

BUILDING A MODERN CUSTOMS HR ECOSYSTEM: INSIGHTS FROM UKRAINE'S TRANSFORMATION

Purpose. *The article offers a comprehensive examination of the transformation of human-resource management in Ukraine's customs service amid martial law, European integration, and global trends in the modernisation of public-sector personnel systems. It focuses on the shift from a traditional administrative and bureaucratic model to a modern HR ecosystem centred on competencies, strategic development of human capital, digitalisation, and institutional resilience.*

The analysis emphasises that, in current conditions, the customs service serves not only as a fiscal and control authority but also as a key component of national security, the country's logistical stability, and economic recovery. Accordingly, personnel policy must reflect heightened requirements for professional training, integrity, psychological resilience, crisis-response capability, and integrated reaction to external threats.

The study closely examines strategic documents of the State Customs Service of Ukraine, particularly the Human Resources Management Strategy to 2030, its implementation plan, and the newly adopted professional standard for customs inspectors.

Special attention is paid to the transition towards a "public service officer" career model, which reflects the strengthened law-enforcement and security functions of customs institutions. The author argues that the war has not only driven regulatory changes but also reshaped the understanding of a public servant as a bearer of strategic values, ethical standards, and institutional stability in times of turbulence.

To broaden the analysis, a comparative perspective is applied. The article reviews doctrinal approaches to human-capital development in the customs services of EU member states, Central and Eastern Europe, and Asia. Particular focus is placed on European CustCompEU standards and World Customs Organization practices, as well as research by the Latvian school of administrative science on competency modelling, matrix assessment, and integration with education systems.

It is noted that Ukraine's approach broadly aligns with European models, yet retains its own characteristics determined by wartime conditions: a strong emphasis on personnel security, integrity checks, psychological preparedness, adaptive management, and institutional resilience.

The conclusion *highlights that the long-term success of the reform depends on continuous learning, leadership development, internal support mechanisms for professional growth, a culture of responsibility, and protection of staff from burnout. Above all, HR reform must be accompanied by investment in people, updated managerial approaches, and preservation of the professional core of the service.*

Key words: Ukraine's customs service, public service, human resource management, competency-based approach, professional standards, personnel reform, integrity, HR digitalisation, institutional resilience. European integration.

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Introduction. The customs service traditionally occupies a central place within the system of public governance, performing not only fiscal functions but also safeguarding economic security and facilitating international trade. In a context of growing trade flows, digital transformation, and heightened security challenges, the role of customs administration becomes particularly significant. This requires not only the modernisation of procedures and technologies, but also a reconsideration of approaches to human-resource management.

Ukraine, engaged in extensive institutional reforms and pursuing accession to the European Union, has embarked on a profound transformation of personnel management within its customs authorities. The shift from a legacy personnel-office model to a contemporary HR ecosystem includes the development of competency-based job profiles, the introduction of contractual

public service, rotation mechanisms, and systems for professional development and performance appraisal.

A distinctive feature of the Ukrainian experience is the implementation of these reforms under martial law, when state institutions operate under security, economic and organisational pressure. Despite this, the customs service not only maintains its modernisation trajectory, but uses HR reform as a tool for strengthening institutional resilience.

Particular attention is given to the digital transformation of HR processes, the introduction of professional standards, the promotion of a culture of integrity, and the use of international experience in customs modernisation. This enables a comprehensive assessment of the Ukrainian model within the broader context of contemporary public-administration reforms and global practices in human-capital management.

The purpose of this article is to analyse the development of a modern HR ecosystem within the Ukrainian customs service, assess its alignment with European standards, and explore the potential applicability of this experience in the modernisation of customs administrations in other states. The Ukrainian model may serve as a reference for countries seeking to enhance professionalism and integrity in customs operations, improve human-capital management, and reinforce institutional stability under conditions of crisis.

The methodological framework of the article combines general scientific and specialised methods, ensuring a comprehensive study of the transformation of the customs HR system. A structural-functional approach is used to determine the place of the HR ecosystem within public governance and its contribution to strengthening institutional capacity. A systems approach allows the reform of personnel management to be examined as an interconnected set of regulatory, organisational and procedural changes.

A comparative-legal method is applied to assess the alignment of Ukraine's reforms with European standards. Elements of case-study methodology are used to examine the practical implementation of HR instruments, particularly under martial-law conditions. This combination of methods provides a multi-dimensional analysis and supports well-grounded conclusions regarding the potential of Ukraine's HR reform model for the customs service.

