

слід враховувати обов'язковість комплексного підходу під час планування процесів інноваційного розвитку територій та можливості досягнення ефекту синергії завдяки підсиленню взаємного впливу заходів регуляторного впливу.

На наше переконання, ключовими пріоритетами активізації інноваційного розвитку територій в умовах сучасних реалій виступають: запровадження стратегічного підходу при формуванні планів, проєктів і програм розвитку територій; всебічна оцінка, аналіз і прогнозування як наявного потенціалу інноваційного розвитку територій, так і його результатів; раціональне та ощадливе використання всіх видів ресурсів певної території; підвищення інвестиційної привабливості територій, залучення додаткових інвестиційних вкладень, включаючи кошти вітчизняних і зарубіжних інвесторів, міжнародних фондів; використання досягнень цифрової економіки та широке застосування новітніх інформаційно-комунікативних технологій в інноваційних процесах; запровадження smart-підходів і smart-технологій; розвиток взаємовигідних партнерських відносин з усіма категоріями стейкхолдерів, включаючи наукові і освітні установи; акцентування уваги на розвитку інноваційної інфраструктури, у тому числі соціальної; дотримання екологічних пріоритетів при складанні планів і проєктів інноваційного розвитку та ін.

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CONTEMPORARY TRENDS OF INNOVATIVE AND INVESTMENT TRANSFORMATIONS OF THE HR-MANAGEMENT SYSTEM

The realities of today in Ukraine and the world demonstrate that in the face of external challenges and threats, it is almost impossible to preserve the human resource and successfully develop within the framework of the traditional HR-management system. Every day we receive evidence of the uniqueness of human capital, the preservation and enrichment of which determines the viability of not only individual companies, but the country as a whole. This state of affairs

creates new challenges for HR-managers in the context of innovation and investment transformations.

Contemporary trends in the innovative paradigm of HR-management development are caused, on the one hand, by globalization processes, application of modern information technologies, acceleration of changes in internal and external environment of organizations, increasing role of corporate culture, innovative orientation and entrepreneurial type of management; on the other hand, by challenges and threats, which are dictated by force majeure.

Recently, the HR management system has been under pressure from force majeure circumstances. Under these conditions, HR-managers must be armed with modern technologies to effectively influence the human component of the organization in the direction of preserving human capital. HR services should be provided with methods and tools for rapid response to changes in working conditions in the context of providing personnel with guarantees of life safety, remuneration and job preservation.

Despite the negative impact, HR management practices continue to be enriched by digital technologies in the direction of using "chat-bots", social networks, big data analysis, applications and analytics based on artificial intelligence, cloud technologies in software supporting the needs of the personnel management system. Developers of digital solutions provide technical component of HR-technologies that have become key and irreplaceable in such subsystems of HR-management as: personnel selection and recruiting, search and attraction of talents, management of corporate culture, professional development and personnel training, formation and development of employer's brand. Such modern transformations require updating and expanding the competencies of HR-managers, taking into account the dynamic changes in the processes taking place in the business environment.

The results of the research of war impact on business, conducted by EMA Partners International, executive search & leadership advisory in June-August 2022, prove that HR priorities have significantly changed [1].

Today, the priority is the safety and adaptation of employees in conditions of real threat. If during the pandemic the main functions were carried out in the context of "anti-virus" activities, such as: total legalization of digital processes, liberalization of labor legislation and its adaptation to quarantine conditions, postponement of secondary requirements of corporate compliance; then in the conditions of martial law, the psychological adaptation of personnel becomes a primary function. HR departments should be able to flexibly and quickly change working conditions, adjust the working day in accordance with the power outage schedule, send them on mandatory holidays and introduce downtime; employees must be given appropriate guarantees for wages and job retention. If just a year ago well-being programs were just a trend, now they should actually become a mandatory component of companies that care about the future of their business.

Such conclusions are confirmed by the results of the survey of 175 participating companies: for HR teams, the safety of employees is the highest priority (76% of respondents), the mental health of employees is also important, supporting their high productivity and staff retention.

The Ukrainian model of HR-management has confirmed its viability: 28% of companies noted that they continue to hire for positions of all levels, and only 13% of employers have completely stopped recruiting; 23% of companies hire employees solely to replace staff who have left the organization

Experience during the war shows that most of the vacancies that have appeared since March 2022 are due to the fact that the person has relocated to another country (within the company (or independently) and found a new job in another country). However, companies are willing to be more flexible on a person's current location, willing to hire if the person intends to return when the situation is safer.

The most popular benefits that companies have added for employees are psychological assistance programs (in particular, 27% of companies offer individual sessions with a

psychologist), flexible work schedules, and additional one-time cash assistance. About 30% of companies also reimburse the cost of rent for employees who have switched locations.

Currently, the priority competencies of leaders are: management in a situation of uncertainty, strategic thinking, effective communication/persuasion. 32% of respondents do not have special programs to support leaders, but 1/5 of companies conduct training on team management during the war.

The war has added new challenges to HR managers' work: more than half of respondents say they experience excessive emotional strain due to the need for constant employee support. Also among the most common challenges are unstable emotional states, feelings of uncertainty, anxiety, powerlessness, and excessive workloads (working 24/7). At the same time, for 56% of respondents, it's understanding the value and necessity of their work that helps maintain resilience and productivity.

Consequently, HR-technologies are significantly changing under the influence of external challenges and force majeure circumstances. In this research we have analyzed the practices of successful companies in the context of innovation-investment transformations of HR-management system. Among the most relevant, in our opinion, is the focus on data security and the introduction of employee self-service tools in the context of remote work [2].

The need to protect sensitive and personal data is increasing as reliance on the technology sector and the cloud increases. Recent legislation passed in support of privacy and data security (GDPR-General Data Protection Regulation) has contributed to this becoming a leading trend in HR technology. This vector in HR-technology focuses not only on increased security as an additional feature of software, but also forces companies to implement new procedures and tools [3].

Some of the main benefits that companies gain from integrating a workplace self-service platform include: increased efficiency of administrative tasks; improved transparency (employees have the ability to see the sources of any workplace data and verify it); real-time updates for employees; improved team morale; and reduced psychological burnout.

It is concluded that the creativity of personnel adaptation technologies in force majeure depends on the professionalism of HR-managers. The transformation of personnel adaptation technologies requires updating and expanding the competence of HR managers, taking into account dynamic changes in the processes taking place in the business environment in force majeure circumstances. The creativity of technologies should be determined by their extraordinary nature and the possibility of flexible adaptation to conditions that are dictated by non-standard, especially extreme (emergency) crisis situations. Determining the role of the HR-manager as the main facilitator in the adaptation process, researching the advantages and disadvantages of existing digital technologies, analyzing internal and external factors influencing the effectiveness of personnel adaptation technologies should be the direction of further research in this scientific problem.

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