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Also quite effective for a number of situations is the formation of courses that combine the full range of methods. This is especially effective when conducting a course for homogeneous groups representing the management of similar or even the same projects.

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FLEXIBLE METHODOLOGIES IN A SAFETY-ORIENTED HR ORGANIZATION

Current trends in society, information technology and crisis phenomena, in particular the COVID-19 pandemic, have shown the need to restart new project management paradigms. In modern realities, the life cycle of any complex organizational and technical system is saturated with many points of bi- and tri-furcation, which is associated with a high degree of risk of management decisions. Thus, the study of current trends in the formation and development of flexible (Agile) project teams in the new conditions of operation is an urgent task.

Safety-oriented systems and organizations of various forms of ownership implement projects, programs and project portfolios in conditions of uncertainty, which is associated with the negative impact of emergencies and turbulent environment, which is changing dynamically. This in turn stimulates organizations to carry out engineering based on Kaizen-approach of continuous development and international standards for project management PmBok, P2M, Prince2 to improve management standards and quality of human resource management, increase productivity and efficiency in projects, programs and project portfolios.

The formation of a project team is one of the priority tasks in the management of a modern innovative project. In particular, such an example is the process of selecting applicants for higher education in higher education institutions (HEI) with specific learning conditions and their training for safety and risk-oriented systems BOS (government units). Such systems protect society from crises and emergencies. The team of human resource management managers responsible for the project in higher education institutions with specific learning conditions face many risks and requirements for the selection and formation of teams of higher education applicants. Their ability to solve a number of specific tasks related to the planning, implementation, monitoring, communication, conflicts and quality of the project with the involvement of competent potential specialists in the field of human security. The various members of the project team involved in the team should form an organizational culture, namely common values, norms and standards, which may differ from those with which they existed before.

A traditional group of people has a formal leader, as opposed to a flexible team, where the role of leader passes from one team member to another along with an area of responsibility that allows them to achieve goals quickly and effectively. Agile practices from various frameworks (Scrum, Kanban, Lean), which complement the basic principles of human resource management in BOS, are an important advantage of flexible methodology over traditional civil protection management methods, which specify resource constraints, task time, unique

project results and complexity of formation and performance of criteria of the set requirements (see tab. 1).

Table 1. Comparison of approaches to human resource management

| № | Approaches to human resource management | |
|----|--|---|
| | Traditional Command and administration | Flexible cross-functional Agile |
| 1. | Linear individual subordination. | Individual and mutual subordinate (each subordinate to each). |
| 2. | Bureaucracy and centralization. | Decentralized network.. |
| 3. | Performance is measured in terms of the impact on the organization (eg the results of reporting documentation). | Efficiency is measured directly by evaluating key metrics. |
| 4. | Each member of the group has a personal circle of communication, makes independent decisions and performs special tasks for a long period of time. | Mutual communication, quick decision-making and work tasks, process automation. |
| 5. | Conservatism and maturity. | Generating creative new ideas with their subsequent implementation. |

The flexibility of a mature, large organization is achieved through the development of long-term strategic plans to improve the management of the internal environment (human resource management, corporate organizational culture). Thanks to the introduction of information technology (HRIS) in management processes, it is possible to optimize the delegation of decision-making. The fundamentals remain the same and cannot be automated - they are the mission, goals of the organization and strategy. The strategic stage of the Agile approach is a clear understanding of the goals for which it is necessary to change, a promising model of the organization together with its implementation by engineering the organizational structure - key components to achieve a high level of flexibility and quality decision making. To do this, it is necessary to assess and take into account the current situation, external and internal environment, the choice of benchmarks for comparison and formation of future scenarios with an assessment of opportunities and global potential risks.

