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Thematic module for training of entrepreneurs on "Human Resources Management"

within the framework of project

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Characteristics and definitions of Human Resource Management

management levels, in different roles, etc. They have established themselves and occupied a certain place as in scientific research and specialized literature as well as in management practice and reflect different sides of a specific and unique creator and bearer of an intellectual product.

The management of human resources and personnel, in general terms, can be defined as an activity to organize and rationally utilize the human potential at the various levels of management, with a view to achieving motivation and empathy towards the mission of the organization and the realization of its goals.

The conditions and environment in which people are realized are of decisive importance for the successful implementation of Human Resources and Personnel Management.

The main trend that has emerged in recent years is a focus on the interaction between individuals, the work they do, and the organization in which that work is done. Another important thing in HRM is the implementation of the provisions specified in the Social Charter, included in the Program of the European Union, aimed at improving working conditions, establishing guaranteed social rights and promoting the increase of social status.

Subject and object of the discipline. Basic Principles

The subject of the Human Resources Management course includes the specific theoretical-methodological knowledge about the main categories, concepts, principles, methods and approaches for the Human Resources Management, on the one hand, and practical-applied knowledge about the motivation and organization of the staff's activities in the relevant organization , with a view to rationally achieving its goals - on the other hand.

According to the type of management - the subject of the strategic management of human resources is the future trends in their qualification and their development, and the subject of the operational management is the restructuring of the personnel under the new conditions, adaptation and motivation for effective work in the conditions of rapidly occurring changes.

The object of the practical-applied discipline Human Resource Management is people with their knowledge, work habits and skills. The management of human resources in the enterprise is part of their general management and is carried out in the conditions of the operation of the basic and specific principles that directly or indirectly influence their behavior.

The principles of Human Resources and Personnel Management are a set of rules, norms and prescriptions for behavior. They include the principle of purposefulness, of saving personnel, of extracting maximum benefit, of diversification, of promoting individuality, of maximum efficiency, of coordination, etc.

Human resources management is also subject to specific rules and norms of behavior. They include:

- respecting and respecting human dignity and taking into account the knowledge, qualification, experience and personal qualities of staff members;
- striving for constant improvement;
- rationality in utilizing the physical and intellectual qualities of the person;
- responsibility for the implementation of the assigned tasks in terms of deadlines and quality;
- security and reliability on the part of the organization;
- communicating with partners and other staff members regarding the implementation of the organization's goal;
- harmonization and correspondence between the goals of the organization and the goals of the individual;
- equality in the selection, appointment and career growth of staff members;
- constant improvement of the quality of work and work;
- attestation and selection of personnel;

Objectives and Functions in Human Resource Management

The objectives of the Human Resource Management process are sub-objectives and the result of the breakdown and detailing of the main objectives in the organization's management. They are very diverse and therefore there are several classifications.

The first classification unites the objectives according to the nature and specificity of the period to which they relate:

- Strategic goals related to the creation of work collectives, teams, work groups and the new attitude of the person for highly qualified work and work with the new means of communication
- Operational-functional goals related to rationalization of the current performance of certain functions, mainly by restructuring the existing staff, increasing qualifications;

The second essential classification of objectives is according to the personnel's field of activity

- in the field of productivity and quality of work;
- in the field of the quality of working life;
- in the field of social climate in teams;

The third classification of objectives is according to the strategy and policy of the final results of the activity:

- economic – full utilization of human resources and reduction of their maintenance costs
- social – creation of a stable system of social benefits, which are an important motivational factor;
- penetration of new markets and marketing - increasing the qualifications of the available and attracting new specialists;

The strategic goal is at the entrance of the system for strategic human resource management, which brings together sets of functions, activities and tasks. This group can include:

- development of a strategy for the restructuring of human resources in accordance with the fundamental changes of production;
- development of programs to improve the system for strategic Human Resources Management;
- developing a strategy for their organization and drawing up plans and programs for its implementation;
- creation of an organization and system for control of the implementation activity;
- control of compliance of the Human Resources Management strategy with the organization's strategy;
- monitoring of the implementation of the policy and strategy in Human Resources Management;

The operational HRM in the organization is subordinated to the strategic and supports the movement towards the strategic goal, through the implementation of numerous operational functions:

- announcement and advertising of vacancies;
- recruitment and selection of the necessary workers and employees;
- training of employees;
- evaluating the work performance of employees;

- proposals for the professional development of workers and changing their remuneration;
- development of job descriptions and requirements for positions and jobs in the organization.

