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## PECULIARITIES OF STAFF POLICY IN THE CONDITIONS OF INNOVATIVE CHANGES

At the present stage, the development of personnel policy of state organizations depends on the potential of public servants, the effectiveness of its use, innovative proposals and, in general, the state's innovation policy. The article substantiates the need to apply innovations in the practice of personnel management. The essence of the concept of "personnel innovation" has been revealed, the factors of innovation potential have been determined. Priority innovative approaches to the implementation of certain functions of personnel management in the state structure in the current conditions have been analysed. The relevance of the research into the issues of personnel policy formation can be justified by the need to improve its implementation in the conditions of innovative economy, globalization processes and development of digital economy. The success of an enterprise innovation policy is determined by two main factors: the ability of the enterprise to clearly identify what employee behaviour is required to achieve its strategy and the ability to use effective innovative management levers to direct employees to the desired behaviour. Both tasks are equally important and complex, especially in the face of the digital revolution.

**Key words:** personnel management, personnel policy, human resource, innovative methods, personnel potential, public administration.



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**Statement of the problem and its connection with important scientific and practical tasks.** To date, public personnel policy has a number of problems, which are mainly due to a lack of understanding of the needs of staff (including qualified professional staff), as well as to the inefficient use of human resources.

The following criteria become important: insufficient level of training of personnel in the field of strategic management, resistance to strategic changes and innovations, lack of financial resources, imperfection of the personnel motivation system, degradation of the role of personnel in the enterprise, imperfection of the legislative framework for personnel management, lack of flexibility and organizational flexibility methods of personnel management, insufficient information support for strategic personnel management and the problem of corporation culture of the civil service. However, now the state is losing its attractiveness as an employer in the labour market, as young professionals entering the civil service for further career advancement are forced to leave their jobs because of low pay. The salary of the civil service personnel is rather low, and additional social guarantees cannot sufficiently compensate for the significance and

complexity of their activities, so attracting new personnel is a difficult process. However, it should be borne in mind that the increase in cash retention for non-upgraded staff cannot significantly improve labour efficiency [1].

**The analysis of the latest publications on the problem.** The peculiarities of introducing innovative approaches to state human resources policy are currently an under-researched issue among Ukrainian researchers. Among those who started research in this area are: O. V. Olshanskaya, A. O. Melnyk, T. E. Voronkova S. A. Kartashov, I. V. Bizyukova and others. Among the foreign researchers who also make a significant contribution to the coverage of this issue there is Graham Martin and Susan Hetrick, who characterized the principles of formation of human resources in their work "Strategic approach to human resource management".

However, in most scientific papers, only the element regarding the evaluation of the characteristics of managerial staff in particular and the issue of managerial training has been discussed. Therefore, there is an objective need to investigate this issue, which in general reveals the problem of formation of human resources in the Ukrainian market.

**Forming of the aims of the research.** The purpose of the work is to optimize, rationalize and improve the workforce of civil servants through the use of innovative approaches to improve the personnel management system and personnel policy in public authorities as a whole.

**Giving an account of the main results and their substantiation.** Innovation is a universally recognized determinant of growth, which is a challenge for both scientists and professionals to understand how and why firms are innovating [2].

Personnel innovation is the end result of an innovation that leads to a change in personnel work as an object of management and to obtaining an economic, social or other kind of effect [3].

Important tools for the state's ability to coordinate and pursue innovation are all that are inherent in people in the workplace: human capital, a particular set of skills, knowledge, alternative ideas, opportunities, and more. Human capital studies have traditionally focused on education and training. The problem of motivational aspects of human capital, such as job satisfaction, organizational commitment, and willingness to change in the workplace (all of which have been shown to stimulate innovation), often goes unnoticed or is not given due importance in economic research today. The first feature of human capital to focus on is job satisfaction, defined as people's well-being or level of satisfaction with their work.

Job satisfaction supports a number of important functions for the firm, including knowledge pooling and problem-solving strategies [4]. People who are very satisfied with their job are more likely to be motivated, for

example, they are motivated to make extra efforts, take risks, learn new skills, and promote unique ideas for their organization [5]. In contrast, people who are less satisfied with their work (for example, because they find their work hard) are less likely to respond to the motivation needed for successful innovation [6].

The second element of human capital to focus on is the identification of employees and management: their organization and the direction of synergistic results for their organization. Constructions such as organizational integration and dedication are especially important for understanding innovation, as innovative behaviour is often risky; these risks are more easily taken by people who trust and care about the success of their organization [7].