Model of a Modern HR Ecosystem in Ukraine's Customs Administration: Strategic Foundations and Reform Instruments. An essential methodological element of the contemporary model of human-capital management is the recognition that the development of an HR system in the public service is impossible without investment in education, competency building, and social integration of personnel. Education and professional training are understood as core determinants of institutional competitiveness, while the capacity of human-resource systems to adapt to technological, social, and demographic change is viewed as a fundamental condition for public-sector resilience. As D. Tóth aptly observes, the humanitarian and educational dimensions of HR development have acquired strategic importance in the twenty-first century; she emphasises that the growth of human capital depends on the state's ability to ensure access to quality education, professional training, social mobility, and opportunities for groups traditionally facing barriers to inclusion (Tóth, 2017). Preparing future professionals therefore requires integrated education policies, labour-market forecasting, and state support for long-term competency-development models.

In the context of Ukraine's customs service, this logic of reform is reflected in the introduction of professional standards, the development of a system of continuous learning, strengthening of institutional culture, and the creation of new pathways for young people to enter the service. This makes it possible to consider the customs HR system not merely as an administrative subsystem, but as a tool for strengthening state resilience, in line with contemporary European approaches to strategic HR development.

The establishment of a modern personnel model within the Ukrainian customs administration is taking place amid systemic institutional transformation and rising demands on public service under wartime conditions. A central milestone in this process was the adoption of the Human Resources Management Strategy of the State Customs Service of Ukraine for 2025–2030 and the approval of its Implementation Plan (State Customs Service of Ukraine, 2025a). This document sets out a multidimensional framework for developing human-capital potential based on a competency-oriented approach, professionalisation, and organisational resilience, consistent with the European logic of public-service modernisation.

Contemporary scholarship on personnel systems increasingly views public service as part of a broader HR ecosystem that extends beyond traditional hierarchical structures and includes diverse forms of workforce engagement, inter-organisational cooperation, and technology-mediated coordination. As

Snell, Swart, Morris and Boon note, work is now organised in an ecosystem format, where interactions between employees and institutions are network-based, adaptive and inter-institutional. The authors argue that modern HR management must account for three core trends: technological mediation; the temporary and adaptive nature of employment relations; and shared-governance models (Snell et al., 2023). This perspective directly aligns with the transformation of Ukraine's customs personnel system, which combines цифрові HR-процеси (digital HR processes), mobility mechanisms, inter-institutional cooperation and an ethics-based framework. In doing so, it shifts from a bureaucratic paradigm towards an ecosystem grounded in competencies, trust and co-creation of public value.

The Strategy is embedded in national policies for institutional modernisation and fiscal sustainability, and is aligned with the National Revenue Strategy to 2030, the Customs Service Reform Plan for 2024–2030, and the public-administration roadmap linked to Ukraine's EU accession negotiations. This coherence reflects not only the Strategy's internal logic, but also its systemic role in advancing European integration in the customs sphere.

Conceptually, the Strategy views the customs service as a key component of economic and national-security architecture. Personnel reform is therefore understood not as a purely administrative undertaking, but as an investment in human and institutional resilience. A people-centred approach functions not as a rhetorical device but as a methodological principle: customs officers are regarded as bearers of professional values, agents of change and contributors to the intellectual and strategic development of the service. Accordingly, the overarching strategic goal is to build an ethical, competent and adaptable corps capable of performing effectively in a dynamic and risk-laden environment.

Experience of reform in developing states demonstrates that modernising HR systems requires more than organisational restructuring; it also demands development of human capital as a carrier of values and professional culture. An empirical study conducted at the Regional Office of Customs and Excise in West Sumatra (Indonesia) confirms that strategic talent-management mechanisms, combined with the development of spiritual quotient, significantly improve staff performance, strengthen ethical norms and enhance intrinsic motivation (Siswoyo et al., 2024). The authors stress that in customs services, fostering integrity and professional resilience is as important as traditional HR instruments, as the absence of such mechanisms results in “talented staff losing motivation, and the risk of organisational decline increasing” (Siswoyo et al., 2024, p. 147). In this regard, the Ukrainian model – which integrates competency standards, ethics-based mechanisms, certification and integrity frameworks – aligns with advanced international practice, demonstrating a mature institutional trajectory in the reform of customs personnel systems.

