерівність продовжує залишатися серйозною проблемою у публічному управлінні, зокрема на керівних посадах. Виявлено, що на місцевому рівні в Україні спостерігається позитивна динаміка в представленості жінок, однак проблема залишається актуальною на вищих рівнях управлінських структур. Порівняльний аналіз з країнами Європейського Союзу дозволяє побачити, що, хоча в Україні є значні досягнення в питаннях гендерної рівності, європейський досвід демонструє більшу ефективність реалізації гендерної політики, завдяки чітким законодавчим ініціативам та соціокультурним змінам.

Наукова новизна роботи полягає в розробці системного підходу до інтеграції гендерної рівності в управління людськими ресурсами публічної служби в Україні. Вперше здійснено порівняння гендерних аспектів на місцевому та державному рівнях в Україні з аналогічними процесами в країнах ЄС.

Практична значущість дослідження полягає в тому, що результати можуть бути використані для вдосконалення національної політики в сфері гендерної рівності, підвищення ефективності реалізації законодавчих ініціатив, а також для розробки рекомендацій щодо інтеграції гендерних принципів у управлінські процеси публічної служби.

Отже, для забезпечення реальної гендерної рівності в публічному секторі необхідно реалізувати комплексний підхід, включаючи зміни на рівні законодавства, фінансування та культурних трансформацій, що дозволить створити сприятливі умови для гендерної рівності в управлінні публічними ресурсами.

Ключові слова: управління трудовими ресурсами, гендерна рівність, публічна сфера, державна служба, євроінтеграція

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GENDER EQUALITY POLICY IN PUBLIC SECTOR HUMAN RESOURCE MANAGEMENT

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Abstract. The topic of the article is dedicated to studying the integration of gender equality into the field of human resource management in the public service in Ukraine and the European Union countries. The purpose of the research is to examine modern approaches to ensuring gender equality, as well as to formulate practical recommendations for improving the implementation of its principles in public administration. The main goal is to identify existing problems and barriers that hinder the realization of gender equality in the public sector and to determine ways to overcome them.

Research methods include comparative analysis of legislative initiatives and practices for implementing gender equality in the public sector in Ukraine and EU countries, as well as the use of statistical data and international indices to assess the level of gender equality.

The results of the study show that gender inequality continues to be a significant problem in public administration, particularly in leadership positions. It was found that at the local level in Ukraine, there is a positive trend in the representation of women, but the problem remains relevant at higher levels of administrative structures. The comparative analysis with EU countries reveals that, although Ukraine has made significant progress in gender equality, the European experience demonstrates greater effectiveness in implementing gender policies due to clear legislative initiatives and sociocultural changes.

The scientific novelty of the work lies in the development of a systematic approach to integrating gender equality into public service human resource management in Ukraine. For the first time, a comparison of gender aspects at the local and state levels in Ukraine has been made with similar processes in EU countries.

The practical significance of the research is that the results can be used to improve national policies on gender equality, enhance the effectiveness of legislative initiatives, and develop recommendations for integrating gender principles into public service management processes.

Therefore, to ensure real gender equality in the public sector, a comprehensive approach must be implemented, including changes at the legislative, financial, and cultural transformation levels, which will create favorable conditions for gender equality in public resource management.

Keywords: human resource management, gender equality, public sector, civil service, European integration.

Introduction. Human resource management is a key factor in the formation of an effective public administration system that ensures the efficiency, adaptability, and capacity of state institutions to respond to modern challenges [17]. A special place in this process is occupied by the implementation of gender equality policies, which not only contribute to the adherence to principles of justice but also impact the improvement of the performance of public authorities.

Currently, gender inequality remains one of the most pressing issues in society, manifesting in the wage gap, unequal access to leadership positions, and the low representation of women in decision-making. The war in Ukraine has exacerbated these imbalances, creating additional challenges for ensuring equal opportunities in the public sphere. In the context of European integration processes and the growing demand for transparency and efficiency in public service, the integration of a gender approach becomes a strategically important component of public policy. Therefore, the study of ways to integrate gender principles into human resource management in the public service is relevant and has practical significance for improving public administration in Ukraine.