Finally, the third element of human capital that is worthy of attention is the willingness to change. A number of studies examine the role of employee readiness for change (for example, changing the level of technology, skills, and responsibilities required to improve the work performed) in determining organizational success and employee orientation toward innovations. The desire to change influences the acceptance or rejection of innovations [8].

It is important to note that the low level of innovation activity of state organizations is caused by the unacceptable financial costs for the development and implementation of innovations. However, in addition to financial factors, it is necessary to take into account such global factors that require increasing the innovativeness of the economy, such as the growth of internationalization, globalization of markets, the level of technological competition, changes in consumer values, etc. (table 1).

Table 1

**Factors influencing the innovation potential of the enterprise [9]**

Evaluation criteria	Name of indicators of innovative potential of the enterprise
Scientific and technical potential	Presence of organizational structure for innovation development and implementation
	Availability of own registered inventions, know-how, computer programs and other intellectual property objects implemented which brought economic impact
	The level of competitiveness of innovative products (services)
	Market share of innovative products (services)
	Existence of partnerships and personal relations with research institutes, enterprises, foreign partners
Labour potential	Scientific level of employees, their degree and knowledge
	Availability of personnel with special education and experience in conducting GDRs
	The fluidity of scientific personnel
	Wage level
	Condition of the retraining system
Financing innovation	Composition of sources and forms of innovation financing
	The share of R&D expenses in the cost
	Cost of attracted capital and expected efficiency of innovation
	Availability of own resources to finance innovation
	Level of financial risks
Infrastructure for innovation	Presence of specialized laboratories, experimental base, devices, installations, etc.
	Degree of availability of own sources of heat and power supply, network of water and gas pipelines, transport communications, etc.
	Access to the necessary resources (land, water, minerals, energy sources, etc.)
	Availability of a sales network that promotes innovative products to the markets
	The presence of companies and firms providing services of a special nature

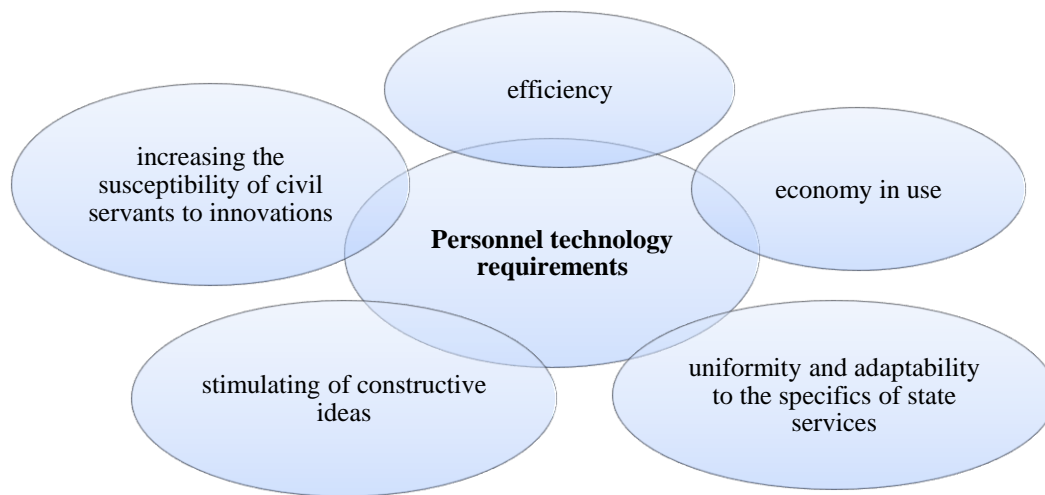
The employee motivation plays a fundamental role in every organization that sets strategic goals for high performance. The direct relationship between the amount of employee motivation and workplace performance can be emphasized. That is, managers find it a very important task to identify motivational factors that more incentivize employees to qualitatively work while performing their daily work activity.

And since the main productive resource that provides the current activity and development of the enterprise is its labour collective (personnel), it is advisable to consider the personnel management strategy as the central functional strategy. In this regard, a number of professionals point out an important distinguishing feature of HR strategy: it is closely linked to all other functional strategies of the organization, and HR is a way by

which all business strategies of the organization are achieved.

In Ukraine, only financial and economic incentives are often used (only the material needs of employees are taken into account), and such as labour or professional are not used at all. Unlike foreign personnel policy, where motivation theory has not only been studied for decades and deepened, but also put into practice. There are enough theories and concepts that each country uses to achieve the best results. Overseas experience can serve as a base for developing new, innovative ways and tools to motivate staff [10].

