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BURNOUT MANAGEMENT PROGRAMME FOR PERSONNEL OF THE STATE CRIMINAL EXECUTIVE SERVICE OF UKRAINE AS A TOOL FOR ENHANCING MENTAL HEALTH

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The article presents a Burnout Management Programme for personnel of the State Criminal-Executive Service of Ukraine as a comprehensive tool for promoting mental health under contemporary occupational challenges. The relevance of the programme is determined by the growing psychosocial risks associated with the professional activities of penitentiary personnel in the context of martial law, staff shortages, high workload, and the need to implement the provisions of the Strategy for the Reform of the Penitentiary System of Ukraine until 2026, as well as the recommendations of the Council of Europe regarding the preservation of staff mental health. It is substantiated that the professional activity of criminal-executive service personnel is carried out under conditions of constant psychological strain, high responsibility, risks to life and health, strict regulation of service duties, and prolonged emotional burden. These factors increase the likelihood of professional burnout, organisational stress, emotional exhaustion, and occupational maladjustment. The article emphasises the necessity of implementing systemic psychological interventions, particularly effective burnout prevention measures that integrate both individual and organisational support mechanisms. The conceptual model of the Burnout Management Programme for Ukrainian penitentiary personnel, its structure, and content are presented. The programme consists of five interconnected modules: understanding professional burnout; resilience and psychological recovery; psycho-emotional regulation and emotional intelligence; work-life balance as a self-preservation strategy; and organisational burnout prevention and psychological safety of personnel. A distinctive component of the programme is the intermodular work, which includes self-monitoring, reflective practices, individual assignments, and self-help tools aimed at reinforcing the competencies acquired during the training process. The potential of the programme is substantiated as a practical tool for supporting mental health, strengthening psychological resilience, reducing occupational exhaustion, enhancing psychological well-being, and fostering a culture of mental health promotion within the bodies and institutions of the State Criminal-Executive Service of Ukraine.

Keywords: *mental health, professional burnout, personnel of the State Criminal-Executive Service of Ukraine, resilience, psychological well-being*

Problem statement.

Maintaining the mental health of staff within the State Criminal-Executive Service of Ukraine is becoming particularly relevant in the context of the current transformations of the prison system, martial law, and the increasing psychosocial risks associated with professional activities. The implementation of the Strategy for Reforming the Penitentiary System of Ukraine until 2026, as well as the Council of Europe's recommendations on ensuring the psychological well-being and psychological safety of staff, highlight the need to introduce systematic approaches to supporting mental health, developing psychological resilience and preventing professional burnout among employees.

The professional activities of prison system staff are carried out under conditions of constant psychological stress, high levels of responsibility, strict regulation of duties, interaction with a specific population of prisoners and detainees, as well as exposure to potentially traumatic events. Additional factors contributing to the professional workload include the consequences of the full-scale war in Ukraine, staff shortages, an increased volume of duties, prolonged uncertainty, and the need to perform

professional duties under conditions of chronic stress. The combined effect of these factors increases the risk of organizational stress, emotional exhaustion, secondary traumatization, professional maladjustment, and burnout among staff.

The issues of mental health and psychological well-being in wartime are being actively researched by Ukrainian scholars (Karamushka, 2022; Korobka, 2016). Thus, an analysis of mental health problems during the war in Ukraine is explored in the works of L. M. Karamushka (2022). L. M. Korobka analysed subjective well-being in the context of individuals' adjustment to the conditions and consequences of a military conflict (Korobka, 2016). At the same time, the issue of preserving the mental health of prison system staff and developing effective mechanisms to support it remains insufficiently studied, particularly in the context of prolonged exposure to occupational and war-related stressors.

In contemporary psychological science, resilience is regarded as one of the key resources for overcoming the negative consequences of occupational stress. It is resilience that ensures an individual's ability to maintain psychological equilibrium, adapt to adverse

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circumstances, function effectively under prolonged stress, and preserve mental health. For those in high-risk professions, which include prison staff, developing resilience is one of the key approaches to preventing occupational burnout and psychological exhaustion.