Problem statement. The aim of the article is to explore contemporary approaches to ensuring gender equality in the European Union and Ukraine and to form practical recommendations for integrating its principles into human resource management in the public service.

The concept of gender equality is based on the principles of ensuring equal opportunities and fair treatment for all individuals, regardless of their gender, in various aspects of public life. It aims to eliminate any forms of discrimination arising from gender differences and to create conditions that allow each person to realize their potential, regardless of socio-cultural stereotypes regarding the roles of men and women [1].

In the article [13], gender equality is viewed as equal and impartial treatment for all, regardless of gender, in order to avoid discrimination. Gender equality involves systematic efforts to ensure equal treatment of women and men. Gender equality in the workplace is achieved when both men and women have equal access to opportunities, resources, and incentives for full and equal employment.

The authors [16] emphasize that ensuring gender equality is not only an ethical standard of modern democratic society but also an important factor that influences the effectiveness of public administration, strengthens social stability, and increases citizens' trust in public authorities. The application of gender-sensitive approaches in human resource management contributes to ensuring equal opportunities for access to public service, the development of professional skills, and the potential of employees, regardless of their gender. It also creates conditions for expanding diversity in decision-making processes, which is a key element in building an inclusive public administration system.

Tyurina D. [14] in her research provides a justification for the multifaceted role of the state in shaping a gender-balanced business environment and society as a whole. The author highlights the importance of gender balance in entrepreneurship, which encompasses a significant portion of the economically active population, and justifies the role of state policy in creating conditions for gender equality. She outlines the main types of business from the perspective of gender balance and formulates key tasks for state regulation to support gender inclusion in entrepreneurship.

Zhelyuk T. and Kostin U. [6] emphasize that ensuring gender balance in the management of national economies reflects an egalitarian approach to social development and contributes to strengthening its competitive advantages. For Ukraine, creating a gender-balanced economy is an important response to the challenges of European integration, decentralization processes, the formation of an inclusive environment, and civil society, which should be reflected in gender equality indicators presented in the gender profile. The current conditions of martial law deepen gender segregation and exacerbate gender challenges.

In the international legal space, gender aspects of regulating public relations are reflected in several important documents, notably within the framework of the Global Sustainable Development Goals for 2030 [15]. In particular, Sustainable Development Goal 5 is aimed at achieving gender equality and empowering all women and girls, which is a key

factor in ensuring justice and sustainable development at the global level. Additionally, Goal 10 aims to reduce inequality both within and between countries, which is also of great importance for advancing gender equality.

International documents, such as the UN Convention on the Elimination of All Forms of Discrimination Against Women, the Beijing Declaration, and the Platform for Action adopted at the Fourth World Conference on Women, have become the foundation for shaping global policy in the field of women's rights and gender equality. Important steps toward ensuring women's rights have also included the Convention on the Elimination of Violence Against Women, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights. By ratifying these international agreements, Ukraine has committed itself to their implementation, creating a legal framework for ensuring gender equality in public administration and social relations.

Ukrainian legislation also enshrines the principles of gender equality, guaranteeing equal rights and opportunities for all citizens regardless of gender. Specifically, legal acts ensure non-discriminatory access to public service and equal conditions in the labor market. The Constitution of Ukraine, particularly Article 24, guarantees equality of rights and freedoms for all citizens, regardless of gender, race, nationality, language, religion, social origin, or other characteristics [9]. The Law of Ukraine "On Ensuring Equal Rights and Opportunities for Women and Men" contains clear norms regarding guarantees of equality, as well as the duties of the state and employers in creating equal conditions for women and men both in the labor market and in public administration [11]. Furthermore, the Law of Ukraine "On Civil Service" includes provisions aimed at preventing gender-based discrimination, ensuring equal access to positions in the civil service [10]. Additionally, the State Strategy for Ensuring Equal Rights and Opportunities for Women and Men until 2030 has been adopted, with an operational plan for its implementation for the years 2022–2024 [5]. The approval of this strategy is driven by the need to implement a unified state policy aimed at achieving equal rights and opportunities for women and men in all areas of societal life, improving mechanisms for its realization. The strategy focuses on uniting society in understanding the values of human rights and freedoms, which are guaranteed and protected based on the principles of equality and non-discrimination for all women and men, boys and girls, and on consolidating the efforts of central and local executive bodies, local governments, international organizations, social partners, public associations, and other representatives of civil society, institutions, organizations from various sectors, the private sector, etc., to fulfill international and national commitments for ensuring equal rights and opportunities for women and men for sustainable state development in all spheres.