Modern human resources and personnel management systems

French system

France is one of the countries where human resources and personnel management issues are particularly important. The problems are solved in two directions - imparting knowledge in this field already during training and constantly increasing the qualifications of the employed staff or the qualifications of the unemployed.

The French HRM system is comprehensive, adaptable and reflects the experience of other Western European countries. It is characterized by the following:

- has a standard structure – there is an interaction between managing and managed subsystems or between a subject and an object of management, which is why it can be adapted to different management systems;
- it contains two types of information - descriptive, which characterizes the state of the object and its interaction with the subject, and prescriptive, which indicates what the behavior of the object and the subject should be
- the feedback is formed from the object to the subject; through it, the implementation of the set tasks is controlled and difficulties in their implementation are revealed;
- the management, considered as a system, represents a single whole, composed of subsystems of a lower rank, which have the common goal of satisfying the requirements set before the personnel management system;
- the personnel management system is an open system that can exchange information with the environment; its main function is to produce solutions related to satisfying the needs of personnel, with their selection, development, career;

The starting points for the construction of the French system for Human Resources and Personnel Management are the following:

- the way out of the economic decline and the crisis are primarily related to the person
- man is the bearer and creator of new technologies, which can be born and develop only under certain conditions;

- man has unique abilities to learn and change his behavior depending on the changes in the surrounding business environment, fighting for survival;
- at the end of the 20th and the beginning of the 21st century, enterprises do not need a competent team, loyal, empathetic and motivated staff;
- The management of human resources and personnel is carried out at four main levels - national, branch, territorial and enterprise level.

From the standpoint of the system approach, HRM in French enterprises is distinguished as an independent system. It has two main subsystems - managing (the subject of management) and management (the object of management).

The control subsystem includes:

- manager who organizes and controls the overall activity;
- heads of departments that perform HRM functions
- providing an informational, material, financial, methodical and normative base.

The ensuring base (informational, material, financial, educational, methodical, normative) is the main condition for the effectiveness of HRM and the staff.

The managed subsystem (object of management) includes the personnel in the organization, structured by groups according to education, qualification, work experience, age, gender, etc. signs.



The interaction between the two subsystems, as parts of the Human Resources and Personnel Management system, mediated by the providing base allows: coordination of the activities of the many officials; reducing subjectivity in HRM decisions; standardization of procedures and relations between managers and subordinates;

Japanese system

The Japanese system is based on the mental attitude of people to serve their enterprise wholeheartedly, because their income and well-being depend on its condition. In Japanese enterprises, the HRM and personnel system is built in two directions:

- regarding professional career planning;
- regarding training and qualification

The first direction is related to the realization of the main goal - formation of an independent attitude for evaluating one's own professional level and determining one's own pace of career growth. Staff members are provided with the so-called "Professional career planning map", which includes 8 sections in which the personnel are classified by age groups and other characteristics. During all periods, the enterprise has foreseen the possibility of growth in the professional career, through which conditions are created for increasing incomes.

The second direction is related to the training and qualification of the personnel. People are given the opportunity to choose the subject of the course, the format and the time of study. The possible career growth after the completion of the relevant courses is also indicated.

The main principles underlying the Japanese system are:

- right to own choice of career and qualification growth;
- self-control and self-assessment;
- voluntary transfer to other professions and positions in the enterprise;
- increase in income through career growth;
- career growth only "from the bottom up", regardless of work experience and career in other enterprises.