Similar approaches are evident in studies of the Western Balkans, where the modernisation of customs services is likewise understood as a process of structural adaptation to EU standards. Using the example of the Republic of North Macedonia, D. Ognanoski emphasises that the effectiveness of the customs service depends directly on the quality of human resources, the ability of customs officers to operate under changing conditions, ensure procedural transparency, and maintain a high level of professional culture. The author stresses that coordinated interaction between customs HR processes and related logistics structures, together with the development of motivation systems and managerial competencies, is essential for improving performance and reducing corruption risks (Ognanoski, 2015). In this context, the Ukrainian model – with its focus on competency frameworks, integrity, and anti-corruption standards – demonstrates a coherent trajectory of modernisation compared to regional practices.

The Strategy identifies a range of structural challenges: limited motivation and retention tools, the need to renew organisational culture, uneven workload distribution, fragmented training approaches, and insufficient digitalisation of HR processes. These issues are addressed through the introduction of the CUSTOMS institutional-transformation model, which encompasses competency development, managerial culture, digital services, mobility, and internal personnel security. Particular emphasis is placed on career pathways and rotation mechanisms that combine operational flexibility with the preservation of institutional memory – a mobility instrument characteristic of European customs administrations.

A key feature of modern HR governance in customs agencies, in line with European good-governance standards, is the implementation of systematic mechanisms for assessing HR functions and ensuring the quality of personnel processes. Academic research underlines that the effectiveness of the HR subsystem can only be achieved through periodic auditing of personnel-management practices, their alignment with strategic goals, and their capacity to support organisational resilience (Lepadat & Turnea, 2015).

As Lepadat and Turnea highlight, HR audit functions as a diagnostic tool that enables organisations to “identify strengths and weaknesses in the personnel system, assess its contribution to overall organisational performance, and support the correction of managerial decisions” (Lepadat & Turnea, 2015, p. 186). The authors note that HR audit is particularly relevant in crisis conditions, when there is a need to verify the effectiveness of personnel processes and sustain staff motivation. This approach reflects the logic of reform in the State Customs Service of Ukraine, where mechanisms for regular monitoring, evaluation, and adjustment of HR policy are being introduced, consistent with European practice in institutional learning and policy feedback.

Thus, the introduction of HR audit within the customs service may be considered an institutional tool for strengthening professional standards, transparency, integrity, and personnel resilience – a priority especially relevant under martial-law conditions and during post-war recovery.

A significant innovative element is the initiative to develop the Law of Ukraine “On the Status of a Customs Officer”, which formalises a shift from the traditional civil-service role towards a model of a public-service officer. Within this framework, the customs service is positioned as a law-enforcement institution with a strategic mandate to safeguard economic security, where professional ethics, integrity, and the protection of personnel become integral to institutional culture.

A key practical step in implementing the Strategy was the approval in 2025 of the professional standard “Customs Inspector” (State Customs Service of Ukraine, 2025b). Its development followed national education and labour legislation and underwent the required coordination with the National Qualifications Agency and the relevant trade union, reflecting European principles of inclusiveness and social dialogue. The standard enshrines a competency-based model for the customs inspector’s professional activity, emphasising analytical and risk-oriented thinking, digital skills, and adherence to anti-corruption standards. It is grounded in the paradigm of continuous professional development.

Another important dimension of the HR transformation is youth engagement and the institutionalisation of the “Customs Code” competition (State Customs Service of Ukraine, 2025c). This mechanism goes beyond promoting the service; it is designed to build a talent pool, foster analytical and creative competencies among students, and establish a sustainable channel for young professionals to enter the system. Practical cooperation with universities, competitive problem-solving, elements of public defence, and opportunities for subsequent internships create a new entry standard for the service – competitive, open, and merit-based.

The systemic nature of the approach is reinforced by the introduction of a cyclical mechanism for monitoring and adjusting policy – quarterly assessments, public reporting, and the adaptation of instruments depending on results.

Taken together, the HR strategy of the State Customs Service of Ukraine forms a comprehensive architecture for the development of human capital, combining ideological, legal, organisational, and educational components. Its implementation has the potential to position the customs service as a competitive employer with high standards of professionalism and integrity, and to build an HR infrastructure aligned with European Union standards and the demands of wartime and post-war recovery. At the same time, it should be noted that the implementation of these instruments in Ukraine is taking place under martial-law conditions, which complicates the institutionalisation of certain procedures and requires adaptive approaches to assessing effectiveness.