Therefore, analysing the realities of the current state of human resources situation, it should be noted that human resources technologies must meet the following requirements:



**Fig.1. Criteria for personnel technologies of public administration\***

\*developed by the author based on [10]

The essence of personnel innovation is ultimately the introduction of an innovation that will change personnel work as an object of management and obtain a socio-economic or other effect. Thus, following a personnel innovation, one can expect an effect of growth.

These criteria can be met by innovative human resources technologies that represent the latest or upgraded ways of interacting with human resources.

The most obvious and initial innovation is the management approach according to which human resources and personnel management is considered as human resources management, which takes place at larger levels: regional, national, international.

If you apply this approach to the civil service, there are several aspects of their application:

- it is not necessary to strictly adhere to the contract, but to achieve more than it foresees;
- civil servants' initiative is an integral part of the activity;
- increasing the speed of decision making;

– remuneration is paid in accordance with the performance;

– getting rid of division of labour, working in teams;

– conflicts within the team are resolved by providing a supportive environment and a high level of culture.

The Law of Ukraine on Civil Service defines the principles, legal and organizational methods of ensuring public, professional, politically impartial, effective, citizen-oriented civil service, which functions in the interests of the state and society, as well as the procedure for realisation by citizens of Ukraine of the right of equal access to public service, which based on their personal qualities and achievements [12].

According to the above law, the National Agency of Ukraine for Civil Service (NACS) provides vocational training through a system of educational institutions, institutions and organizations, regardless of ownership, which have the right to provide relevant educational services.

Table 2

Components of personnel management systems [11]				
Components of personnel management systems				
The process of hiring employees	Staff development	Employees' individual aims	Evaluation of employees	Staff motivation
Control parameters				
Hiring employees with creative thinking and experience in participating in innovative projects	Promotion and rotation to managerial positions of employees with different basic education	Providing an opportunity to spend part of the working time on realisation of own ideas to benefit of an enterprise	Concentration of your attention on the work results or on the employees	The prospect of broadening of the professional activity, the principle of an individual approach to the career-qualification stimulation
Result				
Growth of innovative staff innovation	Raise of balance of staff management system	Involvement in entrepreneurial activity, a faster response to new possibilities	Raise of employees concentration on strategies of enterprise development	Raise of employees' working enthusiasm

We can see the types of vocational training in Fig.2.



**Fig.2. Types of vocational training \***

\*developed by the author based on [12]

Vocational training is acquisition and improvement of professional knowledge, skills and abilities of civil servants, heads of local state administrations, their first deputies and deputies, officials of local self-government, which provides an adequate level of their professional qualification for their professional activity [13].

For example, the following online platforms offer self-education:

– Prometheus <https://prometheus.org.ua> (Ukrainian platform of mass open online courses that allows you to view free training courses);

– VUM online, Open University of Maidan <https://vumonline.ua/> (More than 30 topics are presented for free training on the platform);

– EdEra (Education Era) <https://www.ed-era.com/> (Ukrainian educational project aimed at making education in Ukraine high quality, accessible and available in a global educational context);

– Coursera <https://ru.coursera.org> (An American educational project founded by Sanford University professors. The portal offers free online courses from leading US universities in various fields: government and society, information technology, personal development, language learning, etc.);

– EdX <https://www.edx.org> (an online platform for mass open interactive courses founded by the Massachusetts Institute of Technology and Harvard University, where you can listen to such interactive courses).

The order according to which the 2020 training plan is set, according to which there are a total number of persons who are required to undergo training. Let's look

at Table 3, consider the name of the professional development program and the number of people in the first half of 2020.

Table 3

**Schedule of training of civil servants and officials of local self-government for 2020 \***

№	Name of the advanced training program	Number of hours	Category of listeners	Number of persons
<b>Short term programs</b>				
<b>January</b>				
1.	Preventing of corruption in public administration	6	Public servants of 4-9 remuneration groups of Darnytsya district state administration in Kyiv	30
<b>February</b>				
2.	Organization of record keeping in public authorities	6	Civil servants of 4-9 pay groups of the Pechersk District State Administration in Kyiv	20
<b>March</b>				
3.	Industrial cooperation within the framework of the Ukraine - European Union dialogue	10	Public servants of 4-9 pay groups	25
<b>April</b>				
4.	Development of stress resistance. Express methods of stress management	6	Civil servants of 4-8 pay groups of the Department of Construction and Housing of the executive body of Kyiv City Council (Kyiv City State Administration)	15
<b>May</b>				
5.	Conflicts, stresses, management manipulation	6	Civil servants of 5-8 pay groups of the Department of Housing and Communal Infrastructure of the Executive Body of Kyiv City Council (Kyiv City State Administration)	15
<b>June</b>				
6.	Professional burnout in public service	6	Civil servants of 4-9 remuneration groups of the Desniansky District State Administration in Kyiv	30