The so-called "FIVE S" movement is widespread there. In the enterprises that apply the "FIVE S" program, a pleasant working environment is created, the work is in orderly rooms and a pleasant atmosphere, which stimulates the desire for efficient activity; reduce the risks of occupational accidents; as a final result, the quality of products and services increases.

Personnel management technology

It is a set of logically related procedures, activities, tasks and operations, which are united by the common goal of organizing the use, preservation, development and the fullest possible utilization of human resources.

For effective and quality Human Resource Management, it is necessary to develop a written technology. It is defined as a set of procedures, activities, tasks and specific operations, criteria and rules, documented in an appropriate way through certain forms and samples.

A key document in the written technology for Human Resources and Personnel Management is the job description. It characterizes the specifics of the work, the requirements for the person who will perform it, the rights, responsibilities and obligations, etc. Through it, questions about the selection and qualification, motivation, development, growth and evaluation of personnel are solved.

Sample job description template:

First section:

- job title
- functional characteristics of the position and main objective;

Second section:

- employment obligations;
- responsibilities - to whom and how he reports his work;
- cooperation and relations with members of the department and with other departments, services and units of the enterprise, necessary for the performance of work duties;

Third section:

- necessary qualities, qualifications and skills for occupying the relevant position.

Standards and requirements for the quality of human resources

The assessment of quality and human resources is related to the adoption of ISO global standards. On the basis of discussions and scientific research, a "Handbook for evaluating the quality of human resources activities" was developed, which includes important principles for managing and evaluating the quality of human resources and personnel in the conditions of active changes in the surrounding business environment.

It contains the following sections: - operational results of the company's activity, which directly or indirectly reflect the quality of human resources;

- general results of human resources activity by branch - staff satisfaction and improvement of Human Resources Management;

- factors that influence the improvement of the quality of human resources: striving for leadership; level of company culture - striving to increase knowledge and skills, sense of responsibility; quality of performance of personnel management works; personnel policy; methods and means of working with personnel in order to attract and empathize with the company's goals; determining the key processes in personnel management;

In addition to this guide, sample criteria and indicators for the quality of human resources activities have also been formed. They enable team leaders to develop their own rules, criteria and indicators for evaluating the personnel of their enterprises.

Criteria:

1. Staff satisfaction
2. Commitment and participation of the staff
3. Continuous improvements in personnel management
4. Support and development of personnel
5. Connections and communications
6. Participation in the general definition of the tasks
7. Participation in the assessment of achievements
8. Availability of insurance, etc. social activities

Indicators:

1. Perception of the adequacy of personnel policies; internal fairness in pay
2. Reduction of absenteeism; of the duration of the conflicts; development incentives and goals; increasing autonomy; development groups;
3. The result of completing the tasks; reduce errors; complaints; penalties; reducing customer complaints, etc
4. Quality training - number of hours per person, percentage of staff trained
5. Participation in meetings at internal level, mixed meetings with participation of external members
6. In the presence or absence of procedures and in the presence or absence of contracts for procedures
7. Representation of assessment adequacy; insight into the clash of individual and group achievement and careers;
8. Reduction of accidents, rate of individuality, rehabilitation

Motivation and human nature

Motivation is considered as a complex set of mental processes that determine the strength and direction of the manifestation and development of human behavior in relation to making voluntary decisions for a certain purposeful action or inaction when a certain situation arises.

Motive is the source of purposeful behavior that excites internal forces that are activated and set in motion with a view to satisfying certain perceived needs.

Motivation is the process of the voluntary formation of the mental attitude of the person under the influence of internal and external factors that support the understanding and identification of the need.

Incentives are one of the important components of the motivational process. Through them, human behavior receives impetus and direction with a view to satisfying certain needs and interests.

The process of stimulation is the driving factor of motivation.

