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**BACHELOR'S THESIS**

**on the topic:**

**Analysis of the HR management system of a state enterprise (case study of the 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in Sumy Region)**

**specialty 073“Management”**

**Student**

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Applied for a Bachelor's degree.

Bachelor's thesis contains the results of my research. The use of ideas, results, and texts of other authors have references to the relevant source Anastasiia Kursenko

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### **ANNOTATION**

The bachelor's thesis examines the theoretical and methodological foundations of the formation of the human resource department of the state enterprise.

In this regard, the appeal for the formation of a personnel management system in state enterprise is relevant and necessary. The paper presents an assessment of personnel management in state and private enterprises. A comprehensive analysis of personnel management and basic content of personnel policy in the 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy Region.

The method of empirical research is presented and substantiated, the main problem is highlighted, the preliminary analysis of the object of research - the 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy Region is carried out, and hypotheses are formulated, methods of analysis are chosen and substantiated.

## STRUCTURAL ABSRACT

*The structure and length of bachelor's thesis.* The thesis consists of introduction, three chapters, conclusion, list of references, which has 22 items. The length of the bachelor's thesis is 58 pages, including 1 table and list of references.

*The aim of the thesis.* The main aim of the thesis is to assess the HR department's activity at the 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy region and to identify the key strategies for the improvement of the efficiency of the HR department in the state enterprises.

According to the main aim the following objectives were identified:

- to reveal the theoretical and methodological foundations of personnel management in the enterprise. Economic and statistical methods (grouping, comparison, average and relative values, correlation analysis)
- to analyze the state of personnel management of the enterprise. Economic analysis, synthesis, comparison;
- to substantiate the recommendations for improving personnel management in the enterprise.

*Subject of research* is the relationships, which are formed during the process of planning, organizing, and evaluating the efficiency of procurement activity between the studied company and its suppliers and clients.

*Study object* is the activity regarding the determination of the nature, components, and characteristics of the management system personnel and the importance of management for the company; identification of the features, roles, and methods of controlling in the personnel management system.

*Research methods.* The theoretical basis of the research was the position of foreign and national economic science in management. Various methods were used to achieve the set tasks. Methods of theoretical generalization and comparison (analysis and synthesis, induction and deduction).

*Approbation of the results.* The main outcomes and results of the bachelor's thesis were presented at the PK

*Key words:* HUMAN RESOURCE DEPARTMENT, PERSONAL GROUP DEVELOPMENT, PLANNING, ORGANIZATION, MENTORING, MANAGER, MANAGEMENT METHODS.

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## INTRODUCTION

The most important resource of every company is its people, intelligence, creative skills, and the ability to create something new. Therefore, a prerequisite for the successful operation of any enterprise has the development and a high level of personnel management.

In recent years, the role of personnel development management in the enterprise tends to increase. Given the current turbulent conditions, the environment to ensure the competitiveness of the enterprise is obligatory to define the strategy of personnel development. In today's environment, it is important to ensure process management staff development at all stages and support the development of organizational culture and leadership, because that is what matters tools for the formation of the intellectual capital of the enterprise. Thus, we can conclude that the chosen topic of the thesis is very relevant. This is confirmed by the fact that the level of the cultural and intellectual level of staff increases.

In our country, in a competitive environment and a rapidly changing situation, rapidly changing enterprises must not only focus on the internal state of affairs, and especially on personnel management. Thus, one of the important components of management is the staff, the assessment of which will establish the knowledge, skills, and abilities necessary to perform a specific task of the worker in his workplace. As today insufficient attention is paid to the analysis of the personnel management system at the enterprise, this topic is relevant.

## **CHAPTER 1. THE ESSENCE OF THE PERSONNEL MANAGEMENT SYSTEM OF THE ORGANIZATION**

### 1.1. Principles of the personnel management system of the organization

The expression "staff" signifies the staff of establishment endeavors, associations that make up the gathering of experts, or different signs. Inseparable from the expression "staff" will be - the staff of a specific field of action, production, or association. Personnel is the primary component of the whole management framework and can go about as both an item and a subject of management. The capacity to at the same time goes about as an item and a subject of management is the super unambiguous element of personnel management. Staff is perhaps the most troublesome item to make a due endeavor because rather than the material elements of production staff have the chance to simply decide and assess the necessities for them. Staff additionally have emotional interests and are very delicate to administrative activities, the reaction to which is questionable. Personnel management today is of specific significance since it permits you to carry out and distinguish the scope of issues of variation of the person to outside conditions, considering the individual figure constructing a personnel management system of the association. Today, nobody questions that staff is the main asset of the organization, which gives it a steady position and advancement [12].

In this manner as an asset the personnel of the undertaking has the accompanying highlights:

- 1) It is dynamic, ie individuals generally have their longings and headings, in this manner, they see all endeavors to oversee them through the crystal of their necessities, so staff can consider the activities focused on them, which can prompt outcomes despite the assumptions for management.

- 2) In personnel management somewhat involved as all chiefs of the association, and experts of personnel benefits can be a wellspring of specific inconsistencies between the molded requirements of production wishes of chiefs and proposals of specialists.
- 3) The two chiefs and experts of personnel management administrations are themselves personnel of the undertaking, which prompts an expansion in emotional minutes in the management of this asset.

Personnel implies the full staff of employees. But the piece of it that is in the staff of the association is called personnel.

- Supervisors - representatives who stand firm on the footings of heads of endeavors and their underlying units (utilitarian administrations), as well as their appointees. They are partitioned into direct, headed by somewhat separate units, and practical, headed by utilitarian divisions and administrations (eg, head of the office and head of personnel).
- Trained professionals - laborers performing designing, economic, and other capacities. These incorporate specialists, business analysts, bookkeepers, sociologists, lawful counselors, raters, specialists, and so on.
- Laborers are laborers who straightforwardly took part in production items (administrations), fixing, development of merchandise, and such. They additionally incorporate cleaners, janitors, closets, and safety officers. Contingent upon the idea of cooperation in the production interaction, laborers, thusly, are separated into fundamental (delivering items) and helper (serving the mechanical cycle).
- Workers - representatives who complete preparation and enlistment records, bookkeeping and control, and business administration.

Today it is vital to have the option to oversee personnel in the endeavor. All things considered without great discipline, there will be no sure elements in the venture.



In this manner, personnel management is the management of the individual in the association, pointed toward giving circumstances to viable and complete utilization of his scholarly and actual capacities, increment personal satisfaction, reinforcing work relations, changing inspiration, and getting from workers of greatest efficiency. In practice, personnel management is a bunch of various ways administrative impact on the endeavor and the states of representatives, their interests and conduct, the arrangement of information, skills, capacities, capacities that guarantee most extreme utilization of work and innovative potential individuals in light of a legitimate concern for compelling execution of the undertakings confronting venture. Personnel management of the venture covers a wide scope of capacities from admission to excusal, gives data, specialized, administrative and strategic, legitimate, and documentation backing of the system HR. Chiefs and representatives of the personnel management system of the association settle on the assessment of the adequacy of administrators and management trained professionals, assessment of the management system of the association, assessment of economic and social viability of further developing personnel management, and personnel review.

During the time spent in management, there is an association between two gatherings of the object of management (that which is made due) and the subject of management (that which makes due). The controlling activity (positive or negative) can be perceived accordingly happened just when it is seen by the object of control, the activity that any other way controls ought to be viewed as not happening. Personnel management is the execution of designated activity on its particular classes or individual representatives to most effectively settle the assignments confronting the association. These activities are completed as personnel choices.

Human resource management is a course of arranging, determining, preparing, assessing, and improvement of personnel, focused on their sane use and expanding the proficiency of production.

The subject of HR management is the investigation of employee relations in the production process regarding the most incredibly complete and effective utilization of their likely concerning the particular activity hierarchical framework.

The fundamental reason for personnel management is to join its powerful preparation, abilities advancement, and work as an inspiration to foster the abilities of employees and the successful utilization of not entirely settled by market needs. The staff of the venture comprises extremely durable and transitory employees, addressing gifted and untalented work. Personnel is isolated into two significant gatherings: management staff and working staff.

Laborers are those specialists who are straightforwardly participated in the formation of material qualities or attempt to give different production administrations. Laborers are separated into essential and assistant. Management staff incorporates those employees who are straightforwardly utilized performing explicit management capacities. The management staff is conceivably separated into three principal gatherings:

- leaders who guide, coordinate, and invigorate exercises members of production (alleged line administrators - chiefs, bosses, aces);
- experts are employees who play out specific management capacities, they investigate the gathered data and plan answers for supervisors at the suitable level (alleged practical administrators' boss trained professionals, heads of agencies, gatherings, heads of divisions);
- specialized agents or employees performing specialized and data support of the control contraption assortment, essential handling, capacity, and transmission of data (secretaries, drivers, designers).