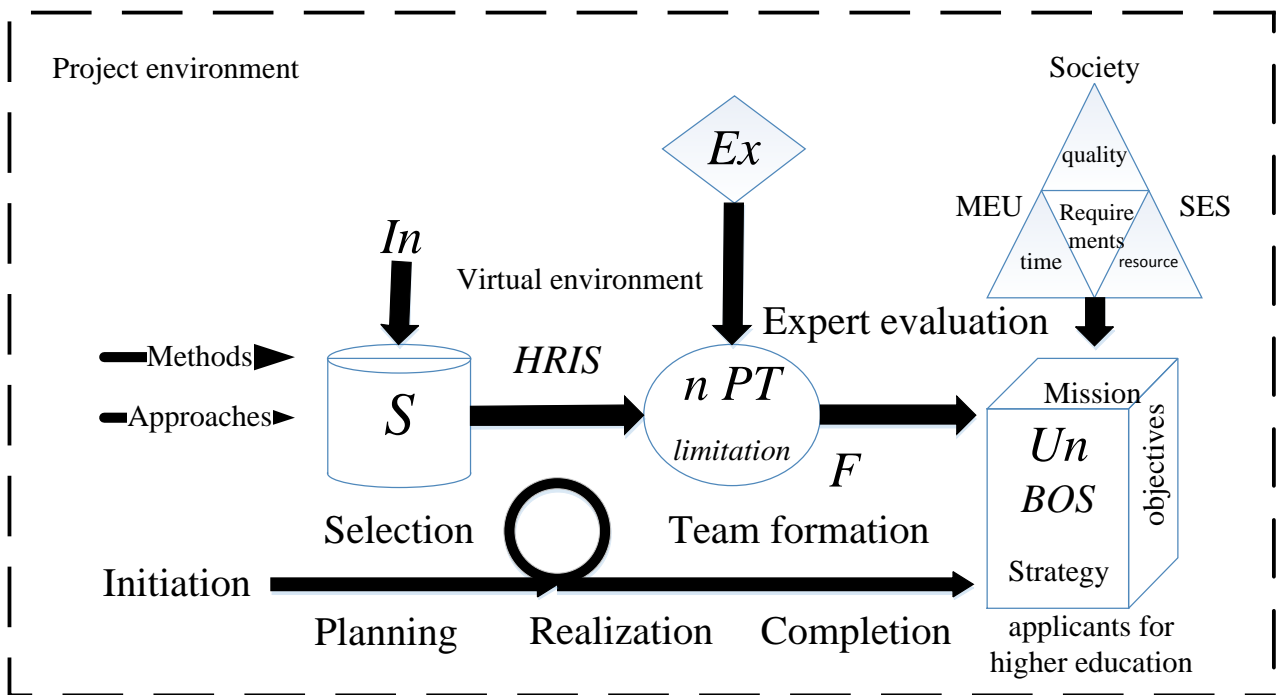


Figure 1 Model-scheme of the conceptual approach to project management of selection of applicants for higher education in HEI with specific learning conditions

A model-scheme of a conceptual approach to project management of selection of applicants for higher education (O-onboarding) in higher education institutions with specific conditions of studying and educational process for the training of civil protection specialists is proposed. The *BOS (O)* project environment is a set of many processes (*In, S, Ex, Fpt, Un*), where *In* is the initiation of selection and application of applicants. *S* – selection of candidates, *Ex* – is the evaluation of experts, *Fpt* – the formation of a project team, *Un* – higher education institution that implements the strategic goals and mission of the organization. The limitation on the formation of the *BOS* project team is its number *n*, as well as implementation time and resources (financial, logistical). Requirements for the quality of training results are formed by: society, the relevant executive body (Ministry of Education and Science of Ukraine), as well as a security-oriented system (for example, the State Emergency Service of Ukraine). Thanks to the flexible methodology of project team management, it is possible to accumulate

experience of specialized formations in the knowledge bank for effective repeat cycles, to carry out quick sprints for planning and implementation of the project of selection of applicants. The HRIS decision support system will allow the exchange, processing and accumulation of information in a single virtual environment to assess the results of selection with the subsequent inclusion of applicants in the team.

Modern methods, models and mechanisms of project teams in a safety-oriented system are a promising area of research in the process of project management and development programs of complex organizational and technical systems in a turbulent environment. Thus, the proposed model scheme of the conceptual approach to project management of selection of applicants for higher education in HEI with specific learning conditions allows to adapt and apply flexible approaches and methods to realize the potential of human resources in new conditions.

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