\*Developed by the author based on [14]

A total of 135 workers are required to undergo advanced training in the six months of 2020 under the selective programs of Decree No. 12 of 09/01/2020. This will undoubtedly have a positive impact on the formation of personnel policy in local self-government bodies and the state structure as a whole.

In order to ensure the proper conditions for the realization of the right of civil servants, heads of local state administrations, their first deputies, officials of local

self-government for professional development, the NACS created the Ukrainian School of Government (USG) on February 21, 2019 [15].

The Ukrainian School of Government is an institution of postgraduate education that belongs to the sphere of management of the National Agency of Ukraine for Civil Service. The main programs of the USG advanced training effectively improve personnel policy in public authorities and are described in table 4.

Table 4

**Programs of the USG Training Centre of advanced training \***

№	Advanced training programs
1	Prevention and detection of corruption
2	Topical issues related to the implementation of the civil service legislation
3	Professional program for professionals for reforms
4	Training of civil servants of CEB and other bodies, whose positions belong to 6-9 pay groups
5	Training of civil servants and local self-government officials in personnel management
6	Innovative technologies of personnel management

Continue of table 4

№	Advanced training programs
7	Leadership and technology management personnel
8	Organization of activity of heads of district state administrations in the conditions of reforms
9	Psychology of effective activity
10	Time management
11	Management of personnel in the state body
12	Formation of teamwork skills in public service
13	Access to public information

\*Developed by the author based on [15]

**Conclusions and prospects of the further investigations.** The provisions on practical application and specifics of the introduction of personnel technologies, innovative methods and tools for staff motivation in Ukraine require further study and refinement. For example, particular attention should be paid to defining the content and correctness of the use of the term "personnel management", which is identified with the term "personnel policy". Thus, Denysenko M. P., Budyakova O. Y. define "personnel management" as an activity aimed at achieving the most efficient use of human capital to solve complex issues at the enterprise and personal goals. Contemporary understanding of the concept of efficiency is increasingly becoming more meaningful, not only in economic terms - as economy, productivity, profitability, quality, innovation [16]. And as Yuriy Kovbasyuk noted, "personnel policy" is a deliberate strategic activity related to the planning and forecasting of formation, professional development and rational use of personnel, defining the goals and priorities of personnel activity [17].

It can be said that personnel management is a personnel policy in practice. Assessment of the quality of personnel policy in the system of social and labour relations of the civil service can ensure the creation of a situation when the employee's position should determine the possibilities of his self-realization, as well as taking into account his individual features, needs, values. The latter can help to create optimal conditions for the prospects of employment in the public service. The prospect of further research is to develop a specific approach and techniques for comprehensive assessment of quality of work in the public service, based on foreign experience.

Therefore, the issues of the peculiarities of personnel policy in the context of innovative changes require further study, thus, personnel technologies are a necessary way of quantitative and qualitative characterization of civil servants, since many social and economic problems of Ukraine can be solved by improving the quality of public service. Innovative human resources technologies need to be implemented and applied to the public civil service, as their use will greatly enhance the efficiency of personnel work in the authorities.

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## ОСОБЕННОСТИ КАДРОВОЙ ПОЛИТИКИ В УСЛОВИЯХ ИННОВАЦИОННЫХ ИЗМЕНЕНИЙ

На современном этапе развитие кадровой политики государственных организаций зависит от потенциала государственных служащих, эффективности его использования, инновационных предложений и в целом инновационной политики государства. В статье обоснована необходимость применения инноваций в практике управления персоналом. Раскрыта сущность понятия «кадровая инновация», определены факторы инновационного потенциала. Осуществлен анализ приоритетных инновационных подходов к осуществлению отдельных функций управления персоналом в структуре в современных условиях. Актуальность исследования вопросов формирования кадровой политики можно обосновать необходимостью совершенствования ее реализации в условиях инновационной экономики, процессов глобализации и развития цифровой экономики. Успех инновационной кадровой политики предприятий определяется двумя основными факторами: способностью предприятия четко определить, какое поведение работников требуется для достижения его стратегии и возможностью приносить эффективные инновационные управленческие рычаги для направления работников на желаемое поведение. Обе задачи равнозначно важны и сложно сформированы, особенно в условиях цифровой революции.