The need is an objective stimulus, the conscious need, desire or aspiration that directs the behavior to achieve something important for the existence of the person. The need is formed by two main groups of factors - external, resulting from the environment and the change in it, and internal, caused by the changes in the value orientation of the person.

A person's actions are based on some internal incentive and disposition to do some work. According to Prof. Nishibori, every job includes three main elements:

- creativity (the joy of thinking);
- physical activity (the joy and pleasure of physical work);
- communication (the pleasure of sharing joys and pains with colleagues);

Work is a concept that is defined as an activity to create values for others.

Motivation is always aimed at stimulating and activating the desire to do a certain work or to refrain from any action;

Choosing the most successful approach to motivation and way of influencing the personality is related to getting to know and solving the human essence in detail;

Achieving the desired effectiveness of motivation and personal satisfaction requires the fullest possible reconciliation of the elements of human nature with those of work

Motivational process and motivational cycle

The motivational process is a set of consistent and logically connected procedures, factors and conditions, through which the person forms his own mental attitude to show activity on the occasion of

satisfaction of arising needs or creates such an attitude of other individuals. Therefore, the motivational process is considered in two directions - internal and external.

The starting point for the motivational process is the presence of an unsatisfied need. It elicits action-oriented behavior to satisfy that need. The main steps that lead to the ending moment - satisfaction of the need are:

- An unmet need
- Voltage
- Incitement
- Seeking behavior and actions
- Satisfied need

Finally, there is a voltage drop

The second direction of the motivational process is related to the impact on the behavior of the individual by other individuals who help the individual to motivate himself.

Extrinsic motivation of people can be done individually or in groups. The repeated repetition of the motivational process forms the motivational cycle. Cyclicity is the result of constant occurrence of unsatisfied needs. This cycle develops in a certain socio-economic environment, which affects the motivational factors - it increases or decreases their influence.

In addition to the environment, the chosen model and conditions also influence.

Motivational theories and models

A substantive approach to motivation

From the standpoint of the content approach, motivation is associated with the set of needs that determine human behavior. They are always individual and specific, but human behavior occurs within a group or collective, which allows them to be considered within the scope of these formations.

Abraham Maslow's Motivational Theory and Model

Abraham Maslow developed a motivational model for the hierarchy of needs and developed the thesis that the emergence of needs and the need for their satisfaction is sufficient grounds for arousing the desire to work.

In his research, Maslow divided human needs into 5 levels, which form the so-called "pyramid of needs":

1. A person's physiological needs are primary and their satisfaction is the first and most important condition for him to be involved in the labor process
2. Security - security for life, work, salary, property, health, etc.
3. Social needs – social contacts, professional friendships, communication...
4. Status - the need for respect from others, recognition, a sense of confidence and prestige, occupying a certain position
5. Self-expression - gaining power and the right to command, increase the qualifications and all the abilities to stand at the top of the pyramid

One can move to a higher level only on the condition that a certain part of the need from a lower level is satisfied.

Frederick Herzberg's Motivational Theory

It is based on two groups of factors that influence human behavior - satisfaction (motivational) and dissatisfaction (hygienic).

The relationship between hygiene and motivational factors makes it possible to achieve a high degree of motivation and for effective work of the staff, since motivation is primarily based on satisfaction with the work performed and the remuneration received for it. The results are positive and satisfy the employers - an increase in labor productivity has been achieved.

This motivational theory complements Maslow's motivational pyramid by specifying the factors that increase or decrease the desire to work.

David McClelland's Motivational Theory

This theory is known under the name "The three-factor model of D.M. He studies the manifestation of human behavior primarily of managers in the scope of the group, organization and society. According to him, the needs of the management staff are outlined in three directions:

- need for power;
- need for success and achievements;
- need for inclusion and empathy.

The need for power is associated with satisfying the desire to influence and control the behavior of other people.

The need for success and achievement is associated with a person's strong desire to achieve certain results, at a certain degree of risk. These people have a highly developed sense of self-worth and are able to take responsibility for their decisions.