Comparative Perspectives on Customs Human Resource Governance. The modernisation of the HR system within Ukraine’s customs authorities is increasingly aligned with European doctrinal approaches to competency development in the civil service and integrated human resource management. Contemporary academic studies emphasise that sustainable and effective human capital development in customs administrations requires harmonised professional standards, competency-based personnel management, and continuous institutional learning grounded in supranational frameworks such as the EU Customs Competency Framework (CustCompEU). As noted in European scholarship, the historical diversity of institutional models and training practices across EU Member States has complicated efforts to ensure consistency of customs operations, knowledge exchange, and strategic human-capital development within the EU customs area (Pētersone & Ketners, 2021).

A particularly significant contribution comes from the Latvian school of administrative thought, which proposes a personalised and competency-focused model of professional development in customs services. Pētersone and Ketners argue that the effectiveness of customs institutions depends on their ability to

“systematise the requirements for specific customs positions and align them with the requirements of international and supranational organisations”, stressing that professional standards serve as a fundamental mechanism linking training, recruitment, qualification requirements, and organisational performance (Pētersone & Ketners, 2021, p. 6). Their approach, based on CustCompEU and WCO professional standards, promotes matrix-based competency assessment, modular learning, and formal coordination between customs agencies and educational institutions.

In this context, the integration of professional standards and competency frameworks is viewed not merely as a technical HR tool, but as a foundational component of institutional harmonisation and capacity-building within customs administrations.

At the same time, European scholars note that the effective implementation of competency standards is impossible without strong alignment between HR policy and process management. Pētersone, Ketners, and Krastiņš (2021) highlight that customs administrations still face insufficient coordination between job descriptions, professional standards, and business processes, which complicates the establishment of a coherent system for recruitment, assessment, and training. They emphasise the need for systemic mechanisms linking job-specific competencies, functional content, and training programmes, as well as the creation of unified educational pathways for customs professionals across universities and internal training centres. This conclusion is particularly relevant for Ukraine, where the development of a competency-based service model is combined with digitalisation, procedural unification, and the introduction of a new professional culture. The integration of process-based management with HR tools may act as a catalyst for strengthening professional standards and ensuring resilience within the customs HR infrastructure during wartime and the post-war recovery period.

Ukraine’s strategic shift towards a competency-based professional standard “Customs Inspector”, together with the institutionalisation of continuous learning and certification, aligns with the European trajectory outlined in academic literature. Moreover, the Ukrainian model expands this doctrinal basis through the integration of resilience-driven management principles, integrity mechanisms, formalisation of officer status, and youth-oriented recruitment pathways – elements shaped by the challenges of martial law and priorities of post-war recovery. Unlike the fragmented training landscape still characteristic of many EU Member States, where “training models lack a unified approach” and “differ significantly across countries” (Pētersone & Ketners, 2021, p. 8), Ukraine’s HR strategy establishes a systematically unified, centrally coordinated model embedding rotation, digitalisation, integrity screening and the development of professional identity.

As Le Hanh Van notes, within the context of the Fourth Industrial Revolution, digital transformation is reshaping human resource management in customs administrations, requiring the integration of human and artificial intelligence, process automation, and high-technology HR systems. The author stresses that the success of the “Smart Customs” model in Vietnam depends on the customs service’s ability to modernise digital infrastructure while simultaneously building a competency-driven workforce, supporting continuous learning, adaptability and institutional resilience. Success demands strengthened professional qualifications, a culture of innovation and a fair distribution of workload amid reductions in civil service staffing – allowing effectiveness to be maintained and sustainable development ensured during digital transition (Le, 2023).

It is essential to recognise that digitalisation not only optimises HR processes but also transforms approaches to competency management, motivation and communication. As A.–M. Toader observes, digitalisation of HR units increases labour efficiency, automates routine functions, introduces rapid feedback systems and enables more precise management of personnel data (Toader, 2020). She emphasises that these changes establish a new model of interaction between employees and institutions, wherein digital tools support continuous learning, performance management and internal communication, yet simultaneously require the updating of staff competencies and attention to cybersecurity and personal-data protection (Toader, 2020, pp. 127–131). This perspective conceptually aligns with the Ukrainian HR-transformation model in customs administration, which combines digitalisation, a competency-based approach and ethical standards of service, reinforcing the case for technological modernisation of human-capital management systems.