Despite the growing attention to mental health issues in wartime, the development and implementation of comprehensive programmes to prevent occupational burnout among staff in Ukraine's prison system remain underdeveloped in both scientific and practical terms.

In this regard, the development and implementation of a Burnout Management Programme for personnel of the State Criminal-Executive Service of Ukraine is a pressing area of scientific and practical activity and an important tool for ensuring the mental health, psychological well-being and professional resilience of staff.

The aim of the study is to provide a scientific basis and present an original Burnout Management Programme for personnel of the State Criminal-Executive Service of Ukraine, developed on the basis of empirical research on staff mental health, contemporary resilience theories, and international approaches to burnout prevention in high-risk professions.

Results of the study and their discussion.

Answers to the questions of how and in what way prison staff are able to cope, recover and even grow psychologically and become stronger after difficult hardships pose a certain challenge for researchers and practitioners.

Psychological science is actively integrating global approaches, adapting them to the realities of modern Ukraine. There is currently a pressing need for in-depth, targeted research into the conditions for maintaining mental health.

According to S.D. Maksymenko, mental health is an aspect of health in general that emphasises a state of psychological well-being, the absence of pathological mental manifestations, and the capacity for effective activity and self-regulation in accordance with one's own (reflected) goals and interests (Maksymenko, 2008). Professional activity serves as an important context for maintaining an individual's mental health, as it is precisely the working conditions, the nature of professional tasks and the level of psychological stress that can both contribute to its maintenance and create additional risks.

The extreme nature of service for prison system staff, linked to constant readiness and the possibility of using weapons, has a negative impact on employees' emotional state, their mental and physical health, the quality of social interaction and, of course, their psychological resilience. The impact of negative psychophysical factors leads to a decline in interest in and satisfaction with work, and an increase in general tension within the team, which may manifest itself in rudeness towards subordinates, conflicts, breaches of discipline and the law, dereliction of duty, or a sense of permissiveness. A stressful environment contributes to the development of personality deviations associated with increased aggression or the presence of depression with suicidal tendencies.

Confirmation of these observations can also be found in the studies by Lambert E.G., Keena L.D., Haynes S.H., May D., & Leone M.C. (2020), which reveal occupational

stress as a component of staff's daily professional routine and as a factor that can affect both the physical and mental health of employees. The issue of mental health is of particular relevance in high-stress professions. Here, O.M. Kokun's psychological research on the stress resilience characteristics of individuals in high-pressure professions is also important to us (Kokun, 2018). The researcher identifies the psychophysiological, emotional, cognitive and integrative components of stress resilience in professionals in high-pressure roles, which ensure effective functioning under conditions of high professional workload.

The theoretical findings regarding the impact of occupational stress are corroborated by the results of our empirical study. In particular, our study was conducted between January – March 2025 and covered staff from various departments of penal institutions and remand centres of the State Penitentiary Service of Ukraine in the North-Eastern, South-Eastern, Western and Central-Western Interregional Directorates for the Enforcement of Criminal Sentences, as well as camps for the detention of prisoners of war ($n=8823$). We conducted a psychodiagnostic survey and The research data were processed using mathematical statistics: statistical analysis of the results was carried out (percentage analysis, analysis of mean group values, correlation analysis and the non-parametric Kruskal-Wallis test). The survey was conducted using Google Forms. The processing of the empirical data was carried out using the statistical software package SPSS 24.0 for Windows.

Indicators of organisational stress were confirmed in the respondents' basic personality and behavioural characteristics. A set of mathematical statistical methods made it possible to identify statistically significant differences: the correlation coefficient (r) for comparing indicators between groups in terms of job satisfaction and gender differentiation; and the non-parametric Kruskal-Wallis test (H) to establish the reliability and level of significance of intergroup differences based on the respondents' professional experience.

