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COMPETITIVENESS MANAGEMENT THROUGH CORPORATE TIME MANAGEMENT, PREVENTIVE INFORMATION AND LEGAL SUPPORT AND PREVENTION OF STRATEGIC RESOURCE ALLOCATION RISKS

Maryna Petchenko,

Ph.D. in Economics,

Liudmyla Oliinyk,

Ph.D. in Economics,

*Kremenchuk flight college Kharkiv National University of Internal Affairs,
Kremenchuk, Ukraine,*

Volodymyr Rossokha,

Doctor of Sciences (Economics), Professor,

National Scientific Centre «Institute of Agrarian Economics»,

Kyiv, Ukraine

A recent study by The Boston Consulting Group and World Skills found that almost 4 million Ukrainians are in a «qualification pit». That is, one in four employees is "out of place" in a job for which they are insufficiently

qualified (or overqualified). The problem is global: more than a third of the world's professionals (36 percent) hold positions that do not match their qualifications.

Obviously, it is not only the employees who suffer but also the employers: 27% claim that applicants do not have the necessary professional and communication skills. Moreover, the global economy's losses from this mismatch are already estimated at \$5 trillion a year (data from the Organization for Economic Co-operation and Development). According to the forecasts of The Boston Consulting Group, by 2030 they will increase to \$6 trillion a year [5, 6]. At the same time, companies are not striving to change their recruitment strategy, each time trying to find a candidate who perfectly fits the requirements. This trend is particularly detrimental to the quality of recruitment of mass personnel (drivers, salespeople, cashiers, waiters, couriers, security guards, loaders and other specialists). The recruitment process can be significantly accelerated and its quality improved by taking a broader view and hiring employees based not on existing competencies but on the potential capabilities of the candidates, which makes the topic of the research relevant.

Among the main reasons for the increasing losses that the global economy facing as the «qualification pit» sucks in more and more talent, experts from The Boston Consulting Group highlight the lag between skills renewal from the speed of technology development and the shortage of talent. This put two challenges for businesses: implementation is in step with the times of staff training programs and keeping of the best professionals.

The latter is particularly relevant considering that members of the mass professions are highly mobile, that is, they tendentious to change jobs frequently. Almost one in three (32%) did so at least once in 2018, while 4% changed jobs four or more times. And very often people are pushed to do so by a lack of opportunities for growth [3; 8].

Another argument in favor of training of employees within the company is the inability to acquire some of the skills needed for the job on their own. Josh Davies, head of the Centre for the Development of Work Ethics in Denver, predicts that more than 40% of new jobs will be in the "middle skills" segment by the end of the current decade, i.e. requiring more competencies than a high school graduate, but fewer than university graduates [1; 9]. At the same time, almost every third representative of a mass profession (29%) has declared his or her desire to obtain a specialty that is not related to the one in which he or she currently works, every fourth (23%) would like to deepen his or her professional skills, and every tenth (11%) would like to obtain additional skills in related industries. This indicates that there is a demand for training from the part of employees and employers need to satisfy it [2; 4; 10].

According to Thomas Kachan, professor at the Massachusetts Institute of Technology, in the current environment employers should treat employees as an asset to be managed rather than a cost to be controlled [7]. Thus, the implementation and application of a training program in a company requires some costs, but it is a serious contribution to increasing the productivity, involvement and loyalty of the staff. And all of these metrics directly correlate with business profitability.

Also, the fact that a company invests in staff training is an indication to potential employees that it is possible to grow and develop in the company. Moreover, this is one of the needs of the mass professions representatives, for the satisfaction of which they are ready to change jobs (in 52% of cases the reason for this step is the lack of opportunities for growth in the current place of work). In fact, training programs strengthen the HR-brand of a company, making it more attractive and reliable for an ordinary candidate. And strong employer brand is especially important for companies that have branches across the country and face the problem of seasonal hiring [10]. Deloitte Access Economics predicts that up to 2030, two-thirds of jobs in one way or another will be tied to soft skills (in comparison to half in 2000). Their importance is increasing as technology develops. More and more processes can be automated, and in these conditions, "soft skills" come to the fore: responsibility, discipline, emotional intelligence, the ability to communicate with others, the desire to achieve goals and others [8].

That employee who has the "flexible skills know how to work in a team, listen and hear people around he. Mass professions are mostly about communicating with people, so this is especially relevant for their representatives. This is why when hiring such employees you should focus on their personal qualities rather than on their "crusts" and work experience. Teach a person to use a POS terminal is much easier than teaching him how to communicate. For the same reason, you should not ignore pre-retirement candidates with extensive experience in any field. Recruiters often label them as "too good". But on the one hand, they are usually ready and willing to learn, and on the other hand, they are good candidates for promotion because of their education and experience (e.g. they make excellent deputy of managers) [5]. Launching a training program today is an investment that will pay off tomorrow. In a world where artificial intelligence has already begun to displace people from their jobs, the latter must continually learn to remain in demand as professionals. And a company that provides such an opportunity will always be one step ahead of the competitors.