The need for inclusion and empathy is associated with the desire for friendly relations, to be attracted to the group to perform a certain work, to be supported and respected.

David Guest's theory is very close, it is also known as the "Four Factor Motivational Model". The main difference is the need for autonomy. This need is seen as a defining prerequisite for the individual's ability to make decisions and bear responsibility for them.

Clayton Alderfer's Motivational Theory

In it, motivation is associated with the satisfaction of three basic needs:

- need for fulfillment - satisfaction of physiological needs and the need for security;
- need for affiliation - belonging to the group and satisfying needs through communication, recognition and affirmation.
- need for growth - satisfaction of the individual's needs is achieved in accordance with their abilities.

The motivational process according to K.A. combines four components

- satisfaction with what has been achieved;
- progress, through a transition to a higher level of need;
- frustration expressed in overcoming barriers on the way to progress;
- regression – giving up the need and returning to the starting position.



A process approach to motivation

From the positions of the process approach, the dependencies and the strength of the factors that stimulate the person to choose a certain behavior, as well as to undertake specific actions in a certain order to satisfy their needs, are studied in detail.

Viktor Vroom's motivational theory and model

It is built on the basis of "expectation" and the belief that the efforts made will lead to certain results and rewards. Through Vroom's motivational theory, effort, result and reward are connected, and through the feedback from reward to effort, the behavior of the person and the motivation for further action or inaction are regulated. Staff expectations can be structured into two main groups:

A. Expectations of the individual from the managers and from the organization:

- receiving income to meet needs;
- obtaining moral satisfaction of the realization;
- publicity of the pay system and additional incentives;
- creating an attitude and conditions for teamwork;
- suitable motivation system;

B. Managers' expectations of other staff:

- people can achieve the result desired by the manager;
- the personnel evaluation system stimulates him to put effort into his work;
- the change in working conditions will motivate the staff for more active work;
- the example of people who are rewarded for a job well done will motivate others;
- people will be loyal and dedicated to the enterprise.

Reinforcement Theory

It is based on the presumption that people's behavior or motivation is a function of consequences, ie. of the performance awards.

The main elements of the confirmation (amplification) process are the following:

- building a system of incentives that are used to influence people's behavior;
- formation (acquisition) of new behavior to change already acquired behavior;
- awarding and evaluation of the award.

In terms of content, the theory covers:

- the focus (essence) of the theory - objectively measurable behavior that can be observed and measured;
- types of confirmation (amplification):

Positive – it is used to increase the likelihood that the desired behavior will be repeated; Punitive – to reduce the likelihood that the unwanted behavior will be repeated

- validation schedules – the degree of efficacy is a function of time;
- the nature of the reward – if it is valuable to the individual, the same behavior is likely to be repeated.

Theory of equality and social justice

This theory places the individual and his achievements in relation to and dependence on other members of the group or collective.

A representative of this theory is James Adams. People compare their contribution and reward with those of others who work with them. The comparison takes place in two directions:

- in relation to comparing the efforts and the amount of work invested and the assessment of his manager and the resulting remuneration;
- in terms of comparison of the amount of work put in by the person and other people performing similar work with the evaluation received by the person and other people from the manager and corresponding remuneration of the person and others.

If a discrepancy is found in the comparison in both directions, which is an expression of injustice, mental tension arises in the group or collective, which has a demotivating role for the individual and adversely affects the final results. To overcome it, the system for assessing labor remuneration is important.

Close to this theory is motivation according to goals, by Peter Drucker.

His thesis suggests a search for an intersection between the needs of the organization and the individual. Knowing the goals of the organization and participating in their definition have a motivating force and make the person empathetic. Objectives must be specific, clear and precise; be difficult but achievable; to be accepted and approved by the people in the group or collective; to develop a system of evaluation criteria.

Japanese motivational theory

It is based on Japanese folk psychology, which considers motivation and the desire to work as something set in man. The Japanese Prof. Nishibori examines a motivational model with the following elements:

- a foundation that contains the attitude of the Japanese for self-improvement – the manager must first motivate himself;
- awakening desire for work, organization of collective work and performance;
- motivation.