Analysis of statistically significant differences in the manifestation of organisational stress among prison staff revealed that its severity is associated with job satisfaction, gender differences, length of service and type of institution (staff in minimum, medium and maximum security facilities, staff at prisoner-of-war camps and staff at pre-trial detention centres). On most of the scales studied - capacity for self-awareness ($8.72-9.07$; $p \leq 0.05-0.001$), breadth of interests ($M=9.65-10.00$; $p \leq 0.05-0.001$), approval ($M=8.12-8.57$; $p \leq 0.01-0.001$), behavioural flexibility ($M=10.30-10.70$; $p \leq 0.05-0.001$), activity and productivity ($M=9.70-10.10$; $p \leq 0.01-0.001$) and the overall organisational stress index ($M=46.70-48.40$; $p \leq 0.001$) – statistically significant differences were found, indicating uneven manifestations of organisational stress across different groups of prison system staff.

The most pronounced factor of differentiation was found to be job satisfaction. On virtually all scales, staff with higher levels of satisfaction demonstrate better indicators of personal functioning and lower levels of organisational stress compared to staff with lower levels of satisfaction, which is to be expected. This is particularly

evident on the scales of self-awareness, breadth of interests, behavioural flexibility, activity and productivity, and the overall organisational stress index, where statistically significant differences were recorded in almost all staff groups. This provides grounds for considering job satisfaction as an important protective resource in overcoming organisational stress.

Gender differences are less uniform, but also have statistically significant effects. These are most pronounced on the scales of approval ($M=6.57-9.41$; $p\leq 0.01-0.001$), activity and productivity ($M=6.56-10.33$; $p\leq 0.05-0.001$) and the overall organisational stress index ($M=39.86-47.16$; $p\leq 0.001$). This indicates the presence of certain gender-specific characteristics in the experience and manifestations of organisational stress, particularly in forms of social interaction, self-actualisation and the subjective perception of professional strain.

Professional experience is also a significant factor in the variability of indicators, as a number of scales show a tendency towards a gradual decline in positive indicators or their unstable dynamics depending on the length of service within the system. The most consistent differences are found in the overall indicator of organisational stress ($M=46.25-49.76$; $p\leq 0.01-0.001$), as well as in individual components of the personal self-regulatory resource, such as the capacity for self-awareness ($M=8.54-9.64$; $p\leq 0.05-0.01$), breadth of interests ($M=9.00-10.44$; $p\leq 0.05-0.001$) and activity and productivity ($M=9.54-10.66$; $p\leq 0.05-0.001$). The results obtained may indicate the accumulation of organisational stress, the depletion of internal resources or a change in the style of professional adaptation during long-term service.

A comparison of staff at different types of correctional facilities shows that the most striking differences are found among staff at maximum-security prisons, remand centres and prisoner-of-war camps. It is in these groups that statistically significant differences are most frequently found on the scales of approval, behavioural flexibility, activity and productivity, and on the overall indicator of organisational stress. This may be linked to a more stressful professional environment, more challenging working conditions, greater emotional investment in professional relationships, and a higher level of responsibility.

The overall indicator of organisational stress attracts particular attention, as it is precisely this indicator that reveals the most stable and statistically significant differences across all three criteria - level of satisfaction, gender differentiation, and professional experience. This suggests that organisational stress among prison system staff is shaped by a combination of both individual-psychological and organisational-professional factors. This underscores the need for a differentiated approach to the psychological prevention, support and management of organisational stress among staff in different types of prison institutions.

The results obtained showed that the most significant stress factors include dissatisfaction with professional activities, long-term service, the specific nature of working conditions in institutions of varying security levels, remand centres and camps for the detention of prisoners of war, as well as gender-specific differences in responses to

professional workload, which invariably affect their mental health. The combined effect of these factors leads to increased organisational stress, the depletion of adaptive resources, and the development of symptoms of emotional burnout.

The identified stressors highlight the need to identify psychological resources capable of ensuring effective adaptation of staff to the conditions of their professional activities. In this context, the phenomenon of resilience takes on particular significance in both individual and systemic terms, emerging as one of the key resources for supporting mental health and preventing professional burnout within the State Criminal-Executive Service of Ukraine.