The training of personnel capable to work productively in a business environment, their rational deployment in structure and space and an effective management culture depend on the quality of human resources management and are therefore key to the organization's success. No company can set

up an effective production, marketing, finance, sales or accounting systems without a motivated and skilled workforce. Human resource management takes on a special significance in the face of global competition and rapid scientific advances, during which technology, products, operational methods and organizational structures are rapidly becoming obsolete and employee knowledge and skills are becoming the main source of sustainable prosperity in a competitive business environment. In this situation, it is necessary to regularly monitor the condition of the workforce, which is realized through the organization of a comprehensive system of personnel assessment of the organization. An appraisal process is a systematic approach to summarizing and evaluating all the information that has been obtained from testing and using it to make decisions about the further career or employment of workers.

The activity of staff is under the close attention of managers. Based on their own observations and information about the performed work, each manager does conclusions during the work process that characterize the actions of the subordinate. In essence, this is an evaluation. But, in the system of personnel management in the business environment, a special role is assigned to appraising the work results and effectiveness of staff work. Evaluation is built from carefully organized procedures, implementation of which allows you to collect and accumulate information about the results of work, business characteristics of workers, to find reserves to improve effectiveness, make informed management decisions. When implementing the evaluation procedures, not only of the professional parameters of the work requirements but also some features of individual behavior which influence on the results of work, as an example, observance of principles, norms and rules established in the organization, are revealed.

The process of appraising an organization's personnel consists of the following steps:

1. Define the strategy and objectives of the organization. Conduct a survey of owners, top managers to formulate the strategy, benefits, key activities indicators and factors of success of the organization.
2. Formulation of the personnel's main tasks arising from the organization's strategy. To formulate the requirements for the filling of contents of the set of competencies of specialists; to understand how specialists should behave in a team; to determine what a concrete specialist can do for other team members and the company as a whole within the framework of the responsibilities, he/she will have or already has in place.
3. Development of a scientific and methodological approach to personnel assessment. Formation of a competence system: using a readymade model or creating a new system. It is possible to involve external consultants or develop competencies yourself.

4. Establishment of the data system required for the assessment. The necessary information may include: list of specialists, list of personal competencies, list of job salaries, list of experts, score system, evaluation letters.

5. The development of a rating scale for each level of competence. The scale is created to describe unacceptable (unacceptable behavior for the organization), acceptable (minimum acceptable requirements) and outstanding (the best behavior) levels of employee behavior in the workplace.

6. Definition of a model (profile) of an employee's competence the ideal model for assessing the competence of an employee's professional level is noted.

7. Modelling real salary based on competencies. Formation of a mathematical model of an employee's real salary based on competence analysis, testing of the model, analysis of the obtained results.

8. Application of the developed methodological approach. Introduction of the methodology into the organization activity ensures a link between the personal abilities, qualities and behaviors of the employee and the tasks that are assigned to him or her.

Personnel appraisals provide information about the potential abilities and growth potential of personnel, the effectiveness of employee's work, causes of inefficiency of individual workers, ways to improve work organization, the needs and priorities for training and professional development. However, managers can make mistakes when organizing and conducting assessments. That is, assessments may be undertaken without a clear understanding of their goals and objectives. The result is the development of a program that will be ineffective. Errors can occur in both the organization and the evaluation phases.

An essential requirement is the effectiveness of the appraisal system. Validity is achieved when there is a clear link between results of work and pay, a high level of motivation and maximum output from employees. A second requirement is that the appraisal system must be used practically. The condition of practicality is achieved when the appraisal system becomes easy to use in practice both for the people who carry out the appraisal and for those who are appraised. The process of implementing an assessment system will be difficult if the assessment methods are complex and the assessment indicators are questionable.

The organization of a comprehensive system of personnel assessment of the organization in a competitive business environment has been defined. It is proved, that preparation of the personnel capable to work productively in the business environment, it is rational placing in structure and space, an effective culture of management depends on quality work of HR service and accordingly is a guarantee of the organization's success. Systematized

data sources, data collection methods, procedures for assessing an organization's personnel and levels of assessment of the organization's personnel. Generalized practices of errors in the staff appraisal process of an organization and their consequences.

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INNOVATIVE PROJECT MANAGEMENT IN THE CONTEXT OF CHANGING CONSUMER PREFERENCES, DECENTRALIZATION, SUSTAINABLE DEVELOPMENT AND SOCIAL PARTNERSHIPS

Natalya Ushenko,

*Doctor of Sciences (Economics), Professor,
National Aviation University, Kyiv, Ukraine,*

Olena Vlasenko,

*Ph.D. in Economics,
Director of the Educational and Scientific Institute "European School of
Business", Kyiv, Ukraine*

Olena Biriuk,

*Ph.D. in Economics, Associate of Professor,
Kyiv National Economic University named after Vadym Hetman,
Kyiv, Ukraine*

The project management system is one of the most important processes of an organization's activity and its effectiveness determines the final result and success of the organization. In order to improve the existing project management process of organizations we propose to implement the following measures:

Introducing the principles of social entrepreneurship into project activities. At first glance, it may seem that the communal organization does not have the capacity to conduct business. However, under Ukrainian law, its non-profit status does not at all prevent it from carrying out entrepreneurial activities. How does it work in practice? The organization is exempt from income tax, and the income it receives is used for its operational activities and the realization of its social purpose. This approach is a type of social entrepreneurship. The greatest benefit of this method is the ability to achieve financial stability and sustainability, namely by reducing dependency on grantors and donor requirements. It can be a solution to overcome the problems of finding funding and not being able to implement all the available ideas due to lack of funds. In our view, this approach will provide