Results. The issue of gender equality remains a central focus for European Union countries, as ensuring equal rights and opportunities for women and men is a key aspect of the development of democratic societies and the effective functioning of state institutions. Gender equality is important not only from a moral and social perspective but also from an economic one, as equal access to resources and opportunities for all citizens contributes to increased productivity, economic growth, and social stability.

Lithuania is actively implementing all EU recommendations, adapting its legislation to meet its requirements. The Law on Equal Opportunities for Women and Men, which came into force on March 1, 1999, aims to ensure equal opportunities for all citizens as guaranteed by the Constitution of Lithuania. To ensure proper enforcement of this law, the Equal Opportunities Controller's Office was established, which has been functioning since April 20, 1999. Any individual or legal entity has the right to file a complaint regarding violations of equal rights. The law also prohibits wage discrimination, although it is sometimes difficult to monitor this, as employers may label similar positions differently.

France's gender policy is based on the principles of equality and includes various measures to increase women's participation in public administration. Currently, only 16% of more than 5,000 senior officials in central administration are women. France uses a quota system to ensure gender equality in elections, requiring that 40% of candidates on electoral lists be women. In addition, programs to support women's career advancement are being developed, including training, mentoring, and leadership skill development. Gender analysis of policies is also actively carried out to identify potential inequalities and develop measures to address them.

In Finland, gender equality is part of the Scandinavian welfare model. The country implements the concept of the "working mother," which allows women to combine work and maternal duties. This is an important aspect of Finnish social policy, which encourages women's participation in the public sphere. Finland was also the first country to introduce parental leave (in 1978). Women in the country mostly work full-time. Today, women make up 37% of the Finnish parliament, 34% of municipal deputies, and hold seven out of 18 ministerial positions. Finland is actively working to achieve gender balance in public administration by implementing gender quotas and strategies to support the career development of both women and men in the public sector. The government is also actively developing gender equality education for civil servants, which contributes to raising gender awareness in society [2].

The issue of gender equality is an important aspect of global development and occupies a central place in the political and social programs of many countries. Various international indexes are used to monitor progress in achieving gender equality, evaluating different aspects of this process. Three key international indexes that assess progress in achieving gender equality include the Global Gender Gap Report, the Gender Development Index (GDI), and the Gender Inequality Index (GII). According to the 2023 Global Gender Gap Report, published annually by the World Economic Forum, Ukraine received a score of 0.714 on a scale from 0 to 1, where 1 represents full gender parity, and ranked 66th out of 146 countries. In previous years, Ukraine's position in this index was as follows: 81st in 2022 and 74th out of 156 countries in 2021. The largest gender gaps in Ukraine are observed in the area of political rights and opportunities (0.172, 87th place), while in the areas of education (0.996, 56th place), economic opportunities (0.714, 55th place), and health and survival (0.976, 45th place), the situation is much better [7].