For the development of psychological support for staff within the State Criminal-Executive Service of Ukraine, it is important for us that a theoretical approach to understanding resilience was proposed by K. Reivich and A. Shatte. Their approach conceptualizes resilience as a set of cognitive, emotional, and behavioural skills that enable individuals to effectively cope with adversity, adapt to changing circumstances, and maintain psychological balance. The authors emphasise that resilience is not a fixed personal characteristic but a capacity that can be cultivated through targeted work on thinking patterns, emotional regulation, and behavioural responses, highlighting its developmental and trainable nature (Reivich & Shatté, 2002).

Our research into developing resilience among prison staff and reducing the symptoms of professional burnout is based on the approaches of P. Bartone, R. Ursano, and K. Wright, with the practical model being that of military resilience. The researchers explored the determinants of resilient adaptation, emphasising the capacity to sustain psychological and professional functioning in the face of extreme stress, combat-related experiences, prolonged uncertainty, perceived loss of control, and moral challenges (Bartone, Ursano & Wright, 1989). The authors emphasise that resilience is a set of cognitive, affective, and behavioural characteristics, and that the preservation of psychological functioning is based on the subjective perception of the situation - i.e. not an objective threat, but rather the interpretation of the event as controllable or uncontrollable affects resilience (Bartone, Ursano & Wright, 1989).

We must add the results of our empirical research, which confirm that employees with a high level of resilience demonstrate a more pronounced internal locus of control over health, higher indicators of positive mental health, and a more adaptive attitude towards professional workload. Conversely, low resilience is associated with a greater sense of helplessness, greater dependence on external or unpredictable circumstances, and higher levels of organisational stress. Statistically significant differences were found between groups with different levels of resilience across all indicators studied, providing grounds for considering resilience as an important resource for professional adaptation, and locus of health control as a psychological mechanism mediating the perception of occupational stress, the choice of self-regulation strategies, and readiness to maintain one's own health (Paskevsk, 2026).

In support of our arguments regarding the development of a systematic institutional programme for managing professional burnout among prison staff, it is worth citing the work of G.P. Lazos regarding the content of psychological/psychotherapeutic intervention aimed at fostering and developing resilience (Lazos, 2018). G. Lazos (2018) defines resilience as a multidimensional biopsychosocial process that unfolds through the interaction of individual, interpersonal, and social resources, facilitating recovery from traumatic events and creating conditions for subsequent personal growth. Resilience plays a significant role in the capacity for and development of post-traumatic growth (S.G. Lepore & T.A. Revenson, 2006). A similar perspective is found in the influential modern concept of the post-traumatic growth model developed by R. Tedeschi and L. Calhoun. The model conceptualises post-traumatic growth as a positive transformation in psychological functioning that may occur following successful adaptation to major life challenges and traumatic experiences. (Tedeschi & Calhoun, 2004).

The research findings and contemporary concepts of resilience formed the theoretical and methodological basis for the development of the programme. Given that professional burnout has negative consequences not only for the employee themselves but also for the functioning of the institution as a whole, it is appropriate to view burnout syndrome not merely as an individual problem of a single employee, but as a collective and organisational phenomenon. It is at the systemic level that the programme for managing professional burnout among prison staff in Ukraine has been justified, in response to the Ministry of Justice of Ukraine's Strategy for Reforming the Prison System for the period up to 2026 (Objective 7: Creating conditions for the prevention of professional deformation and emotional burnout among prison staff).

In the conceptual framework of the programme for managing emotional burnout among prison staff, we proceeded from the premise that its particular importance stems from the specific legal and security situation in the region, which is of particular relevance in the context of military operations on Ukrainian territory, as well as the need to take into account the security levels of prisons, remand centres and prisoner-of-war camps. Methodologically, the programme is based on the resilience approach and model by L. S. Meredith (2011). The authors identify several key components: psychological flexibility, emotional regulation, self-efficacy, social support, and team cohesion (Meredith L. S. et al., 2011).