HR management is done during the time spent playing out specific intentional activities and includes the execution of the accompanying fundamental stages and capacities: ID of objectives and principal areas of work with staff, long-lasting working on the arrangement of personnel work, deciding the means and

techniques acknowledgment of the set purposes, the association of work on the presentation of the acknowledged choices, coordination, and command over the execution of arranged measures.

Appropriate recruitment permits you to execute the guideline of "everybody on a particular spot and each spot for a particular individual". An individual gives most extreme efficiency assuming he plays out the best work that compares to his tendencies, capacities, and level of general and extraordinary preparation. Presently in the determination of personnel and, most importantly, subject matter experts, broadly utilize the technique for obligation regarding formal rules (training, work insight, work insight in a particular field of movement). Notwithstanding this technique, they use qualities from the up-and-comer's past work, set a trial period, and acquire an objective appraisal of their presentation. A few organizations and affiliations use recruitment competition. Specifically, if conceivable, the paper is advised of the substitution opportunities and determination by the commission of up-and-comers from among the people who want to take investment in the competition.

Abroad, evaluation focuses are set up practically speaking whose work has turned into an inescapable testing technique. Tests make it conceivable to decide the level of perception, understanding, the resourcefulness of reasoning, the capacity to sum up realities, and the capacity to dissect and join the employee. The investigation of these models assists with laying out the employee's consistency with the base prerequisites related to the exhibition of work in a specific calling. Each business visionary or director should recall that the achievement and esteem of the endeavor, establishment and association rely upon the right determination of personnel. The presentation of computerization in production has fundamentally changed the circumstances staff work, specifically:

- substitution of unbending arrangements of callings and sets of responsibilities all the wider, more open, and helpful for employees;

- decrease of responsibility in focal administrations and decrease managerial device;
- progress to adaptable types of compensation.

The association of wages is the turn of events and utilization of structures and frameworks for wages to draw in, recruit and keep up with HR. Compensation comprises wages, rewards, and advantages. The compensation is paid to the employee for work of normal intricacy and can be hourly or piecework. Rewards are paid for the quantitative or subjective abundance of normal intricacy and workforce. Wellsprings of compensation likewise incorporate advantages connected with the position or nature of the work performed: pay of part of the employee's costs for food or kid support, arrangement of free lawful administrations, incomplete installment for youngsters' schooling in instructive foundations, wellbeing and amusement programs. Every chief should decide the arrangement of parts of compensation for every employee, given his capabilities and attributes of activities, and work that he performs in his work environment.

The arrangement of material motivating forces, and compensation of the employee for his work, in the structure of the new management assessment, depends essentially fair and square on his capabilities, which are not set in stone by the head.

The association of work is the consequence of organized action and is a basic part of personnel management. Significant in the association of work procure the production of proper circumstances for crafted by staff. Extraordinary pretends the association and hardware of working environments. Simultaneously layout such prerequisites, which can be assembled as follows: data, financial, clean, tasteful, specialized, and authoritative.

The authoritative design of management is both a method and a structure relationship of laborers to complete normal to their production and administrative undertakings. The authoritative design of the endeavor is recorded in graphical

charts of the construction, staffing timetables, and guidelines of the management staff. These are formal standards created by administrators for:

- a division of work and division of true liabilities among individual employees and gatherings;
- meaning of types of control.

The association should accept care to work on the nature of its employees. It isn't sufficient to enlist and choose the top and proficient, management ought to likewise execute efficient preparation projects and prepare, assisting with releasing their capacities in the association. Specific consideration ought to be paid to the preparation of management staff. Proficient advancement is helped out through the association of talks, conversations, thought of explicit business circumstances, the investigation of writing, directing business games and job preparation, variations of these strategies are yearly courses and workshops on management issues [14].

## 1.2. The main criteria of the state HR department

The main purpose of the state personnel policy is forecasting and programming of personnel providing, defining a strategic vision of formation, professional development, and rational use of personnel, all labor resources of Ukraine. And under the labor resources of the country should be understood able-bodied part of the population, due to psychophysiological and intellectual qualities is capable bring material goods or services.

Personnel policy in the field of public administration determines the place and role of personnel in society, purpose, tasks, the most important directions and principles of work of state structures with personnel, their main criteria assessments, ways to improve training, retraining, and advanced training, rational use of human resources of the country. Its practical embodiment as a personnel

policy of the state and personnel the policy of the organization is in the implementation of the function of personnel management.

Personnel management of the organization - purposeful activities of the management of the organization, managers, and specialists of divisions of the personnel management system, which includes the development of the concept and personnel policy strategies, principles, and methods of personnel management of the organization [15].

Personnel management service in the implementation of state policy in the field of civil service guided by the Constitution of Ukraine, the laws of Ukraine “On Civil Service”, “On local state administration”, “On service in local self-government bodies”, “On prevention of corruption” and other laws of Ukraine, international treaties, the binding nature of which has been approved by the Verkhovna Rada Of Ukraine, resolutions of the Verkhovna Rada of Ukraine, decrees of the President of Ukraine, acts of the Cabinet of Ministers Of Ukraine and the central body of executive power, which ensures the formation and implementation of state policy in the field of civil service [2].

Personnel management is carried out based on fundamental principles. Principles in the field of personnel management - are the main, initial provisions that determine the main content of scientific and practical activities in this area, including the construction of a personnel management system, mechanisms for its operation, and organizational culture.

The main tasks of the personnel management service are:

- implementation of the state policy on personnel management in the state body;
- ensuring that the head of the civil service exercises his / her powers on management issues staff; ensuring the organizational development of the state body; selection of staff of the state body;
- forecasting staff development, encouraging employees to careers, raising their level of professional competence;

- implementation of analytical and organizational work on personnel management;
- organizational and methodological guidance and control over work with staff in subordinates' territorial bodies;
- documenting the entry into the civil service, its passage, and termination.

Personnel management methods are a means of influencing teams and individual workers to coordinate their activities in the process of functioning of the organization.

In Ukraine, recruitment is used in the process of personnel management in the civil service methods: administrative, organizational and administrative, legal methods, economic methods, socio-psychological, moral, and ethical.

The rapid development of market relations in Ukraine requires production enterprises of new approaches and effective management methods, which are able to ensure competitiveness, rapid response, and adaptation to a changing environment, as well as sustainable economic and social development of the enterprise in the long run. Achieving this is possible only with a planned and developed strategy, which is the basis of the strategic management of each enterprise. A study of scientific sources proves that today scientists are considering strategic management as such enterprise management based on human potential as its basis, orients production activity to consumer demands, carries out flexible regulation and timely changes that meet the challenge of the environment and enable the company to survive in the long run. Because of this, it can be argued that the success of the strategy development and implementation process largely depends on the full mobilization and effective use of labor potential of the enterprise, as recently staff has become a key factor in ensuring future development [16].

If in operational management employees are considered as a resource enterprise, ie employees - are the performers of certain works and functions, then for strategic management staff is the main value enterprise and the source of its

success. It is well known that the strategy of personnel management - one of the functional strategies of the enterprise, a logical continuation of the strategic management of comprehensive work with staff. Confirm this - a clear practical relationship between strategic business decisions enterprises with a personnel management system, because it is employees are both organizers and executors of all works. That's why this one strategy, acting as one of the most important functional strategies for enterprises, allows ensuring the formation and use of labor potential in accordance with changes in economic conditions; recruitment and formation of the necessary categories of personnel; training of personnel for relevant professional activities; proper evaluation and development of staff; constant monitoring of labor safety; social security of the company's staff, etc. Any personnel-related processes, whether engaging, use, certification, or development, need not only urgent timely measures but also a forward-looking approach, which necessitates the introduction of an effective system of strategic personnel management as part of the development strategy of the enterprise as a whole. Personnel management is a strategic function that involves the development of personnel strategy, personnel selection based on the company's philosophy, encouraging collective efforts to develop it, stimulating the quality of individual activities, minimizing labor costs, and creating a positive socio-psychological climate in the workplace. From this it is clear that the modern concept of personnel management should be strategic, i.e. its main goal should be the effective use of labor potential of the enterprise, adequate to the conditions of external and internal environments, to achieve success in the long run.