The local level of governance is a crucial stage for the implementation of gender equality in Ukraine. An important step was the introduction of gender quotas in local elections held in October 2020. According to the new rules, quotas were set at a 40/60 ratio for parliamentary elections, regional and district councils, as well as for community councils with more than 10,000 voters, and 30/70 for communities with fewer voters. The results of the elections showed positive dynamics: the share of women among elected members of local councils increased. For example, in regional councils, women made up 27.8%, in district councils – 34.3%, and in councils of settlements with more than 10,000 voters – 32.6%. In communities with fewer voters, this figure reached 41.3%. On average, women make up 30% to 35% of the members of territorial community councils. However, the situation with women's representation in leadership positions in territorial communities remains less favorable. According to data, in 2015, women held only 18.9% of the positions of community heads, this figure decreased to 14.5% in 2016, and to 14.3% in 2018. It was only after the 2020 local elections that the share of women in positions of heads of local councils increased to 16.6% [3]. This confirms that although women are gaining seats in representative bodies, access to higher positions, which involve decision-making and resource control, remains limited. One of the reasons for this is the dominance of traditional social and cultural stereotypes that define the role of women, particularly in politics and governance.

A similar situation is observed in the civil service, where the level of women's representation in leadership positions remains low. As of March 2025, among the 21 members of the Cabinet of Ministers of Ukraine, only five were women (23.8%) [8]. This confirms the existence of gender barriers at the highest levels of political power. At the same time, among women holding positions in category "A" (the highest level of civil service), their share in 2024 was only 27.3%, while at lower levels, where positions do not involve strategic management, the share of women was significantly higher: 66.5% in category "C" positions and 78.1% in category "B" positions [4]. Analyzing these trends shows that gender inequality in leadership positions is the result of not only qualification requirements or political conditions but also deeper socio-cultural and economic factors, among which the following can be highlighted:

1. Stereotypes about the role of women in society that hinder them from holding leadership positions.

2. Unequal opportunities for career advancement, especially in situations where women traditionally dominate administrative and middle-management positions.

3. Lack of support for women in leadership roles in the form of appropriate mentoring programs and resources.

Success in increasing the number of women in political structures and public service should be accompanied by a systemic approach to addressing gender inequality at higher management levels. This includes improving equal opportunity policies, providing support for women leaders, and combating social stereotypes that limit their career development.

The implementation of gender equality in the public service personnel management system is a complex process that faces a number of problems and barriers that hinder its effective realization. One of the main difficulties is the institutional weakness of mechanisms that ensure the implementation of gender policies. Despite the existence of legislation that defines equal rights and opportunities for women and men, there is a significant gap between formal legal obligations and real actions at the local level. This is manifested in the insufficient effectiveness of existing monitoring and control mechanisms for compliance with gender standards, which complicates the assessment of progress and the implementation of necessary changes in local authorities. One of the reasons for this situation is the lack of adequate institutional support, leading to limited opportunities for creating favorable conditions for the realization of gender equality. Additionally, significant resource limitations, both financial and human, prevent proper implementation of relevant programs and initiatives at the local level, further deepening the problem.

Moreover, an important factor that significantly limits the achievement of gender equality in public administration is the socio-cultural barriers based on traditional views and stereotypes regarding the roles of men and women in society. These stereotypes are deeply rooted in cultural and historical perceptions that define certain social roles for women and men. Such perceptions negatively impact not only the way women are perceived but also their real opportunities for career advancement and professional development. In many cases, women face certain limitations regarding career path choices, often ending up in traditionally "female" fields such as education, healthcare, or social work, which are generally considered less prestigious or important in terms of decision-making. In contrast, men dominate in areas that involve high levels of influence and power, particularly in politics, economics, and leadership positions, which are largely reserved for them. In the public sector, these socio-cultural barriers further complicate women's access to leadership positions, significantly limiting their impact on the decision-making processes of critical state decisions. Women often find themselves in situations where their opportunities to realize their leadership potential and participate in strategic decision-making are significantly narrowed, which affects their professional fulfillment and opportunities for career growth. This imbalance

creates a serious problem for the development of inclusive and effective public administration, which requires equal representation of all social groups, regardless of gender.

Another significant barrier that hinders progress in achieving gender equality is insufficient funding for programs aimed at supporting equal rights for women and men. This financial constraint greatly limits opportunities for implementing initiatives aimed at enhancing gender equality, as well as for creating conditions that promote women's career development in the public sector. The lack of financial resources for the implementation of educational and awareness programs on gender equality is one of the main reasons for the insufficient awareness among both public sector employees and management about the benefits of gender-balanced teams. This limits the understanding of the importance of involving women in decision-making processes at all levels of management.