Special attention is devoted to the organisational dimension of resilience, which encompasses staff training systems, mental health monitoring, burnout prevention initiatives, and leadership practices designed to support personnel in stressful work environments (Meredith et al., 2011). The authors conceptualise resilience as a multi-level construct shaped by the interaction of individual factors (personal competence, self-regulation, and coping strategies), interpersonal resources (peer support, trust, and team dynamics), and organisational conditions (a culture of care, accessible support programmes, and psychologically informed leadership). We share the view

that an effective resilience support system requires the integration of psychological, educational, and administrative measures, not just individual training (Meredith L. S. et al., 2011), a view that is also confirmed by our empirical research.

The programme is designed to address the challenges associated with managing professional burnout among staff in Ukraine's prison system:

- the lack of comprehensive work on the prevention of professional burnout among prison system staff
- insufficient methodological and resource support
- a large number of situations characterised by high emotional intensity and cognitive complexity in interpersonal communication
- the intensity of psychophysiological exhaustion coupled with the absence of a system of compensatory measures
- a reduced level of motivation due to limited opportunities for personal fulfilment
- a low level of knowledge regarding methods of psychological self-regulation
- in the absence of fully staffed departments and an increased workload in the performance of duties, staff become 'jack-of-all-trades', which blurs the boundaries of responsibilities and creates additional stress.
- as prison staff are forced to spend a significant amount of time in the specific conditions of their duties, the driving force behind the onset of the main symptoms of professional burnout begins in conditions of isolation and a lack of awareness of what is happening.
- lack of rest areas within prison premises
- limited/no access to a specialist/psychologist
- insufficient or lack of support from colleagues.

The aim of this programme for the State Penitentiary Service of Ukraine is to prevent professional burnout among prison system staff by developing skills in stress management, emotional self-regulation, and psychological resources, maintaining psychological well-being, and fostering a culture of psychological safety within Ukraine's prison system.

The programme is based on evidence-based practices (CBT, EAP, Mindfulness) and adapted to the realities of the Ukrainian prison system. Its implementation will help reduce burnout, improve the working environment and enhance staff effectiveness.

The programme model is three-tiered, specifically comprising the following levels: the Department for the Execution of Sentences of the Ministry of Justice of Ukraine, inter-regional directorates for the execution of criminal sentences, and penal institutions.

The programme is structured around five modules, which can be delivered either individually or as a comprehensive training course. It is designed to run over one year. The programme includes inter-module work comprising homework assignments, self-reflection workbooks and self-help exercises. The overall approach to inter-module work aims to integrate employees' knowledge into practice through self-observation, self-help techniques and mutual support within work teams. The duration between modules can range from 6 to 8 weeks.

The content of the programme's modules includes:

1) Understanding occupational burnout. The aim is to familiarise staff with the mechanisms of occupational burnout, risk factors and methods of prevention. The module lasts 2 working days (12 hours).

2) Resilience and psychological recovery. The aim is to teach participants methods of emotional self-regulation, the development of emotional intelligence and effective teamwork. Duration: 3 working days (18 hours).

3) Psycho-emotional regulation and emotional intelligence. Objective: to teach participants methods of emotional self-regulation, the development of emotional intelligence and effective teamwork. Duration: 3 working days (18 hours)

4) Work-life balance – a self-preservation strategy. Objective: to teach participants effective time management, how to establish healthy boundaries between work and personal life, and strategies for maintaining psychological and physical well-being. Duration: 2 working days (12 hours).

5) Organisational burnout prevention and psychological safety of staff. Objective: to develop organisational mechanisms for supporting staff's psychological and emotional well-being, devise burnout prevention strategies at team and organisational levels, and foster a culture of psychological safety in the workplace. Duration: 2 working days (12 hours).

The delivery of the psychological training for each module involved the use of a specialised system of psychotechnological methods. The main format of the programme is group training sessions. This approach is considered more effective as it fosters the development of information-sharing skills, teaches participants to

understand and express their views, and allows them to practise the necessary skills.