The specified elements form the structure of human motivation, which is figuratively compared to a large roof (motivation), supported by three pillars and mounted on a solid foundation (self-improvement through self-learning).

The three columns reveal the motivation methodology. For each of them, seven key steps are defined that lead to the achievement of the motivational goals.

1. Awakening the desire to work; increasing discipline:

- individual treatment of team participants according to their qualities.

- listening to everyone's opinion

- clarification of objectives

- providing an opportunity for the members of the team to perform

- encouraging team members

- fair treatment to everyone

- prior assumption of responsibility

2. Organization of collective work; participation and cooperation

- setting the common goal before everyone

- distribution of roles and instilling responsibility in everyone

- general work with consideration of individual differences

- instilling confidence that no one is perfect

- work to be done with love and desire

- reaching out - cooperation and support

- fair competition without conflicts

3. Performance of work; achieving the goals:

- decision to implement the project;

- creating a sense of urgency – the project must be implemented

- formation of positive thinking - confidence in success

- research and careful preparation of each work

- mobilization of people's internal resources and provision of freedom in choosing methods to achieve goals

- preparation for unexpected obstacles

- critical analysis of success and ability to turn failures into success

Training - a basic toolkit for motivation

Definition, characteristics and conditions for training

The training is a kind of psychotherapy, through which the change in the environment is perceived and the internal mental attitude is formed to change the behavior and to translate it in accordance with its changes.

The purpose of the training is to give the person the opportunity to realize and evaluate their needs, to choose an option for their satisfaction.

In terms of content, the training is based on the following principles:

- personal interest in changing one's own behavior;
- multiplication and constant adaptation of available knowledge and skills to the changing environment;
- systematic targeting of the provided knowledge and skills according to the person's capabilities;
- integration of the existing value orientation with the new one that must be formed in the person;
- information security;
- communicativeness and effective interaction between trainers and trainees;
- voluntary participation in the training.

The practical implementation of the training is carried out by performing a certain set of functions:

- strengthening the motivational impact on the personality and the degree of assimilation of knowledge and skills;
- inducing positive emotions in learners, which increases the degree of perception and absorption;
- monitoring, controlling and regulating the behavior of the trainees during the motivational impact;
- consolidation of the training results;
- auto training.

Basic elements and phases of the training

The main elements that interact in this process are:

- motivator;
- motivated learners;
- a system of incentives for the impact of learners;
- reaction of the trainees caused by the motivational impact;
- feedback for assessing the degree of knowledge acquisition.

A motivator can be a person or a group of persons who master the methodology and tools of motivation.

Motivated learners are a group of individuals who have understood the need for new knowledge and skills

The system of incentives is a means of activating the activity of the person on the occasion of achieving certain goals.

The reaction of the students is a response to the motivational impact. It can be active or passive depending on the direction and force of impact.

The feedback closes the training process and allows to assess the assimilation of knowledge and skills.

Organizationally, this process goes through four main phases:

- preparation for training;
- implementation of the training;
- implementation of what has been learned in practice;
- evaluation of the training.

Preparation for training includes providing all the conditions necessary to arouse interest and create a learning attitude, including forming a group, providing a motivator, place and time for the training. Another important task is the adoption of training programs.

The implementation of the training depends above all on the qualifications and skills of the teaching team. Its main purpose is to guide and stimulate the trainees in the acquisition of their knowledge and skills.

The implementation of what has been learned in practice is the most difficult moment, because not always all personnel have gone through training, which is why there is incompatibility in the actions of individual persons participating in the same process.

The evaluation of the training results is carried out on the basis of previously developed criteria depending on the level of training, the nature of the knowledge and skills, the duration of the training process, etc.

