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PECULIARITIES OF EDUCATIONAL PERSONNEL MANAGEMENT IN THE CONDITIONS OF WAR (EXPERIENCE OF NAU «KHAU»)

In the conditions of the martial law in Ukraine, all spheres of daily life have changed. Consequently, a number of changes occurred in the generally accepted concept of personnel management, which affected the overall management paradigm. Personnel is a resource that needs to be managed comprehensively, to create the necessary conditions for work and development, as well as to provide material and non-material incentives for active employees. All these factors determine the search for new approaches to personnel management under martial law. Considering the two-year experience of remote work during the COVID-19 pandemic, NAU «KHAU» developed own concept of personnel management in force majeure circumstances.

In view of the fact that the University is located in a combat zone, the administration decided to allow educational personnel as well as technical staff, whose presence is not necessary for the performance of their tasks, to work remotely. This decision was dictated by Ministerial recommendations, but in conditions of universities' autonomy, the University administration had the final decision. The specialists of the IT Department of the University have created all the necessary conditions to ensure a continuous learning process. First of all this is the functioning of own distance learning platform "Mentor", which allows carrying out the learning process both synchronously and asynchronously. This allowed maintaining the efficiency and effectiveness of educational communication, as far as possible during the military conflict

The next step to maintain effective work was the preservation of the mental health of all participants in the educational process. It is no secret that the constant shelling at the beginning of the war, the situation of uncertainty, and the lack of security had a negative impact on the overall condition of the educational personnel. Not only those who decided to remain in Kharkiv, but also those who were granted refugee and faced an environment that was completely alien to them were under attack. In order to provide psychological support to the educational personnel, chat groups and messenger communities with essential information and communication were created. The psychological help was provided by the specialists of the

University's educational psychological clinic. At this stage it was important that each representative of the educational personnel knew that the University was ready to support, to help, to solve the problem.

During wartime, it is strategically important for the University to maintain the psychological and emotional stability of each representative of the educational personnel, so channels of dialogue have been implemented. The dialogue channel is a wide range of activities aimed at creating the right behavioral patterns during the active combat phase. Materials provided by the Department of Education, the Civil Administration, the Civil Defense Department, and the Red Cross were used as content. Among other things, these were instructions on how to provide first aid, how to behave during an air raid, shelling, a chemical attack, a nuclear explosion, psychological advice on how to survive the loss of loved ones and property, how to explain to children what is happening, how to behave during an evacuation, etc. Such centralized help turned out to be very helpful, and was provided along with information about the phone numbers of emergency services, volunteers, addresses of bomb shelters, etc. Also, having such communication channels allowed the administration to stay in touch with educational personnel, quickly inform them of their decisions, respond to emerging problems, and receive feedback.

At the moment, more than 200 people (educational personnel and their family members) permanently reside on the campus. Every day the University and sponsors provide them with hot meals and seasonal fruits to maintain immunity and normal life activity, as well as provide comprehensive psychological assistance.

Such care on the part of the administration and good management policies ensure a healthy working environment for all members of the extended university family.

Наталія ЩЕРБАК

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ПАРЛАМЕНТСЬКИЙ ВИМІР РЕФОРМИ ДЕРЖАВНОГО УПРАВЛІННЯ: ЄВРОПЕЙСЬКІ РЕКОМЕНДАЦІЇ ДЛЯ УКРАЇНИ

Останнім часом питання реалізації реформи державного управління набуває дедалі більшого значення в Україні, зокрема в контексті реалізації політики європейської інтеграції. Одночасно реформа державного управління має і парламентський вимір,