A study on the digital transformation of the National Tax and Customs Administration of Hungary demonstrated that the introduction of digital solutions significantly enhanced the efficiency of control activities, particularly through the automated comparison of data between the authority and taxpayers. As

A. Vozár and E. Bán (2024) observe, digitalisation has triggered not only technological shifts but also the emergence of a new management paradigm, in which digital tools streamline administrative procedures, increase transparency and strengthen the service function of fiscal authorities. The authors highlight that digital solutions have reduced inspection time, improved risk-based analysis, enhanced audit quality and gradually diminished the role of human intervention in routine control processes, while preserving the human role in evaluating complex behavioural dimensions. At the same time, digital transformation has reshaped organisational thinking, transformed job functions and underscored the need to develop new competencies, particularly analytical and digital skills (Vozár & Bán, 2024).

Evidence from Asia similarly confirms that the effectiveness of customs services depends on staff competence, balanced workload distribution and job satisfaction levels. Empirical findings from the Regional Office of the Customs and Excise Service of West Sumatra (Indonesia) indicate that professional competence has a positive and statistically significant effect on employee performance, whereas excessive workload has a counterproductive impact. Job satisfaction plays a mediating role by strengthening the effect of competence and mitigating the negative consequences of high workload (Angraini, Ahadiat, & Mardiana, 2025). The authors argue that strengthening educational programmes, improving internal control mechanisms and ensuring fair workload allocation are key preconditions for maintaining performance and institutional resilience in customs administration.

Taken together, Ukraine's reform trajectory reflects increasing alignment with European standards while also introducing institutional innovations shaped by national-security imperatives and the accelerated administrative transformation under martial law. This alignment enhances Ukraine's integration into the broader European customs-governance framework and reinforces its capacity to operate as a resilient, competency-based law-enforcement institution within the future security and trade architecture of the European Union.

A notable non-European example of HR transformation is the reform of China's customs service following the 2018 reorganisation, when the customs administration was merged with sanitary and quarantine authorities. As Nan Li observes, this institutional shift created significant challenges in human resource management, particularly in aligning personnel policies, overcoming differences in organisational cultures, and ensuring a fair and competence-based allocation of positions (Li, 2021). The study demonstrates that the previous HR model was primarily bureaucratic and procedural, with personnel units performing routine administrative tasks rather than being integrated into the strategic decision-making framework.

The author argues that the effective functioning of the renewed service requires a transition to the HR business partner (HRBP) model, in which HR departments act not only as administrators of formal procedures but also as strategic partners to the leadership. In this role, they are expected to analyse competency needs, support organisational change, and accompany reform processes. Survey results among customs officers show strong support for such an approach, driven by expectations of improved recruitment, onboarding, career development, and staff motivation (Li, 2021). At the same time, the study stresses that implementing HRBP in a state law-enforcement structure is complex and demands gradual cultural change, the development of HR analytics, and increased professional training for HR specialists.

The Chinese case confirms that structural reform of a customs administration without modernising its HR function may lead to imbalances in task distribution, reduced staff motivation, and ineffective rotation of personnel. Therefore, the integration of a strategic HR role and the development of a competence-based personnel system become essential conditions for enhancing the performance of customs authorities in the context of globalisation and emerging security challenges (Li, 2021).

Conclusions. The modernisation of the personnel model of the State Customs Service of Ukraine is not an isolated administrative initiative. Rather, it represents a broad institutional shift aimed at redefining the role of human capital in the functioning of the state during wartime and in the context of European integration. Moving away from a traditional administrative logic towards a model grounded in competencies, professional ethics, digital readiness, and continuous development reflects a gradual transition to the paradigm of a modern public institution capable of operating within a knowledge-based and high-risk environment.

The introduction of a professional standard for customs officers, the combination of educational instruments with certification practices, the establishment of pathways for youth recruitment, and the shaping of a distinct professional identity all signal a commitment to building a coherent and intellectually

capable personnel system. The Ukrainian approach is not a mechanical copy of European models: it is shaped by the logic of a security-focused state, where personnel policy is no longer a technical function but a component of national resilience. The experience of war has underscored the importance of integrity, adaptability, rapid response, and internal mobility—qualities often regarded as desirable in peacetime but essential in current circumstances.

Comparative analysis shows that Ukraine is moving in line with leading EU practices and innovative jurisdictions beyond Europe, yet doing so at a faster pace and under existential pressure. While European administrations refine competence-based systems over years, Ukraine must build them while simultaneously maintaining operational capacity at the border, countering threats, and preparing for integration into the EU customs union. This convergence of strategic planning and urgent operational needs defines Ukraine's unique trajectory, bringing together institutional discipline and openness to innovation.