The lack of proper funding for such programs also means that not all employees can acquire the necessary knowledge and skills to support gender equality in the workplace. This, in turn, exacerbates the lag in cultural changes, which are fundamental for creating an inclusive environment where women have equal opportunities for professional growth and participation in important management decisions. As a result, insufficient funding not only delays the implementation of gender-focused initiatives but also prevents public institutions from making significant progress in achieving true gender equality in public administration.

Low political will is one of the greatest obstacles to achieving gender equality in the public sector. This phenomenon is evident when political leaders and authorities, despite the presence of legislative initiatives, fail to demonstrate sufficient determination and interest in their implementation. This may apply to both national and local levels of government. An important role in this process is also played by the lack of political determination in making difficult but necessary decisions, such as increasing funding for gender equality programs, supporting women in leadership positions, or ensuring fair access to resources for both genders. If these issues do not become priorities for governments and political parties, other important social and economic tasks are often pushed to the background.

An important aspect is also that low political will can lead to a lack of or insufficient support for key institutional changes necessary to improve the situation at the local level. Without clear political support, government bodies are often not ready to implement the necessary innovations in personnel policy or adapt work processes to ensure gender equality.

Thus, political will is a crucial condition for the successful implementation of gender policy. Without active support from political leaders and relevant state structures, many initiatives remain at the theoretical level, and their practical implementation lags behind the real needs of society, jeopardizing the achievement of gender equality in the public sector.

Therefore, to achieve real gender equality in the public sector, it is necessary to strengthen institutional support, ensure adequate funding for programs, as well as change cultural stereotypes and increase political will to implement gender initiatives. Only with a comprehensive approach and proper political support can the effective implementation of gender equality in public service personnel management be ensured. To ensure real changes, various tools aimed at supporting gender equality need to be applied. These tools include:

Development and implementation of gender policies. One of the key aspects of integrating gender equality into personnel management is the development and implementation of policies aimed at ensuring equal opportunities for public service employees, regardless of gender. At the international level in public administration, gender-sensitive policies are widely used, which help create conditions for the equal participation of women and men in decision-making processes and career advancement. In European Union countries such as France, Sweden, and Norway, quota systems have been implemented to achieve balanced representation of both genders in leadership positions in the public sector.

This helps form gender-balanced teams and promotes the professional development of women, reducing barriers caused by discrimination.

Quotas as a tool for ensuring gender equality are an effective mechanism for achieving equal representation. However, in some countries, including Ukraine, this approach does not always receive support due to conflicting attitudes towards it and insufficient awareness of its positive impact on management culture. The experience of countries that use quotas demonstrates that their implementation can reduce gender gaps at senior management levels and create conditions for inclusive public governance. However, for the successful implementation of this approach, not only legal endorsement but also active support from society and government bodies is necessary.

Training and awareness-raising initiatives. Educational programs, training, and campaigns aimed at raising awareness among employees and managers about the importance of gender equality, eliminating stereotypes, and preventing discrimination. Educational programs can help change the culture within organizations, promoting greater openness and support for gender equality in management practices.

The National Agency of Ukraine for Civil Service (NACD) implements numerous projects aimed at ensuring equal rights and opportunities for women and men in the public service sector. Among these, it is worth highlighting successful initiatives such as the establishment of the Gender Mainstreaming School, organized in collaboration with the National Democratic Institute (NDI), the Higher School of Public Administration, and with the support of the Vice Prime Minister for European and Euro-Atlantic Integration and the Government Commissioner for Gender Policy. The goal of this school is to raise awareness among civil servants about gender-sensitive governance, the implementation of state policies to ensure equal rights and opportunities for women and men in Ukraine, the functioning of the institutional mechanism for implementing gender policy, and gender aspects of public service. It is important to note that within this initiative, from August to September 2023, 101 civil servants from various categories upgraded their qualifications. One of the key components of such initiatives is the preparation of the online course "Gender Approach in Public Administration," which is integrated into the professional development program for civil servants.