It should be emphasized that the implementation of the system in the enterprise strategic management involves a clear organization and practical carrying out professional activities related to strategic analysis, development, development, implementation, and control of a strategy focused on achieving the main mission and objectives of the operation. The main component of the strategic management system is the Balanced Scorecard system, which is a



comprehensive tool aimed at managing indicators that ensures the achievement of strategic goals.

By implementing them and comparing the results achieved with those planned, you can assess the effectiveness of implementation in the enterprise strategic management systems.

Thus, taking into account the above, we note that strategic personnel management should be understood as a multilevel comprehensive process of determining long-term areas of personnel work and ensuring the achievement of strategic goals for the formation, development, and effective use of enterprise personnel. Implementation of the leading idea of investing in human capital and its innovative development within the framework of strategic personnel management determines the greatest importance and necessity of implementing personnel management strategies in the management systems of every modern enterprise. Only the support and development of competitive staff potential allows the company to respond flexibly to environmental variability, achieve strategic goals and operate successfully, and stably in the market. Therefore, one of the most important places in the system of strategic personnel management is the development of employees.

This is confirmed by the experience of leading companies in developed countries, whose success is mainly due to the creation of highly effective personnel management mechanisms, which are based on a comprehensive, strategic approach to the use and development of labor potential. Human capital is now recognized as a key factor in the existing enterprise, a factor in ensuring its flexibility, profitability, and adaptability, its greatest competitive advantage. Understanding the objective need for staff development requires highlighting the main benefits that both the employee and the company as a whole receive from the effective implementation of this process. Such advantages include the increased value of highly qualified specialists, guaranteed employment, the prospect of forming and implementing a rising career, high adaptability and

maximum training of staff to promising tasks, motivation and job satisfaction, the ability to identify promising employees and managers, the formation of quality and efficiency personnel reserve; use of advanced technologies, significant improvement of the quality of goods and services, which will support the competitive position of the enterprise, rapid response of qualified personnel to changes in the environment and consumer needs, increase efficiency for the enterprise process of continuous training and development. The process of staff development of the enterprise must be based on a clear certain principle, compliance with which can ensure comprehensive development of business qualities of personnel, implement an effective strategy of personnel management in accordance with the goals of the enterprise, to form a unified system of corporate values and to improve the organizational culture.

Considerably, the process of HR development should be based on such principles as the nature of training and staff development following the forecasts of scientific and technological development and enterprise development needs, the establishment of feedback between all parts of the enterprise, and the integrity of the development system. types and forms of personnel development, the presence of a system of material and intangible motivation of personnel development, and the formation of a system of personnel development taking into account the resource capabilities of the enterprise. The process of personnel management and development is interrelated and depends on the strategy of the enterprise, and therefore should be defined and implemented as strategic. Awareness of the strategic importance of staff development occurs when the potential of employees becomes a central strategic resource and the largest item of expenditure of the enterprise [10].

### 1.3. Characteristics of HR management methods

Management considers methods of personnel management as set methods and procedures utilized by the management staff of the firm, foundation, or association basically to upgrade the drive and imagination of all staff during the time spent viable exercises and to address its issues. In the traditional sense, methods are purposeful strategies the impact of the subject on the control object to accomplish the objective. Management methods are just about as assorted as the interests of individuals, and the idea of their work.

The purpose of management methods is to guarantee congruity, a natural mix of individual, group, and public interests. Methods of personnel management are isolated into three primary gatherings:

- economic;
- organizational and administrative;
- socio-mental.

Economic management methods join every one of the methods by which the economic interests of gatherings and their singular individuals are impacted. This impact is completed by material impetuses for individual representatives and the group overall. These methods involve a focal spot in the system of logical methods of dealing with crafted by individuals since they depend on the objective program of economic advancement of individual endeavors and associations and decide the method of activity and motivators that equitably propel and show groups and individual representatives successful work. The piece of economic methods incorporates: organizational and creation arranging, strategy for complex objective projects, business estimation, a system of economic controllers of economic action, and execution of economic management methods are done inside the creation system relations between individuals who are important for the labor force. This system of connections is very mind-boggling and incorporates economic, social, mental, and organizational connections.

The execution of organizational relations in the system is the use of organizational and administrative methods of personnel management, which are additionally called administrative. Nonetheless, the idea of "organizational-administrative" is more extensive, as administrative depends on the utilization of acts, and organizational-administrative covers the entire embodiment of the organizational part of the management instrument. These methods are firmly connected with economics, as they are pointed toward tackling normal issues with the accomplishment of economic objectives. Notwithstanding, the type of sign of economic are sure plans, undertakings, and projects, communicated in economic boundaries, or the level of fulfillment of the individual, or gathering interests, communicated in motivating forces for individual and aggregate work. Organizational management methods depend on such individual and gathering characteristics of individuals as a feeling of obligation, obligation, discipline, and comprehension of the chance of administrative discipline. Organizational and administrative methods ought to be applied considering the necessities of economic regulations. Trademark elements of these management methods are:

- direct impact on the object of management;
- required nature of the execution of directions, orders, guidelines, and other administrative choices of higher overseeing bodies for subordinate items;
- severe risk for resistance to guidelines and orders.

In the administrative exercises of the head is his specialty management. Talented utilization of different administrative methods smoothes out administrative effect on the object of management and expands the productivity of management exercises. Subsequently, the intricacy of the system of modern relations between individuals engaged with the work aggregate requires the utilization of a bunch of methods of impacting the aggregate and its singular representatives, both economic and organizational and socio-mental methods. The levelheaded blend of these methods is the way to a successful endeavor. The method for carrying out personnel strategy is key and functional management.

Personnel methodology - a particular arrangement of fundamental standards, rules, and goals of work with staff, determined considering the kinds of organizational systems, organizational and personnel limits, as well as the sort of personnel strategy. The constituent components of the advancement of personnel methodology of the endeavor are:

- arranging the requirement for staff;
- enrollment;
- preparing and high-level preparation;
- guideline system;
- pay.

The execution of this technique is accomplished through functional personnel management. Key and functional personnel management at the undertaking is completed by the personnel supervisor and line administrator. The investigation of different marks of cooperation permits you to recognize existing and possible challenges. The fundamental objective of personnel strategy is to make a firm, dependable and innovative group of similar individuals all through the association. The management of a fruitful association depends on the self-legislature of a wide majority rule government, straightforwardness, and dynamic interest of its individuals in tackling all issues of movement. The most elevated administering body of the association might be, as per its Articles of Association, the Board of Founders or the Board of Directors, or the Board, or the comprehensive gathering of individuals from the organization (except if generally given). The Chairman of the Board or the General Director and his appointees may exclusively decide and give orders on recent concerns of the organization. The Chairman of the Board, the General Director, or his delegates are by and by liable for the upkeep and legitimacy of their choices and their execution.

The administrator should likewise have socio-mental methods of management. Under the socio-mental methods comprehend the system of means and switches of impact on the socio-mental environment in the group, the work

and social movement of the group, and its singular representatives. These methods are pointed toward blending social relations in the group, as per the social requirements of representatives. Socio-mental methods incorporate social estimating, social guidelines, social guidelines, and arranging. Socio-mental methods include two methods for impacting the way of behaving of the laborer and work on his capacity to work, 3 from one perspective, they are pointed toward establishing an ideal moral and mental environment in the group, growing great relations between its individuals, and then again to uncover individual capacities of every worker. help with its flawlessness, which eventually prompts the greatest self-acknowledgment of man in his everyday exercises, and along these lines - to expand its viability. The aftereffects of ventures and associations are still up in the air to the security and proficiency of work assets [11].

Consequently, the examination of work pointers is one of the principal headings of economic work of the association to distinguish stores to further develop production productivity by expanding its volume with better utilization of work resources. Scientific and mechanical advancement is related to significant changes in labor exercises. As per Western analysts, in the following ten years most positions, working methods, and organizations themselves will be significant to be unique concerning other people. progressively conventional innovation will give way to adaptable production buildings, advanced mechanics, and logical production. In light of PC innovation, modern methods for correspondence, bio-and laser innovation, because of their execution will diminish the complete number of staff, increment the job of subject matter experts, administrators, and profoundly gifted specialists, increment how much capital put into activity by one worker.