Each module comprises: a theoretical section, a practical section, case studies, reflection, and methodological instructions for the trainer. The structure of each training session utilised interactive techniques that facilitate the implementation of the three main components of the methodology: a) revealing the essence of a particular phenomenon (process) and its specific characteristics; b) diagnosing certain psychological characteristics that influence the manifestations of a particular phenomenon (process); c) the implementation of corrective and developmental exercises to develop specific psychological characteristics (of the individual, group or organisation) that directly or indirectly influence the manifestations of the components of a particular phenomenon (process). The structure of the session includes: the objective, duration of the session, session plan and a detailed description of the session. The recommended frequency of sessions is at least once a week. The following content-based techniques were used: work in small groups; inter-group discussion; brainstorming; role-play/business games; case studies; creative homework assignments, etc. We also took into account existing literature on the specifics of developing training programmes, particularly in wartime conditions (Zlivkov & Lukomska, 2022).

Implementing a programme to manage professional burnout among prison staff will enable comprehensive changes to be achieved. The expected outcomes encompass knowledge, skills, a change in attitude towards burnout, and organizational improvements, making it an effective tool for enhancing staff well-being (Table 1).

Table 1. Expected Outcomes of the Burnout Management Programme

1. Expected knowledge and understanding	Participants will gain a deep understanding of: The nature and mechanisms of professional burnout: - The definition of burnout as a syndrome of emotional exhaustion, depersonalisation and reduced professional effectiveness (according to K. Maslach). - The main stages of burnout and their symptoms. - Specific risks of burnout in the prison system (high levels of stress, dealing with aggression, emotional strain, strict administrative requirements). Factors contributing to burnout: - Organisational (workload, lack of support, bureaucracy). - Personal (perfectionism, low emotional flexibility). - Social (conflicts within the team, societal stereotypes regarding the prison system). Consequences of professional burnout: - Impact on mental and physical health. - Reduced quality of work performance. - Increased conflict and reduced team effectiveness. - High staff turnover in the prison system. Methods for preventing and managing burnout: - Cognitive-behavioural techniques for changing destructive beliefs. - Strategies for stress management and emotional self-regulation. - Tools for managing the boundaries between work and personal life. - Organisational practices for staff support.
2. Skills and competencies developed	Upon completion of the programme, participants will be able to: Identify early signs of professional burnout in themselves and their colleagues. Use stress management techniques: - Breathing exercises to reduce tension. - Progressive muscle relaxation (the Jacobson method). - Mindfulness to manage emotional reactions. Develop emotional resilience and self-regulation: - Recognise your own emotional triggers.

	- Use 'emotional pause' techniques to reduce aggression and irritability. - Develop adaptive thinking skills to reduce stress. Effectively balancing work and personal life: - Use time-management techniques to reduce overload. - Set healthy boundaries between work and personal time. • Use emotional recovery practices in your free time. Build a supportive professional environment: - Foster a culture of mutual support and psychological safety within the team. - Use constructive conflict resolution techniques. - Support colleagues in overcoming burnout
3. Dispositions (values, attitudes, beliefs)	The programme will help foster positive changes in attitudes towards work, mental health and interactions with colleagues. Changing attitudes towards professional burnout: Realising that burnout is not a sign of weakness, but a natural reaction of the body to overload. Willingness to seek help and support. A positive attitude towards preventive measures. Fostering a culture of self-care and self-support: Recognising the importance of self-reflection and emotional recovery. Recognising the need for rest and respecting one's own resources. Developing a consistent habit of mental hygiene. Developing empathy and collective mutual support: The ability to recognise signs of burnout in colleagues and offer support. Recognising the importance of teamwork for emotional well-being. Willingness to participate in corporate initiatives to prevent burnout. Organisational changes resulting from the programme's implementation: Reduced staff turnover in the prison system. Increased productivity and efficiency among staff. A reduction in the number of conflicts within the team. Improvement of the image of prisons as places that care about the mental health of staff. The development of a sustainable corporate culture of psychological safety