Furthermore, the Center for Competence Development in the field of Human Rights, Non-Discrimination, and Gender Equality operates at the Higher School of Public Administration. The main goal of the Center is to develop the professional competencies of public servants. This is aimed at fostering a culture of respect for the rights and freedoms of citizens, non-discrimination, ensuring barrier-free access and inclusion, and gender equality. Through the implementation of specialized training programs and the formation of expert networks, the Center creates conditions for integrating modern European standards in human rights and gender equality into the public administration system.

The implementation of initiatives by the NACD aimed at ensuring gender equality in the public service sector is an important step in creating an inclusive and fair environment for all citizens. Initiatives such as the Gender Mainstreaming School and the Center for Competence Development in the areas of Human Rights, Non-Discrimination, and Gender Equality not only contribute to the professional development of civil servants but also ensure the integration of modern European standards into public administration. This helps create conditions for respecting citizens' rights and freedoms, ensuring barrier-free access and gender equality, which are essential for sustainable social development and improving the quality of public services. In 2018, with the aim of expanding opportunities for utilizing the potential of women in united territorial communities, the DESPRO project launched a program to support women leaders in local government. This initiative was focused on providing women with the necessary knowledge and skills to participate more effectively in

management processes at the local level. As part of the program, participants had the opportunity to enhance their communication skills, develop teamwork abilities, and learn the fundamentals of negotiation. Special attention was given to practices for implementing change at the local level, which is key to the development of united territorial communities.

The master classes organized as part of the program became extremely popular and were highly successful among representatives of local government. As a result, the DESPRO project received over 300 applications from women who wanted to participate in the workshops held in 2019. This interest reflects the significant demand for such an initiative and highlights the importance of supporting women in local governance processes to strengthen their role in society and the development of territorial communities.

The implementation of such activities will contribute to the formation of a culture of non-discrimination in society and improve the effectiveness of public administration, thus creating the foundation for achieving sustainable development and equal opportunities for both women and men in the civil service and public life.

Monitoring and Reporting Mechanisms. The creation of monitoring systems that allow for the regular assessment of progress in achieving gender equality, identifying problems, and developing recommendations to address them.

A key aspect of ensuring gender equality is the establishment of effective monitoring and evaluation systems that provide continuous oversight of the implementation of gender policies and enable the prompt identification of issues and the adoption of necessary management measures to resolve them. In the context of gender equality being an essential component of state policy, the monitoring system becomes particularly important as it ensures the transparency of management processes and strengthens public oversight.

In contemporary international practice, there are various approaches to monitoring gender equality. One of them involves the regular compilation of gender reports that include information on the representation of women and men at different levels of management, as well as data on salaries and career advancement. These reports, mandatory in many European countries, promote transparency in human resources policies and allow for the assessment of the actual outcomes of implementing gender equality in public administration.

Another approach, used in countries with a high level of gender equality, involves the use of indicators to assess the effectiveness of gender policies. These indicators help measure both quantitative and qualitative aspects. Such indicators may include the level of satisfaction of public service employees with working conditions and career development opportunities, gender balance in leadership positions, and the percentage of women and men who have undergone gender sensitivity training [16].

It is important to note that in Ukraine, the mechanisms for monitoring gender equality in the public sector are still in the process of being developed and require further improvement and refinement. To ensure effective monitoring, it is necessary to create a unified methodology for collecting and analyzing gender balance data, which will allow for objective analysis of the state of gender equality and the evaluation of the effectiveness of the measures taken.

Financial Support for Initiatives. Ensuring adequate funding for programs that promote gender equality, including support for women in entrepreneurship, leadership positions, and other fields traditionally dominated by men.