As per American sociologists, the extension of abilities working environment not, control of the worker over the production cycle - is the primary distinctive element of the modern upheaval. The substance of the work movement is likewise evolving. By and large, the job of skills will diminish actual control of articles

and method for work, developing significant "conceptual skills". This implies the capacity to envision complex cycles in an all-encompassing system, to have a discourse with a PC, and to grasp the substance of factual amounts. Specific consideration is paid to mindfulness and obligation, relational abilities, and oral and composed correspondence.

Modern production is progressively requesting from laborers characteristics that are not exclusively were not framed in that frame of mind of current large-scale manufacturing, yet entirely going against the norm, were decreased to a base, which improved on the actual work and saved money on work costs. Such attributes incorporate high expert expertise, capacity to go with autonomous choices, obligation regarding nature of completed items, information on innovation and association of production, and inventive skills.

Today, one of the distinctive highlights is the reliance of production on the nature of work and its type of purpose. Personnel management is turning out to be progressively significant as a consider expanding seriousness, long haul advancement of the firm. The experience of notable Western firms shows the significance of clear development personnel techniques and standards at the degree of economic association. In the new past, the firm, best-case scenario, could shape a system just as a guide to accomplish the all-around put forth production and economic objectives. Many organizations have persuaded themselves regarding the need to consider the human element (the presence of specific classifications of gifted work, able directors to perform explicit assignments, resolve, and so on) as of now at the phase of fostering an in general economic strategy. Launching new production offices, inadequate preparation of the labor force and inappropriate staff misfortunes provoked the presentation of "human asset arranging", which permitted many organizations to change to enrollment in light of five-year conjectures of the requirement for experts of different capabilities, and subsequently today they can all the more completely it

is less expensive to address the issues of representatives, organizations autonomously figure future staffing needs, foster measures to guarantee them.

For instance, in American organizations, in light of information from various management positions, a figure of the opening is created. Considering future requirements permits enterprises to situate themselves while creating preparing plans and setting up a save. Made computerized data systems that serve the requirements of HR, contain information on representatives, including, notwithstanding broad individual information, data on their capabilities, vocation yearnings, and proficient skills that are not connected with the fundamental strength. Data systems permit, if vital, to acquire any decision of staff - by age, capacities, position, and capabilities from there, the sky is the limit. Unique projects are intended to break down data on excused and as of late recruited representatives [17].

The exceptional model considers five years ahead to foresee with incredible precision the condition of HR on the essential components, to take a look at the different choices for staffing, and work out the related costs. In the main Western partnerships in creating field-tested strategies for points of view essentially consider the truth of these or different proposition as far as giving their directors the expected scale and type, for example, a supervisor business person to make unsafe organizations, an intense administrator with the attributes of a legal counselor and a propensity to representing greatest benefit in a steady market team lead reformer for undertakings to be re-profiled, and so forth.

The adequacy of the personnel management system altogether influences the feasibility of the association, as it adds to the advancement of the most important corporate asset - human. The outcome in this space isn't required to have been given exclusively through the portion of critical monetary assets, a complete HR improvement methodology is required to be genuinely powerful, such a procedure should be connected to by and large corporate business improvement



plans, as just for this situation might the obligation of staff capabilities at any point be guaranteed by the organization's objectives.

Issues of personnel management are investigated exhaustively in the modern management hypothesis. The devices presented in the writing today are very finished and objective. It permits not exclusively leading field research, yet in addition to making measurable speculations. It is quite important, nonetheless, that during the presence of the study of personnel management there has been a significant and systemic change in approaches to the appraisal of this capacity. Indeed, first, the hypothesis and practice of personnel management focused basically, and at times solely, on the assessment of execution representatives.

For instance, the idea of HR is given simply such a methodology. It was trusted that work, ie the personnel management system, ought to be assessed through work efficiency and compensation costs. Nonetheless, with the advancement of logical ideas in the field of personnel management, the system of assessment pointers has extended, as has the number of its items. Notwithstanding the assessment of steelwork to concentrate on the state of the representative, subjective and quantitative characteristics of staff associations, at long last the personnel capacities themselves. Furthermore, in the progress of the interaction approach started to investigate personnel processes. The development and entanglement of the article impacted the strategy for analysis. The technique signifies "a bunch of methods, rules of the most proper exhibition of any work." In the analysis of the exercises of economic elements, the strategy is viewed as a bunch of insightful methods, rules for concentrating on the exercises of the endeavor, important to accomplish the objective of analysis. In economic analysis,s there are general and confidential methods.

The last option is intended to indicate the overall approach for specific enterprises, a particular item. In economic situations, a business association exists to continually build its worth, which is conceivable with the organized work, everything being equal: monetary, business, production, and, obviously, social.

Every component should work ideally. What's more, in this unique circumstance, it is significant from one perspective, to decide the rule of optimality, and on the other – organizationally decide how to survey the ideal working. As per the "management shape", the execution of this capacity is shared with control, bookkeeping, and analysis, as they are answerable for leading perceptions and checking the consistency of the most common way of working of the management object with the embraced management choice. While considering approaches to the assessment system, taking into account the target is essential direction and subjects (shoppers of results) assessment. From the viewpoint of objectives and assignments to be tackled during the time spent exploring the management system personnel, the key ones are: recognizable proof of qualities and shortcomings of personnel management; pursuing administrative choices in the field of personnel management; guaranteeing an intrigued association, and so on. [5]

The critical entertainers in the assessment of the personnel management system are personnel officials, management of the association, proprietors, outside accomplices, and workers of the undertaking. Every one of the thoughts about subjects is portrayed by the level of extraordinary preparation in the field of personnel management, as well as specific goals. Currently, there are two fundamental areas of evaluation in the management system personnel: personnel assessment and assessment of the personnel management system.

The issue is that all the time in principle, and particularly practically speaking personnel management is supplanted by classifications and, talking about assessment in the personnel management system, implies just the assessment of the staff: its capabilities, execution, potential. Here and there an appraisal of personnel records is added. Notwithstanding, such an appraisal isn't an evaluation of the personnel management system, but just the object of personnel management in the venture. The assessment of the system includes taking a look at its consistency with the predetermined standards. Nonetheless,

generally speaking, while discussing social systems, quantitative standards of optimality are not set. They contemplate the social impact and frequently about the difficulty of non-master methods to survey adequacy. Be that as it may, as indicated above, in economic situations, in any event, while discussing social advancements, assess their adequacy.

Along these lines, from the viewpoint of all partners (proprietor, administrator, laborers, and so on) the system should work in a certain ideal model and the level of optimality ought to be surveyed. Hence, in the personnel management system there ought to be three sorts of appraisal:

- appraisal of staff (their true capacity, the consequences of their work, and so forth.), led at three levels (single, occasional and current);
- appraisal of personnel records and documentation (regarding the consistency with lawful standards, necessities for the association of record stream on the venture, and so forth.);
- appraisal of the state and activity of the personnel management system, ie every last bit of its subsystems.

Based on the above-mentioned, associations need to utilize an approach for surveying the condition of the personnel management system, which would meet various necessities:

- practicality and adaptability (assessment ought to give all things needed data both on the aftereffects of a specific period and in the ongoing mode);
- straightforwardness (assessment system and, critically, results ought to be justifiable not exclusively to the individuals who led it, yet in addition to all likely shoppers of the assessment results);
- the system should not just lay out causal associations, yet in addition to evaluate them;
- unwavering quality of the outcome (it should be feasible to check the outcome got);

- economy and straightforwardness (the system ought not to be over the top tedious, it is alluring to utilize straightforward devices, with the utilization of modern data innovation and, in particular, in the impermanent shortfall of the worker liable for the appraisal ought to have the option to supplant it, ie the assessment system ought to have the option to dominate not one yet a few representatives of the association).

According to a strategic perspective, these rules are the principal and most frequently set forward while picking a technique for analysis. Most frequently This kind of evaluation of the personnel management system at the venture goes about as a personnel review. Truth be told, personnel review is an extraordinary analysis of the personnel status of the association, surveying the level of its staffing. Review in the field of personnel is done as follows headings:

- evaluation of HR of the association, subjective and quantitative staff characteristics. The most usually utilized methods are evaluation focus, case interviews, sociological examination;
- diagnostics of personnel cycles and management strategies, their assessment productivity, utilizing documentation analysis, surveys, and organized interviews [11].

Here and their personnel review implies just the check of personnel records. Personnel review is a significant device, not just oversight, yet additionally management in the field of personnel management. Additionally, various existing approaches to the way of thinking and content of personnel review take into account a somewhat changed translation of its pith. In any case, in light of the undertakings of personnel review, which are formed in many distributions on this issue, his way of thinking centers around:

- recognizing consistency with the HR of the venture advancement objectives and systems;
- investigation of the design of the personnel management system in relationship with the organizational design of the association;

- confirmation of consistence with guidelines, both neighborhood and more significant level;
- investigation of the reasons for work clashes and different issues of the social and work circle, advancement of suggestions for their answer, anticipation, and lessening the adverse consequence.