A pilot test of the programme was conducted to assess its practical feasibility and implementation potential. The programme for managing professional burnout among prison staff was tested between November and December 2025 in eight groups, involving staff from various departments of correctional institutions and remand centres under the State Penitentiary Service of Ukraine, representing three management levels of the prison system: the Department for the Enforcement of Criminal Sentences (2 groups: the Personnel Department and the Department of Resocialisation and Social Rehabilitation), the South-Eastern Interregional Directorate for the Enforcement of Criminal Sentences, the North-Eastern Interregional Directorate for the Enforcement of Criminal Sentences, the state institution 'Kamianka Correctional Colony (No. 34)', the state institution 'Zaporizhzhia Remand Centre', the state institution 'Poltava Correctional Facility (No. 23)', and the state institution 'Kharkiv Correctional Colony (No. 43)'. In total, 56 participants completed the programme, including 25 women and 31 men.

A significant outcome of the programme was the development by each group of a 'Code of Psychological Safety', which will subsequently be integrated into the psychological safety of the day-to-day work of staff at penal institutions. These codes demonstrated the staff's ability to take responsibility for the emotional climate and to establish new standards of interaction. The process of jointly creating the Codes had a significant collaborative effect. These prepared Codes are comprehensive institutional documents.

At the individual level, the programme contributed to an increase in emotional literacy, a deeper understanding

of one's own emotional reactions, the patterns of professional burnout, and stress triggers. Many staff members noted that, for the first time, they were able to recognise signs of emotional exhaustion that had accumulated unnoticed or suppressed over the years. Participants noted a reduction in internal tension and a high level of motivation to implement tools for reducing stress and enhancing emotional stability. The emergence of a 'language of emotions' in an environment traditionally dominated by rigid communication models represents a significant step towards psychological literacy and resilience.

At an interpersonal level, the programme significantly strengthened trust, empathy and mutual support within teams. Group discussions helped staff to see not only their colleagues' professional roles, but also their personal experiences. This reduced conflict, lowered levels of defensive behaviour and opened up opportunities for constructive collaboration. The collective creation of Psychological Safety Codes served as a platform for establishing new norms of interaction based on respect, safety and mutual responsibility. In many pilot groups (it should be noted that the groups consisted of participants from different organisational units), an improvement in the working atmosphere, a reduction in tension and the emergence of a more friendly tone of communication were observed.

At the level of pilot institutions, the programme demonstrated that it is possible to implement trauma-informed psychosocial practices even in highly complex institutional settings. The administration created conditions for staff participation, supported the facilitators and ensured the continuity of the sessions. Importantly,

management demonstrated a positive attitude towards the programme, which reduced prejudice regarding psychological issues and the a priori stigmatisation of emotional vulnerability.

At the systemic level, the programme demonstrated the presence of political will, institutional support and the potential for scaling up. The Department for the Execution of Criminal Sentences, in particular the Human Resources Division, provided managerial leadership and administrative support, demonstrated a high level of readiness to implement the programme, whilst the facilitators themselves showed an increased level of competence in working with staff on the subject and motivation to continue their work. Such alignment across the levels of the system is a key prerequisite for the sustainable integration of psychosocial approaches into institutional practice.

Conclusions

Preserving the mental health of staff at the State Criminal-Executive Service of Ukraine is an important scientific and practical task in the context of prison system reform, martial law, staff shortages and increasing psychosocial risks in professional practice.

The empirical study involving 8,823 staff members demonstrated that the level of organisational stress is statistically associated with job satisfaction, length of service, gender characteristics and working conditions in various types of prison institutions. The results indicate that dissatisfaction with professional activity, prolonged exposure to occupational stressors, service in high-security institutions, and the accumulation of professional workload contribute to the depletion of staff's psychological resources and increase the risk of developing occupational burnout.

The programme developed to manage professional burnout among staff of the State Criminal-Executive Service of Ukraine is based on an understanding of resilience as a key resource for strengthening the mental health of staff in the prison system. It is the development of resilience, self-regulation skills, psychological recovery and mutual support that are identified as the main mechanisms for preventing professional burnout and supporting the psychological well-being of staff. An important feature of the programme is its three-tiered structure and the comprehensive nature of its impact, which is implemented at the individual, interpersonal and systemic levels.