Providing funding for the development of programs that encourage the participation of women in traditionally male-dominated public professions, such as police, military, judiciary, as well as the provision of administrative services in government institutions, is an important step toward achieving gender equality. This includes providing grants for training, offering specialized workshops, and creating opportunities for career growth in these fields. One key aspect is funding programs that support women in balancing work and family responsibilities,

which is especially relevant for public service, where high levels of engagement and responsibility are required.

Platforms for Interaction and Knowledge Exchange. Creating opportunities for both women and men to exchange experiences, learn from each other, and support gender equality initiatives through professional associations, conferences, and networks.

Today, online resources and social networks play an important role in creating platforms for interaction and knowledge exchange. These platforms allow professionals from different regions and countries to share their ideas and achievements in the field of gender equality, discuss challenges, and find ways to overcome them. This provides access to global networks and allows the inclusion of various groups in knowledge exchange. Online platforms offer opportunities for organizing educational events, developing joint initiatives, and raising overall awareness about the importance of gender equality in various professional fields.

International and local initiatives supporting gender equality can include joint projects that bring together government institutions, the private sector, and civil society organizations. These platforms create opportunities for collaboration across sectors, enabling the development of new ideas and the implementation of initiatives that promote equal opportunities for both women and men. Joint projects also help implement gender equality policies at the local community and organizational levels, as well as foster inclusive practices in management and entrepreneurship.

Overall, to ensure gender equality in the public sector, a comprehensive strategy is needed, including the development of policies, education, monitoring, funding, and support for women in professional roles. This will help create a sustainable, inclusive environment in public service management. It is crucial that these initiatives are supported at all levels of government and actively supported by society to ensure real change and create conditions for the equal participation of women and men in public administration.

Conclusions. During the course of the research, a number of important conclusions were drawn, highlighting both positive trends and existing issues in the field of gender equality in public administration in Ukraine. It was established that gender equality is not only an ethical norm of a democratic society, but also a significant factor affecting the effectiveness of public governance, strengthening social stability, and increasing citizens' trust in state institutions. The implementation of gender-sensitive approaches in personnel policies contributes to ensuring equal access to public service, the development of employees' competencies regardless of gender, and provides greater diversity in decision-making processes, which is crucial for creating an inclusive management system.

The key findings of the study point to the existence of structural and cultural barriers that limit the achievement of gender balance in Ukraine's civil service. One of the largest obstacles is the persistence of gender stereotypes, which often hinder women's access to leadership positions and create a discriminatory environment where traditional gender perceptions prevail, lowering professional motivation and development opportunities. Additionally, the research showed that, despite some positive changes in the implementation of gender equality in the public sector, Ukraine has not fully implemented the mechanisms for institutional support of this process. The inadequacy of the legal framework, insufficient funding for gender equality programs, and limited resources for monitoring and evaluating the effectiveness of actions complicate the integration of a gender approach into human resource management.

Based on the research conducted, a number of practical recommendations have been proposed to improve personnel policies based on gender equality. First, it is necessary to develop a comprehensive strategy for ensuring gender equality in the civil service, which will include a systemic approach to strategic planning and setting clear goals and objectives in the

field of equality. The strategy should provide adequate funding for the implementation of gender equality programs and the creation of effective mechanisms for monitoring and controlling their execution. Second, to overcome cultural barriers and transform societal perceptions of gender roles, the organizational culture of the civil service should be changed by introducing mandatory gender sensitivity training for all employees, which will help form a positive attitude toward gender diversity.

Attention should also be paid to practical tools for supporting gender equality at the operational level of public institutions. This includes the development of mentorship and coaching programs for women aiming for leadership positions, the introduction of quotas to ensure gender balance at higher management levels, as well as the creation of tools for automating the collection and analysis of gender data, which will aid in making informed management decisions.

Therefore, the integration of gender equality into the personnel policy of the civil service is an important step towards the creation of an effective, inclusive, and transparent public system that meets international standards and the needs of modern society. The implementation of the proposed recommendations and further research into gender equality will significantly improve the quality of public administration, contribute to the professional development of personnel, and enhance citizens' trust in state institutions.

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