Frequently while revealing the substance and meaning of personnel review relationships are made with the review of bookkeeping as a type of monetary control. We accept that this is the major distinction between personnel review and other assessment methods. That is, the way of thinking of assessment of personnel management system ought to mirror its significance given the successful improvement of the enterprise. The premise of compelling advancement of the association is the appraisal of the adequacy of its exercises, which permits to form saves for development of efficiency, and benefit. Also, the primary variables for expanding productivity from the angle of the economy of the undertaking are the productivity of the utilization of method for work, objects of work, and, obviously, work assets as the fundamental production factors.

Accordingly, it is the way of thinking of personnel review, figures out its objective establishment decide the approach of its execution, or more all devices that assess not such a lot of productivity as consistency principles and guidelines. Generally, the strategy of personnel review utilizes organizational and insightful methods, socio-mental, methods, and economic methods. In any case, the principal center is around archive check, for instance, through visual assessment, content analysis, and so forth. Polls, perceptions, studies, testing, and various methods are additionally utilized.

Serious improvement saw over the most recent couple of many years useful powers require an adjustment of approaches to the association of their management on all phases of social reproduction, remembering changes for approaches to HR. The answer for the above issues gives takeoff from the traditional view of the personnel management system as a bunch of ways and

methods for the development of the labor force and guaranteeing its successful use. Modern management is nearly a huge scope change.

And above all, this is directed by the progress to a new mechanical way. The progressive change to the utilization of worldwide broadcast communications data organizations will prompt the development of subjectively new management systems. As of now today there is an expansion in the level of mechanization of practically all cycles (production, administration, management). The job of the man in production and administration processes step by step is diminished to the execution of the control function. Not just are the prerequisites for the capabilities of the modern specialist changing, but the management system itself is being changed. The utilization of groups requires reevaluating plans fundamentally different approaches, including the working of the system personnel management at the venture. In all likelihood, the most common way of changing management systems will include the development of virtual workplaces, the progress to completely electronic record management, and the arrangement and utilization of a cloud foundation. Under these circumstances, there will be an adjustment of the substance of work in the field of personnel management on the undertaking, and thusly it will be important to search for new systemic approaches that permit to as of ess the personnel management system in "associations representing things to come "[4].

## **CHAPTER 2. RESEARCH OF HUMAN RESOURCE DEVELOPMENT MANAGEMENT SYSTEM (CASE STUDY THE 1ST STATE FIRE AND RESCUE DEPARTMENT OF THE STATE EMERGENCY SERVICE OF UKRAINE IN THE SUMY REGION)**

### 2.1. Main tasks and the structural dimensions

The 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy region registered on 18.03.2013 at the legal address 40016, Sumy region, Sumy city, Street Serhiya Tabaly (Severa), building 70. (Figure 1.0)

The 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy region is the central executive body, whose activities are directed and coordinated by The Ministry of Emergency Situations of Ukraine. The 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy region is the main body in the system of central executive bodies for the formation and implementation of state policy in the field of civil protection, rescue and firefighting, state supervision in the field of man-made, fire, industrial safety and mining supervision, radioactive waste management, liquidation Chornobyl disaster, prevention of non-productive injuries, as well as hydrometeorological activities [1].

The main tasks of The 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy region are:

- 1) implementation of state policy in the field of civil protection, protection of the population and territories from emergencies, prevention of their occurrence, liquidation of consequences of emergencies, rescue, firefighting, fire and man-made safety, emergency rescue services, and hydrometeorological activities;

- 2) implementation of state supervision (control) over compliance with and compliance with the requirements of legislation in the field of civil protection, fire and man-made safety, and the activities of emergency services;
- 3) submission to the Minister of Internal Affairs of proposals to ensure the formation of state policy in these areas;
- 4) implementation of state policy in the field of volunteering within the powers provided by law.

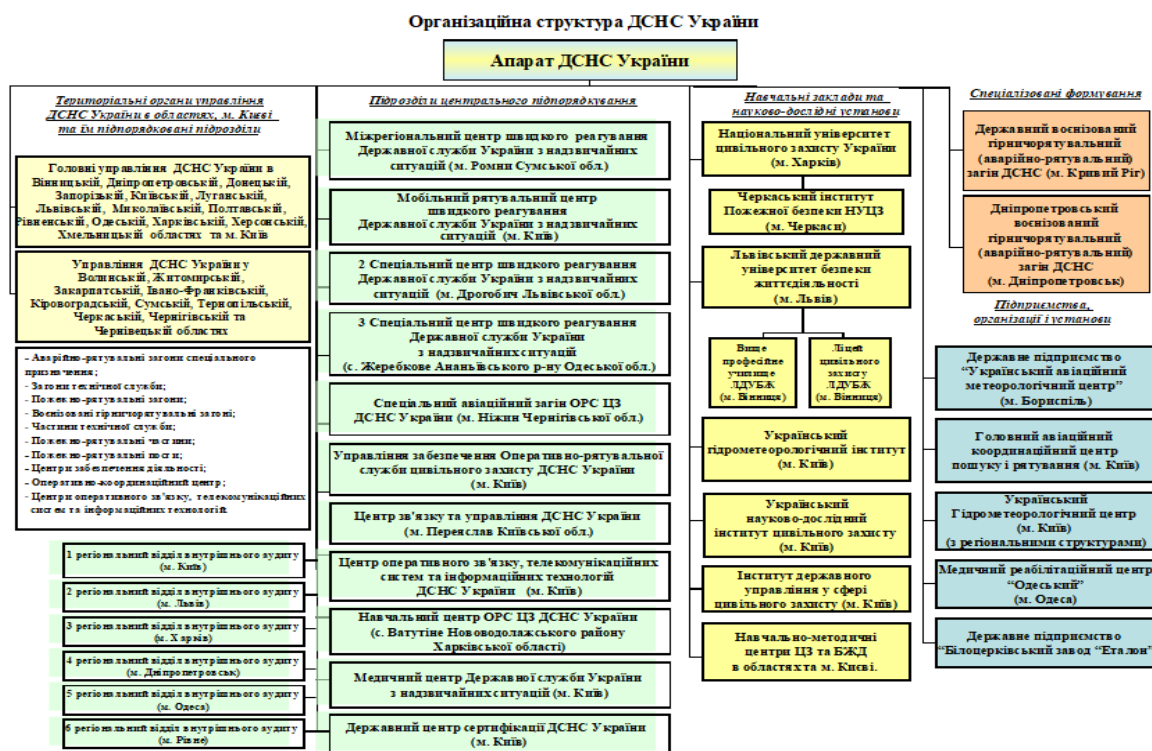


Figure 1.0 – Structural dimension of The State Fire and Rescue Department of the State Emergency Service of Ukraine

*Environment Analysis*

To increase coherence, efficiency, and interaction in performing tasks on the organization of emergency management and protection of population and territories from their consequences, maintenance of the required level and assessment state of readiness for action on purpose within the territorial



subsystems and 40 units of command and staff exercises were organized and conducted in their units 156 staff training with governing bodies and subordinate forces civil protection. Together with regional state administrations, it is provided organization, methodological guidance, and accounting in the conduct of subjects management of 10 thousand 142 special object exercises and training with issues of civil protection, during which the population was informed about the nature of the risk during forecasted accidents, with the definition of their limits dissemination and consequences, as well as those carried out by economic entities for the purpose accident prevention measures. Together with the Ministry of Education and Science of Ukraine conducted to control and monitoring of the quality of emergency training in educational institutions of the Ternopil region (February 10 - 14, 2020), the results of which determine the compliance of the organization of student training, pupils and preschool children to act in emergencies requirements legislation and educational standards on compulsory, the total educational load of students and the level of quality of education.

To implement modern European approaches to protecting population and territories from emergencies, providing fire and technogenic safety, as well as the implementation of state supervision (control) in the field of fire, man-made safety and rescue activities services, development of measures for Ukraine's integration into the Civil Mechanism measures to implement the Strategy were taken to protect the European Union reforming the SES system in such areas. The transition from the system of state supervision (control) in the field of fire and man-made safety to an effective emergency prevention system situations and fire prevention To this end, a review of regulations in the field of fire and man-made safety, in terms of reducing pressure on business, simplification of business activities and approximation of the national legislation in this area to the legislation of the EU, implementation European standards following the Association Agreement between Ukraine and the EU, with the introduction of a risk-oriented approach to man-made management and fire safety.

