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### Paraschenko K. O.

*Oles Honchar Dnipro National University (Ukraine)*

### MANAGING INNOVATIONS IN THE PERSONNEL WORK

Very often, innovation is limited to the innovation process in science and technology, and moreover, innovation means fundamental changes in these areas, what is fundamentally wrong. Today, the business industry is quite tough, if the organization does not improve, does not use its opportunities for business development, then she has every chance to be on the brink of termination. In order to survive in such conditions it is necessary to rationally dispose of all kinds of resources. Recently, more and more attention is paid to the personnel of the organization – as the most important of the types of resources. The success of the organization depends first of all on the skills, skills, qualifications and responsibilities of the staff.

The key to the effective functioning of the institution is the continuous development of the management of the company and its personnel, the search for new approaches to the management of personnel. Today, the most relevant approaches to personnel management are:

1. Creating an innovative atmosphere in the company as a whole.
2. Implementation of innovations in human resources work [2].

Innovative approach is now very relevant when it comes to optimizing the structure of the firm in a context of global financial instability.

In today's world, an employee is not a gray mass, it's individuality. Such tendencies are interpreted by the modern market. So, not every organization was able to change in the new direction, but the obvious tendencies of such a principle. The vision of each employee of the individual, enables the staff manager to develop an effective system of personnel attestation, as well as a system of motivation for employees, a career development system, etc.

Managing innovations in human resources is a focused activity of the heads of institutions and departmental specialists to provide the most effective workforce to be restored on the basis of promising innovations for the prosperity of the institution.

Innovations in human resources work are any targeted action directed at managerial innovations in the workforce that are first used in the organization to improve the level of production efficiency, gain competitive advantage and, as a result, obtain additional profit [1]. Neutral and effective innovations have been set.

Neutral innovations in companies are carried out for two reasons: firstly, formal changes are necessary, methods and methods of personnel renewal are needed, and secondly, the human resources structure needs to be implemented. Most often, such innovations are financial, temporal or social costs, as opposed to effective innovation.

To neutral or ineffective innovations in the workforce include:

- 1) constant movement of personnel, without a clear program of further actions on new posts;
- 2) impossibility of the implementation of qualified specialists in corresponding positions at a specific period of time;
- 3) frequent use of modification innovations, instead of radical;
- 4) misunderstanding where to apply system innovations, and where private;
- 5) difficulty in training staffing for reformatting management positions;
- 6) rejection of innovative initiatives by management (equal rights, equal pay for work, etc.);
- 7) introduction of methods that complicate the work of innovative personnel;
- 8) the incompatibility of the conservative leadership with the dynamic team and vice versa;
- 9) an attempt to introduce changes in human resources policy, led by conservative leadership in the human resources system of the organization [4].

In general, the effectiveness of managing an organization depends on the communication process between the employees themselves and the management. Especially if the institution employs specialists with high innovation potential. Employees with this potential are able to quickly perceive new information, are ready to improve their professional skills, seek to achieve competitiveness through creative ideas, able to solve non-standard tasks and find new ways to solve standard issues [3].

The success of the company depends on the presence of innovators in the organization. It is difficult to isolate the limits of the identification of the innovator, as in the entire innovation process, but one can emphasize that most often innovators are creative individuals who act as initiators in creating something new. Decision-making regarding the implementation of innovations in personnel work depends on:

- the head of the institution;
- the head of the unit (where the innovation is planned);
- the head of the financial service (in case of acquisition of innovations);
- Head of Human Resources Management.

In cases where innovations are created directly in the institution, special units are organized, which ensure the development, implementation and maintenance of innovations in the personnel structure, although this way is very problematic. In order to facilitate this process, organizations conduct studies to determine the level of sensitivity of innovations to understand the reaction rate that characterizes readiness for competitive struggle. Innovative atmosphere in the company – the main factor of fruitful work. It is on this that foreign experts on the issues of management emphasize, even now, Ukrainian leaders came to realize this problem.

Today, there is a very high level of competition between companies, but if the organization seeks success and prosperity, it needs to modify the system of personnel management, depending on the requirements dictated by the market.

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**Striukov V. V.**

*Oles Honchar Dnipro National University (Ukraine)*

### **ECONOMIC AND ORGANIZATIONAL MECHANISM OF COMPETENCE MANAGEMENT IN VOCATIONAL EDUCATION**

In the context of the dynamic development and globalization of the world and national economies, the workforce professional leadership becomes the country's strategic commodity, a factor of its security and achieving high living standards of the population. There is a significant dynamic transformation of the model of the employee and the requirements for his/her professional competence [1]. The global phenomenon becomes the shift in demand for labor to its higher qualifications and competencies. That is why even countries with an effective system of vocational training consider it necessary for its ongoing radical reform and improvement. This requires competitive pressure, an increase in the share of non-standard forms of employment, a steady tendency to «wash out» from the production process of jobs for low-skilled employees, and an increase in demand for workers assigned to employers profile of competence [2].

Competency approach is defined as the leading methodological benchmark for the development of modern education at all its levels. Competences is a higher, generalized level of skills and abilities, set of interrelated qualities of the student's personality (Fig. 1), given in relation to a certain range of educational disciplines and processes necessary for effective activity. Competence is the skill of a person with appropriate competence, including own personal attitude towards himself/herself and towards the subject of activity.

Vocational education is an integral part of Ukraine's educational system. This is a set of pedagogical and organizational and managerial measures aimed at ensuring the acquisition of knowledge, experience, and skills of a certain profession by citizens, development of their competence (Fig. 2) and professionalism, forming of general and professional culture [5]. One of the tasks of vocational education is