Один из основных факторов экономического роста в современных условиях развития Украины – это адаптивная, гибкая, мобильная кадровая политика и инновационные процессы, помогающие при формировании её концепции. Поэтому, актуальность исследования вопросов формирования кадровой политики выявлена необходимостью совершенствования ее реализации в условиях инновацион -

ной економіки і процесів глобалізації. Вияснення содержания категорій «кадрова політика», «управління персоналом» обумовило пошук стратегічних рішень і механізму її реалізації на різних рівнях влади. Необхідно розкрити особливості сучасної кадрової політики на рівні держави, регіону і підприємства, а також провести класифікацію поєднання і комплексу макро-, мезо- і мікроекономічних факторів, які визначають кадрову політику.

Поліваріантність підходів і рішень видвинутої проблематики підтверджує необхідність досліджень в даній області для пошуку нових евристичних і емпіричних аспектів формування і стратегії розвитку кадрової політики соціально-економічних систем в державі. Перспективою подальшого дослідження є розробка особливого підходу і методик комплексної оцінки якості праці на державній службі опираючись на зарубіжний досвід.

Поэтому, особенности кадровой политики в условиях инновационных изменений требуют дальнейшего изучения, исходя из этого: разработка методов управления системой формирования государственной кадровой политики остается по-прежнему актуальной проблемой для отечественной экономики.

**Ключевые слова:** управление персоналом, кадровая политика, человеческий ресурс, инновационные методы, кадровый потенциал, государственное управление.

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## **ОСОБЛИВОСТІ КАДРОВОЇ ПОЛІТИКИ В УМОВАХ ІННОВАЦІЙНИХ ЗМІН**

На сучасному етапі розвиток кадрової політики державних організацій залежить від потенціалу державних службовців, ефективності його використання, інноваційних пропозицій і в цілому інноваційної політики держави. У статті обґрунтовано необхідність застосування інновацій в практиці управління персоналом. Розкрито сутність поняття «кадрова інновація», визначено чинники інноваційного потенціалу. Здійснено аналіз пріоритетних інноваційних підходів до здійснення окремих функцій управління персоналом в структурі в сучасних умовах.

Актуальність дослідження питань формування кадрової політики можна обґрунтувати необхідністю вдосконалення її реалізації в умовах інноваційної економіки, процесів глобалізації та розвитку цифрової економіки. Успіх інноваційної кадрової політики підприємств визначається двома основними факторами: здатністю підприємства чітко визначити, яка поведінка працівників потрібна для досягнення його стратегії і можливість застосовувати ефективні інноваційні управлінські важелі для спрямування працівників на бажану поведінку. Обидва завдання рівнозначно важливі і складно сформовані, особливо в умовах цифрової революції.

Один з основних факторів економічного зростання в сучасних умовах розвитку України - це адаптивна, гнучка, мобільна кадрова політика та інноваційні процеси, що допомагають при формуванні її концепції. Тому, актуальність дослідження питань формування кадрової політики виявлена необхідністю вдосконалення її реалізації в умовах інноваційної економіки і процесів глобалізації. З'ясування змісту категорій «кадрова політика», «управління персоналом» зумовило пошук стратегічних рішень і механізму її реалізації на різних рівнях влади. Необхідно розкрити особливості сучасної кадрової політики на рівні держави, регіону та підприємства, а також провести класифікацію поєднання і комплексу макро-, мезо- і мікроекономічних чинників, які визначають кадрову політику.

Поліваріантність підходів і рішень висунутої проблематики підтверджує необхідність досліджень в даній області для пошуку нових евристичних і емпіричних аспектів формування та стратегії розвитку кадрової політики соціально-економічних систем в державі. Перспективою подальшого дослідження є розробка особливого підходу і методик комплексної оцінки якості праці на державній службі спираючись на зарубіжний досвід.



Тому, особливості кадрової політики в умовах інноваційних змін вимагають подальшого вивчення, виходячи з цього: розробка методів управління системою формування державної кадрової політики залишається як і раніше актуальною проблемою для вітчизняної економіки.

**Ключові слова:** управління персоналом, кадрова політика, людський ресурс, інноваційні методи, кадровий потенціал, державне управління.

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