A new version of the evaluation criteria has now been introduced the degree of risk from business activities and the criteria by which the degree of risk from carrying the out economic actives estimate dated that subject to licensing in the field of services and works fire-fighting purpose, which significantly increased the intervals between inspections subject to compliance with the requirements of legislation in the field of man-made and fire safety. A mechanism for providing administrative services has also been introduced in electronic form through the portal of electronic services, namely - electronic registration of declarations of business entities on fire issues security and licensing of business activities for the provision of services and performance of firefighting work, which greatly simplified the subject management of administrative services, eliminated possible manifestations corruption due to the maximum minimization of direct communication of the subject management with employees of the SES.

## 2.1. Characteristics of the Human Resource department

Independent structural subdivision of the 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy region - personnel department - or an individual appointed by the order of the head may deal with the issues of personnel record-keeping at the enterprise. The main task of the personnel service is to meet the demand of the company for employees in qualitative and quantitative terms, as well as the preparation of documentation on personnel: orders for hiring, transfer, dismissal of employees, and granting leave.

The HRD in the 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy region is an independent structural unit, which is headed by the director of the enterprise. According to the staffing schedule in the personnel department, there are 2 employees: Head of Human Resources and Specialist. The workplace of each employee of the personnel service is organized so that his mental and physical efforts are fully focused on the performance of

direct functional responsibilities. The personnel department at the enterprise is divided into the following zones:

- management (office of the head of the personnel department, separate office);
- work with visitors (combines the work area of the HR specialist and the visitor area);
- work with documents;
- reception (visitors are waiting for a reception and at the same time can get initial information about the company and, if necessary, fill out forms of personnel documents);
- coding and storage of documents (files, personal files, reports are stored, and employment records of employees are stored in a separate safe).

Independent structural subdivision of the 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy region - personnel department - or an individual appointed by the order of the head may deal with the issues of personnel record-keeping at the enterprise. The main task of the personnel service is to meet the demand of the company for employees in qualitative and quantitative terms, as well as the preparation of documentation on personnel: orders for hiring, transfer, dismissal of employees, and granting leave.

The personnel service is responsible for the selects staff, drawing up relevant personnel documents, including orders for hiring, transfer to another job, setting allowances (surcharges)analyzing the quality of staff and making suggestions for its improvement, and in a prescribed manner preparing the information and reference documentation, relevant statistical reporting. Personnel record keeping is defined as an activity that covers the issues of documentation and organization of work with documents related to the personnel of the enterprise (or system) on the issues of admission, transfer, dismissal, accounting of employees, etc. Proper organization of personnel records is of great importance. It is in the personnel

services that citizens conclude an employment contract, and get acquainted with the rules of internal procedure, working conditions, life, leisure, and prospects for professional growth. The personnel department is a mirror of the institution, and how the documentation of management is organized gives an impression of the institution as a whole.

## 2.2. Characteristics of the organization of work of the specialists

The following aspects of the HR The 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy region are the following:

### The head of the personnel group

1. The head of the personnel group has the right:
  - 1.1. Make suggestions for improving the work of the department in the direction of working with staff.
  - 1.2. Certify copies of documents when deciding on the employment of citizens, their training, during the formation of personal files, and other documents that do not require the signature of the head of the institution.
  - 1.3. If necessary, make changes to existing job descriptions.
  - 1.4. Organize consideration of proposals, applications, and complaints from the executive authorities, citizens, public associations, enterprises, institutions, and organizations belonging to the management of the authority and the competence of the personnel service.
  - 1.5. Carry out personal reception of citizens on issues related to the work of the personnel service, and take measures for timely consideration of their proposals, applications, and complaints.
  - 1.6. In the process of fulfilling the tasks assigned to the structural unit, within the powers granted to conduct business correspondence with other executive bodies and local governments, subordinate enterprises,

institutions, and organizations on matters within the competence of the personnel service.

- 1.7. In the process of performing the tasks assigned to the structural unit, within the powers granted, to obtain the necessary information through the heads of departments and directly from the staff.
2. The head of the personnel group is responsible for:
  - 2.1. For improper performance or non-performance of their official duties provided for in this Instruction - within the limits set by the current legislation of Ukraine.
  - 2.2. For violations committed in the course of their activities - within the limits set by the current administrative, criminal and civil legislation of Ukraine.
  - 2.3. Tasks of material damage - within the limits set by the regulations of the Ministry of Emergencies of Ukraine, the State Emergency Service of Ukraine.
  - 2.4. For violating the requirements of the internal agenda.
  - 2.5. For compliance with the requirements of the current legislation of Ukraine on the use of information with limited access.
3. The head of the personnel group must know:
  - 3.1. Must know the Constitution of Ukraine; Laws of Ukraine "On Prevention of Corruption", normative documents related to the activities of the unit in the direction of staffing; the practice of applying legislation on matters within the competence of the unit; administrative acts of the relevant management; the procedure for registration, acceptance, transfer, and dismissal of personnel, the procedure for accounting and storage of personal files and employment records; organization of payroll; methods of accounting for personnel movements; the procedure for compiling the established reporting; basics of labor organization and management; labor legislation; personnel evaluation system; rules of business etiquette; rules and norms of labor protection and fire protection; basic principles of

computer work and related software; business language; speak the state language.

#### 4. Qualification requirements of the head of the personnel group:

A person of middle and senior management who has higher education in the relevant professional field at the educational and qualification level, bachelor, specialist, the master's is appointed to the position of the head of the personnel group.

##### Specialist of the personnel group

1. The specialist of the personnel group has the right:
  - 1.1. Make proposals to improve the work of the staff group in the direction of work with staff.
  - 1.2. Certify copies of documents when deciding on the employment of citizens, their training, during the formation of personal files, and other documents that do not require the signature of the head of the institution.
  - 1.3. On behalf of the leadership of the detachment request and receive information in the prescribed manner from government agencies and other enterprises, institutions, and organizations on issues related to the activities of the department.
  - 1.4. If necessary, make changes to existing job descriptions.
  - 1.5. Organize consideration of proposals, applications, and complaints from the executive authorities, citizens, public associations, enterprises, institutions, and organizations belonging to the management of the authority and the competence of the personnel service.
  - 1.6. Carry out personal reception of citizens on issues related to the work of the personnel service, and take measures for timely consideration of their proposals, applications, and complaints.
  - 1.7. In the process of fulfilling the tasks assigned to the structural unit, within the powers granted to conduct business correspondence with

other executive bodies and local governments, subordinate enterprises, institutions, and organizations on matters within the competence of the personnel service.

2. The specialist of the personnel group is responsible for:
  - 2.1. For improper performance or non-performance of their official duties provided for in this Instruction - within the limits set by the current legislation of Ukraine.
  - 2.2. For violations committed in the course of their activities - within the limits set by the current administrative, criminal and civil legislation of Ukraine.
  - 2.3. Tasks of material damage - within the limits set by the regulations of the State Service of Ukraine for Emergencies.
  - 2.4. For violation of the requirements of the internal agenda.
3. The specialist of the personnel group must know:
  - 3.1. Must know the Constitution of Ukraine; Code of Labor Laws of Ukraine, Code of Civil Protection of Ukraine, laws of Ukraine ", normative documents relating to the activities of the relevant executive body; the practice of applying legislation on matters within the competence of the service; administrative acts of the relevant management; the procedure for registration, acceptance, transfer, and dismissal of employees, the procedure for keeping records and storage of their files and employment records; organization of payroll; methods of accounting for personnel movements; the procedure for compiling the established reporting; basics of labor organization and management; labor legislation; personnel evaluation system; rules of business etiquette; rules and norms of labor protection and fire protection; basic principles of computer work and related software; business language; speak the state language [2].
4. Qualification requirements of the specialist of the personnel group:

- 4.1. Specialist (without a category) of the staff group - basic or incomplete higher education in the relevant field of study (bachelor or junior specialist). No work experience requirements.
- 4.2. Specialist (category II) of the staff group - basic or incomplete higher education in the relevant field of study (bachelor or junior specialist). Work experience in the personnel profession - not less than 1 year.
- 4.3. Specialist (1st category) of the staff group - basic or incomplete higher education in the relevant field of training (bachelor or junior specialist), advanced training. Experience in the profession of personnel - at least 3 years.