The key outcome is the gradual development of a personnel ecosystem—not only a service that recruits and trains, but an institution capable of creating conditions for professional growth, intrinsic motivation, and ethical responsibility. Over time, this may foster a generation of customs officers equipped to work with risks, data, technology, and EU legal standards at a level comparable to leading European administrations.

However, the process should not be idealised. The scale of cultural change, the complexity of digital transformation, uneven staff capacity, and the pressures of war generate challenges that require flexibility, institutional learning, and a readiness to adjust strategic decisions. Success will depend on sustaining reform momentum, ensuring transparency and professionalism in HR practice, and—critically—protecting human resources in the literal sense by providing space for recovery, development, and meaningful service without burnout.

Thus, Ukraine's customs administration stands at a point where personnel reform has become a key marker of European integration and institutional maturity. Its ultimate impact will be measured not only by new regulations and training programmes but also by a transformation in the substance of the customs profession, the culture of service, and the institution's capacity to cultivate a new generation of public professionals who embody competence, resilience, and a value-driven commitment to public service.

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ФОРМУВАННЯ СУЧАСНОЇ ЕКОСИСТЕМИ УПРАВЛІННЯ ПЕРСОНАЛОМ У МИТНІЙ СЛУЖБІ: ВИСНОВКИ З УКРАЇНСЬКОЇ ТРАНСФОРМАЦІЇ

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Мета. Стаття присвячена комплексному аналізу трансформації системи управління людськими ресурсами в митній службі України в контексті воєнного стану, європейської інтеграції та загальносвітових тенденцій модернізації кадрових інституцій публічної влади. У центрі дослідження – перехід від традиційної адміністративно-бюрократичної моделі кадрової роботи до сучасної HR-екосистеми, орієнтованої на компетентності, стратегічний розвиток людського капіталу, цифровізацію та інституційну стійкість.

Зазначається, що митна служба в сучасних умовах виконує функції не лише фіскального та контрольного органу, а й ключового елемента національної безпеки, логістичної стійкості держави та економічної відбудови. Відповідно, формування кадрової політики має здійснюватися з урахуванням підвищених вимог до професійної підготовки, доброчесності, психологічної витривалості, здатності діяти у кризових умовах та інтегрованого реагування на зовнішні загрози.

У статті детально розглядаються стратегічні документи митної служби України – передусім Стратегія управління персоналом до 2030 року, План заходів її реалізації та новий професійний стандарт «Інспектор митний».

Автор обґрунтовує, що війна стала каталізатором не лише нормативних змін, але й переосмислення ролі державного службовця як носія стратегічних цінностей, етичних стандартів та гаранта стабільності держави в умовах турбулентності.

Для поглиблення аналізу застосовано порівняльний підхід. Розглянуто доктринальні моделі розвитку людського капіталу в митних службах ЄС, країн Центрально-Східної Європи та Азії. Особливий акцент зроблено на європейських стандартах CustCompEU і практиках WCO, а також на дослідженнях латвійської школи адміністративної науки щодо компетентнісного моделювання, матричної оцінки та інтеграції з освітнім середовищем. Наводяться приклади цифрової трансформації фіскальних служб у В'єтнамі та Угорщині, які демонструють, що модернізація HR є невід'ємною від розвитку інституційної аналітики, автоматизації процесів, прозорості й технологічної безпеки.

Результати. Зазначено, що підхід України загалом збігається з європейськими моделями, але має власну специфіку, зумовлену умовами воєнного часу: системний акцент на кадровій безпеці, перевірках доброчесності, психологічній готовності персоналу, розвитку адаптивного управління та інституційної стійкості. Автор наголошує, що поєднання стратегічного бачення, нормативного забезпечення та практичних інструментів створює умови для формування в Україні сучасної, ціннісно орієнтованої, професійної та конкурентної митної служби, інтегрованої в європейський простір безпеки та торгівлі.

У висновках підкреслено, що довгостроковий успіх реформи залежить від неперервності навчання, розвитку лідерства, створення внутрішніх інститутів професійної підтримки, культури відповідальності та захисту персоналу від професійного вигорання. Особливо важливо, щоб реформа HR супроводжувалася інвестиціями у людей, модернізацією управлінських підходів і збереженням професійного ядра служби.

Ключові слова: митна служба України, публічна служба, управління людськими ресурсами, компетентнісний підхід, професійні стандарти, кадрова реформа, доброчесність, диджиталізація HR, інституційна стійкість, європейська інтеграція.



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