A pilot trial of the programme demonstrated its practical feasibility and potential effectiveness. Participation in the programme contributed to improving staff emotional literacy, developing stress management skills, strengthening mutual support within teams, fostering psychological safety, and raising awareness of mental health issues among both staff and management. Among the significant outcomes, staff highlighted the restoration of a sense of professional dignity, a sense of belonging to a professional community, and an awareness of the significance of their own work. For many, participation in the programme was their first experience of systematic emotional support and care from the institution. A valuable outcome was the development by participants of Psychological Safety Codes, which

confirmed the potential for integrating mental health principles into the organisational culture of prisons.

The proposed programme can be regarded as a promising tool for strengthening mental health, developing resilience, preventing professional burnout and fostering a culture of psychological well-being within the bodies and institutions of the State Penitentiary Service of Ukraine. A prospect for further research is the evaluation of the programme's long-term effectiveness and its scaling up to all bodies and institutions of the State Criminal-Executive Service of Ukraine.

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ПРОГРАМА УПРАВЛІННЯ ПРОФЕСІЙНИМ ВИГОРАННЯМ ПЕРСОНАЛУ ДЕРЖАВНОЇ КРИМІНАЛЬНО-ВИКОНАВЧОЇ СЛУЖБИ УКРАЇНИ ЯК ІНСТРУМЕНТ ЗАБЕЗПЕЧЕННЯ ПСИХІЧНОГО ЗДОРОВ'Я

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У статті представлено програму управління професійним вигоранням персоналу Державної кримінально-виконавчої служби України як комплексний інструмент забезпечення психічного здоров'я в умовах сучасних професійних викликів. Актуальність розробки програми зумовлена зростанням психосоціальних ризиків у професійній діяльності персоналу пенітенціарної системи в умовах воєнного стану, кадрового дефіциту, високого рівня професійного навантаження та необхідності реалізації положень Стратегії реформування пенітенціарної системи України до 2026 року, а також рекомендацій Ради Європи щодо збереження психічного здоров'я персоналу. Обґрунтовано, що професійна діяльність персоналу кримінально-виконавчої служби здійснюється в умовах постійної психологічної напруги, високої відповідальності, ризику для життя та здоров'я, жорсткої регламентації службової діяльності й тривалого емоційного навантаження, що підвищує ймовірність розвитку професійного вигорання, організаційного стресу, емоційного виснаження та професійної деформації. Наголошено на необхідності впровадження системних психологічних технологій, зокрема, ефективної профілактики професійного вигорання, що потребує поєднання індивідуальних та організаційних механізмів підтримки персоналу. **Розкрито концептуальну модель програми управління професійним вигоранням пенітенціарного персоналу України, її структуру та змістове наповнення.** Програма складається з п'яти взаємопов'язаних модулів: розуміння професійного вигорання; резильєнтність та психологічне відновлення; психоемоційна регуляція та емоційний інтелект; баланс роботи та особистого життя як стратегія самозбереження; організаційна профілактика вигорання та психологічна безпека персоналу. Окремим компонентом програми визначено міжмодульну роботу, яка включає самоспостереження, рефлексивні практики, індивідуальні завдання та інструменти самопомогі. Обґрунтовано потенціал програми як **інструменту підтримки психічного здоров'я, розвитку психологічної стійкості, зниження рівня професійного виснаження, зміцнення психологічного благополуччя та формування культури збереження психічного здоров'я в органах та установах Державної кримінально-виконавчої служби України.**

Ключові слова: психічне здоров'я; професійне вигорання, персонал Державної кримінально-виконавчої служби України; резильєнтність, психологічне благополуччя

Декларація про використання штучного інтелекту. В роботі над цією статтею було використано інструменти штучного інтелекту для перевірки правопису та вдосконалення стилю тексту. Задум, зміст та наукові результати є авторськими. Текст був перевірений і відредагований автором.

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