### **CHAPTER 3. A GENERAL ASSESSMENT OF THE EFFECTIVENESS OF THE ECONOMIC AND FINANCIAL CONDITION OF THE HR DEPARTMENT AT THE 1ST STATE FIRE AND RESCUE DEPARTMENT OF THE STATE EMERGENCY SERVICE OF UKRAINE IN THE SUMY REGION**

#### 3.1. Conditions and environment of the Human Resource department at the 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy Region

Factors that shape working conditions can be divided into 2 groups:

1) Production factors:

- sanitary and hygienic;
- psychophysiological;
- aesthetic;
- organizational and economic.

2) Socio-psychological.

Sanitary and hygienic conditions are formed under the influence of the human environment (harmful chemicals, air dust, vibration, lighting, noise level, infrasound, ultrasound, electromagnetic field, laser, ionizing, ultraviolet radiation), microclimate, bio-organisms, microorganisms, microorganisms. Bringing these factors in line with modern norms, standards, and standards is a prerequisite for normal human performance. Numerous studies by hygienists and physiologists of labor have shown that the human body is significantly influenced by sanitary and hygienic factors of the production environment.

Some of them harm the worker, which reduces efficiency, worsens health, and sometimes leads to occupational diseases. Sanitary and hygienic conditions in The 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy region are permissible. To maintain the optimum temperature in summer and eliminate the possibility of overheating, the premises

are equipped with air conditioners, and to maintain the optimum temperature for work in winter, heaters are used, as the central heating system does not meet the needs of employees. The offices of the department have plastic windows, which prevent cold air from entering the room in winter and also significantly reduce noise levels. Workplace lighting is quite optimal: artificial lighting is used only in the evening, during the rest of the day enough daylight.

Psychophysiological factors are determined by the content of work and its organization, so they are sometimes called labor. This is physical activity, which is associated with dynamic and static work; nervous and mental load in the form of visual stress (accuracy of work), nervous and emotional stress, and intellectual load (the amount of processed information, the number of production-important objects of one-time observation, etc.); the monotony of the labor process (diversity, pace of work). Elements of this group, except for physical effort and monotony, do not have approved standards. Work in the personnel department can be attributed to the light category of severity, it takes place in optimal environmental conditions and with the optimal amount of physical and mental stress. This work requires mainly mental loads that meet the capabilities of the body. Also, when working with documents there is a lot of stress on the eyes, and therefore allow small breaks during the working day [6].

Organizational and economic conditions in the 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy region are admissible. Workplaces are well equipped: there are many desks in the offices, which are conveniently and correctly arranged, there are a large number of cabinets for storing documents, as well as a safe. Some workstations are equipped with a computer, printer, and other accessories needed to work. However, computers do not have a protective layer, or gentle vision, which is very dangerous for professionals, often working on them.

Aesthetic factors are those factors whose influence can cause a person to have an appropriate attitude to working conditions in terms of artistic perception of the environment (meaning the use of color, and music in human activity). The color of the department's premises is dominated by light brown and light-yellow colors. These colors are considered the most favorable for humans, they affect fatigue and eye strain. The department has a radio that helps relieve emotional tension. The premises of the department are quite spacious and cozy, there are many flowers, there are paintings, and conveniently placed tables.

Socio-psychological factors characterize the relationship in the workforce and create an appropriate psychological mood in the employee.

The socio-psychological climate of the workforce is understood as a system of socio-psychological relations that reflect the integration of individual workers and social groups to achieve common production goals. This is the internal state of the team, which was formed as a result of the joint activities of its members, and their interpersonal interactions. In my opinion, the company is optimistic and honest, the proactive attitude of team members to the duties performed, low level of conflict in interpersonal relationships, and low staff turnover.

In general, working conditions in the personnel department can be described as acceptable.

An important task in the process of forming a management strategic human resource in modern conditions is the development of strategies that, on the one hand, are holistic and integrated, and on the other, differentiated. At the same time, the top management team must act following the strategic imperatives in areas such as employment, development, and motivation of employees, ensuring individualized approaches to different categories of staff and even to individual key individuals. The integrity and integration of personnel management strategies are vertical and horizontal.

Vertical integration is the overall development strategy that sets goals for a human resource management strategy in areas such as:

- human resources management mission;
- values shared by most employees;
- personnel management style;
- resource provision of human resources management strategy;
- directions of staff competencies development;
- increase the efficiency of the organization.

Vertical integration exists in two forms: integration with organizational culture and integration with business strategy. Personnel management strategy, first, should be developed following the organizational company culture. Organizational culture most conducive to strategic management, in our opinion, should be:

- humanistic, which means involving employees in management and focusing on meeting their needs and achieving personal goals;
- constructive, aimed at productive work and achievements and set goals;
- socially positive, based on conflict-free interpersonal relationships, trust, and cohesion of the team;
- based on professional and social competencies, creating the necessary space for their development;
- innovative, aimed at creativity, self-realization, and constant readiness to perceive and embody the new, to possible changes.

The personnel management strategy, secondly, must be developed to change the organizational culture that has developed in the company but does not meet the chosen strategic guidelines. Another type of vertical integration is the alignment of business and personnel strategy. At this stage, it is advisable to apply a conceptual approach, which consists in building a matrix of compliance, in which each element of business strategy is determined by a key element of personnel strategy.

### 3.2. Ways to upgrade the work of the HR department based on the idea of the foreign model

Problems of personnel management in the civil service of Ukraine are related to the lack of clarity distribution of political and administrative positions, open competitive selection of civil servants, career growth, lifelong learning, common evaluation, and incentive criteria. Modern personnel situation in Ukraine, and characterized by low professionalism, a lack of special managerial training, inconsistency of professional training profile, bureaucracy, indifference, and corruption of management. In the new conditions, human resources employees must meet the conditions: be able to understand socio-economic processes taking place in the country and abroad; have special knowledge in the field organization of production and, in particular, effective methods of work; be able to work with modern computing technique.

Modernization of the civil service system following the best world practices and standards is one of the key tasks of public administration reform in Ukraine. Therefore, a necessary condition is the creation of such personnel services, which would also perform the management of the organization, the creation of a database of psychological types of employees; develop a new motivational mechanism that will provide aspiration civil servants to constantly update their professional knowledge, skills, and abilities. Realization These areas of the personnel management system will create a stable, politically stable Ukraine an independent, professional civil service that can formulate policies effectively and efficiently states on social development [9].

Search for the most rational models of personnel management in developed countries leads to an increase in the role of the human factor in production activities and increased investment in its use. Strategic concepts of human resource management define employees as a crucial factor in maintaining competitiveness and aimed at their preparation under changing market

requirements and taking into account the introduction of new technologies. The main subject of research in the field of personnel management in Japan has human abilities because, according to Japanese experts, it is necessary to choose not a person for a job, but a job for a person. In this country, the leader governs based on formal authority, but by informal methods, and the leading place in improving work efficiency is occupied by organizational ideologizing employees, forming their devotion to their places of work. Feature of the Japanese management system personnel is that it is created within the existing organizational structure and flexible system of group responsibility, horizontal connections, and incentives. In addition, it is important to have close business ties with managers of different levels within the company, which is achieved through a wide network of advisory and other facilitating bodies' decision-making.

According to some estimates, each manager of a Japanese company is involved in 60 to 80 formal and informal working groups that work closely together; a specially developed and permanent system of moving managers to various positions within the company to cultivate universalism in them; the ongoing process of professional development in the framework of various seminars, working groups, etc., which involve representatives of various functional services and levels of government. Studies show that the Japanese style of company management is determined by more horizontal organizational structures. Japan's automotive master is directly subordinate to the head of the enterprise, and in the USA, there are three additional levels of heads: Ford, for example, between an employee and the chairman of the board of directors 11 levels, and in the company "Toyota" - only 6. Unlike the methods used by American firms (effective pay systems, analysis of the organization of work and jobs, certification of employees), Japanese corporations are more likely to use the loyalty of the company in which employees serve. This is achieved by identifying the interests of employees with the interests of corporations, which creates a

healthy moral atmosphere in the teams and allows to increase the efficiency of their work.

In addition, an important place is given to the system of lifelong employment, taking into account the length of service in the company in the system of remuneration, active communication and encouragement of frequent and direct connections, promotion and rotation, and staff training. The key principle of strategic management is respect and trust in people. All employees from senior officials to ordinary executives consider themselves representatives of the corporation and identify with it. Organizational decisions (regarding the system of benefits, bonuses in case of high profits, payment of most hospital expenses, sale and lease of residential buildings to employees at a lower price, loans to purchase residential buildings at a lower interest rate than commercial banks) provide a unique psychological climate at all levels of large hierarchically constructed systems and avoid apathy and irresponsibility. To translate strategic goals to lower levels, managers often turn to employees to outline the company's strategy and policies, culture, and business ethics. Widespread morning "rallies", guild meetings, and meetings of various groups of workers outline the company's tasks and provide information necessary for work. To stimulate innovation and commitment, Japanese corporations often hold opening ceremonies, various corporate events, half of which are paid for by the company, and informal relationships between managers and employees.

According to Japanese management specialist Hideki Yoshihara [20], characteristic features of Japanese rule are as follows:

- 1) Guarantee employment and create an atmosphere of trust. Such guarantees lead to the stability of human resources and reduce the turnover of existing staff incentive for employees, strengthens the sense of corporate community, harmonizes the relations of ordinary employees with the management;

- 2) Publicity and values of the corporation. When all levels of management and employees are beginning to use a common database of policy and activities of the company, developing an atmosphere of participation and general responsibility, improves interaction and increases productivity. The Japanese management system also seeks to create a common base for all employees of the company to understand corporate values, such as the priority of quality service, customer service, employee cooperation with the administration, cooperation and interaction of departments;
- 3) Information-based management. Particular importance is attached data collection and their systematic use for improving production efficiency and product quality characteristics. Leaders' revenue items, production volume, quality, and gross are checked monthly revenue to find out if the figures are reaching the targets and to anticipate future difficulties in the early stages of their occurrence;
- 4) Quality-oriented management. In the process of production management. The main concern of the company's management is to obtain accurate quality data. The personal concern of the head is to consolidate efforts to control the highest quality in the area of production entrusted to him;
- 5) The constant presence of management in production. To be fast deal with complications and to help solve problems as they arise the emergence of a manager often places staff directly on the production premises. With each problem solved, small ones have introduced an innovation that promotes the accumulation of additional innovations;
- 6) Maintain cleanliness and order. One of the essential factors of high-quality Japanese goods is clean and orderly production, which is a guarantees product quality and can increase productivity;
- 7) The concept of lifelong learning. Continuous learning leads to the continuous improvement of skills, where everyone can improve the performance of their work. This promotes self-development, and the



results achieved provide moral satisfaction. On the other hand, the purpose of training is to prepare for more responsible work and promotion. But, unlike the Western approach to management, the Japanese attach special importance to the obligation to improve skills without expecting any material gain;

- 8) Decision making. One of the central places in the activities of leaders occupies decision-making. The basis of traditional Japanese methodology decision-making is entrusted with a system of "rings". The literal translation means "obtaining consent to a decision through a survey without convening a meeting or meeting." In this system, the main thing is a thorough, repeated study by various employees, starting with low levels, problems, and accompanying circumstances, followed by an exchange of views and discussions.

The success of the Japanese economy is also ensured through methods of improving governance. The main ones are the methods of "kanban" [3] ("just in time") and "lean manufacturing" ("zero defects"), according to which the selection, education, and development of personnel, and the formation of personnel reserves.

It should be noted that in the context of globalization of the economy, the boundaries of foreign experience are changing significantly, as new management technologies are becoming rapidly and widely spread. Many of them are already successfully used in Ukraine. However, in each case of borrowing foreign experience must carefully consider the national specifics of human resources development.

An important task in the process of forming management strategies for human resources in modern conditions is the development of strategies that, on the one hand, are holistic and integrated, and on the other, differentiated. At the same time, the top management team must act following the strategic imperatives in areas such as employment, development, and, motivation of employees, ensuring

individualized approaches to different categories of staff and even to individual key individuals. The integrity and integration of personnel management strategies are vertical and horizontal.

Vertical integration is the overall development strategy that sets goals for a human resource management strategy in areas such as:

- human resources management mission;
- values shared by most employees;
- personnel management style;
- resource provision of human resources management strategy;
- directions of staff competencies development;
- increase the efficiency of the organization.

Vertical integration exists in two forms: integration with organizational culture and integration with business strategy. Personnel management strategy, first, should be developed following the organizational company culture. Organizational culture most conducive to strategic management, in our opinion, should be:

- humanistic, which means involving employees in management and focusing on meeting their needs and achieving personal goals;
- constructive, aimed at productive work and achievement and to set goals;
- socially positive, based on conflict-free interpersonal relationships, trust, and cohesion of the team;
- based on professional and social competencies, creating the necessary space for their development;
- innovative, aimed at creativity, self-realization, and constant readiness to perceive and embody the new, to possible changes.

The personnel management strategy, secondly, must be developed to change the organizational culture that has developed in the company but does not

meet the chosen strategic guidelines. Another type of vertical integration is the alignment of business and personnel strategy. At this stage, it is advisable to apply a conceptual approach, which consists in building a matrix of compliance, in which each element of business strategy is determined by a key element of personnel strategy.

## CONCLUSION

As a result of research of directions of increase of efficiency of system personnel management at the enterprise can draw the following conclusions:

1. Personnel management is a set of principles, mechanisms, methods, and forms of influence on the creation, development, and use of employees' companies implemented as several interdependent areas and types of activities. In this context, it turns out that personnel management at the same time is a system of organization, process, and structure.
2. Personnel management in the structure of modern management acquires of particular importance, is one of the most important functional areas in an organization that can provide multiple increases in its effectiveness work. In modern science and practice of management, there is a constant process of improving, updating, and finding new approaches, concepts, and ideas in the field of personnel management as a key and strategic resource organization. An important feature of modern management is becoming comprehensive impact on all staff as a whole. In this regard, it is a personnel management system that integrates personnel management into the general management system and connects it with strategic attitudes and corporate culture, as well as with the planning of production, sales, quality improvement, etc.
3. Personnel management is carried out using various methods (ways) of influencing employees and technology. Three groups have been singled out as methods of personnel management of the organization: administrative, economic, and socio-psychological. All developed technologies are divided into several groups (traditional, sectoral, professional, and innovative) depending on the ultimate goal, scale of application, or origin.
4. Economic efficiency in the field of personnel management means achieving the goals of the organization by using employees for the

principle of economic expenditure of limited resources. This principle is implemented at the most favorable ratio between the results of labor and the scale of its use (productivity) and, accordingly at the most favorable ratio between the result of work personnel and personnel costs (cost-effectiveness).

The main task of the director of personnel management will be to form a strong team within the unit. Director bears individual responsibility for the quality of the team in his unit; is responsible for the maintenance of valuable members of his team, providing them motivational and career opportunities; is responsible for maintaining the image of The 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in Sumy region inside and outside the company outside, in cooperation with the personnel department provide availability of promising candidates for key positions in their department, including - the constant search for the best candidates in the market.

It can be concluded that the work of the human resources department is well established and the responsibilities assigned to the employees of the department are fully fulfilled. The division of responsibilities between employees is quite rational, which ensures efficient work. The automation of personnel records management, namely the Personnel program, also helps to optimize the work of employees. Workplaces are equipped with desks, chairs, and telephones. Each workplace is equipped with a computer with modern software and the Internet. Workplace lighting is high quality, but it would not hurt to increase its number. The staff room is partitioned off by a barrier to the work area, which only HR staff can enter, and the visitor area. Documents are stored in bookcases, and especially secret (employment books) - in a safe, which is located in the office of employees of the department.

However, shortcomings were identified in the conditions and organization of labor workers. The office space is quite small, the area for visitors is insufficient, so there is an inconvenience in working with clients and the staff member. There

is also no waiting area for the office, which is sometimes created. In my opinion, the transfer of the safe to the office of the head of the department would allow a more rational distribution of the territory of the main office of the personnel department. As for the equipment, namely the bookcase, where personal files are stored, it would not hurt to replace it with more modern, which would also free up more space in the office. In general, the staff of the personnel department works well and is organized. This is important not only for the individual department but for the company as a whole. The responsibility of each employee is the result of the successful operation of the enterprise as a whole.

Organizational and economic conditions in the 1st State Fire and Rescue Department of the State Emergency Service of Ukraine in the Sumy region are admissible. Workplaces are well equipped: there are many desks in the offices, which are conveniently and correctly arranged, there are a large number of cabinets for storing documents, as well as a safe. Some workstations are equipped with a computer, printer, and other accessories needed to work. However, computers do not have a protective layer, or gentle vision, which is very dangerous for professionals, often working on them.

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