Applied aspects of training

The successful application of the training, as a new direction of the training and qualification system, requires compliance with certain conditions:

- clear and precise determination of the critical points, the need for knowledge and skills;
- refinement of the methods and approaches for forming the internal mental attitude of the trainees.
- justification and assessment of the training team for the volume of knowledge according to the possibilities for perception and assimilation of the trainees
- constant monitoring of the change in the behavior of the trainees;
- choosing a suitable time and place for the training.

The training is applied in the following cases:

- in the training of novice specialists;
- in case of a need for quick assimilation of new knowledge by specialists;
- if necessary for staff training during work, by taking a short break from working hours;
- in the case of the need to acquire mandatory knowledge related to the choice of new behavior for better implementation;
- in the preparation and implementation of the reengineering approach in management.

Recruitment, selection and appointment of personnel

Nature and characteristics of the recruitment and selection functions

Attracting and selecting suitable candidates for vacant positions is a complex activity that includes:

- shaping of the advertisement;

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- choosing a suitable form for presenting the content;
- choosing a suitable place for its disclosure;
- determining the requirements for candidates according to the needs of the workplace;
- development of a system of indicators and criteria for evaluating candidates;
- predicting their work behavior in the coming years;
- organizing the procedures for accepting the applicants' documentation;
- development of a scenario for conducting the competitive exam.

Ad preparation is the most important element of the process. The more important rules that must be observed in its development are the following:

- to determine the goals to be accepted and approved by the people in the team;
- share and analyze possible sources of candidates;
- the advertisement should be published in such media outlets that are seen, listened to or read by potential candidates;
- to ensure the best place for advertising;
- to ensure sufficient time for candidates to understand the advertisement;
- the text should be short, clear and contain key words that express the content of the work.

The main goal is to provide the company with highly qualified personnel who are motivated to work and solve problems creatively.

Achieving the main goal is related to solving certain tasks:

- increasing the number of highly qualified personnel at the lowest possible costs for the company;
- gradual reduction of the number of personnel with low qualifications;
- creation of a suitable atmosphere for work and social benefits;
- improvement of the individual and organizational activity of the staff through appropriate motivation;
- specification of development prospects.

The two main sources of personnel are the labor market and the existing in the enterprise. They have their advantages and disadvantages. When raising personnel from the enterprise: no time is lost for introduction to work; there is an attachment to the collective and the enterprise; strong motivation, because promotion of own personnel is encouraged; lower costs. The disadvantages are: in certain situations, dissatisfaction may arise; existing relationships with past members may present conflicts.

The use of the internal labor market is appropriate when the enterprise is mainly looking for skilled labor. Labor exchanges are the organizations that make the connection between sellers and buyers of labor.

The criteria used to select candidates are:



- education;
- Professional training;
- qualification;
- professional skills and work experience;
- intelligence, general culture, general educational preparation;
- interests;
- communicative qualities.

Selection criteria and requirements for applicants

The criteria determine the requirements for the main elements of the performance of labor duties.

The specific requirements for candidates have always caused controversy, as they have a high degree of unpredictability and individuality of human behavior. Regardless of the differences of the individual authors, in the 1960s a model was adopted for determining the requirements for the so-called candidates. Alec Roger's 7 point system. This system includes requirements in the following areas:

- requirements for the physiological condition;
- requirements for acquired abilities;
- general intelligence requirements
- requirements for special skills;
- requirements for special interests;
- character requirements – balanced, calm, durable
- requirements arising from the specifics of the work.

Administrative Ability Requirements:

- high level of intelligence;
- good verbal skills;
- good numerical abilities;
- analytical and critical thinking abilities;
- long-term planning abilities;
- view on the future of the organization;
- ability to see and evaluate the organization's environment.

Leadership Ability Requirements:

- self-confidence in one's own strengths and capabilities;
- ability to persuade others;

- product-oriented thinking;
- sense of responsibility;
- organizational skills;
- determination;
- ability to inspire others;
- tact and sensitivity to people's needs.

The combination of administrative and leadership abilities makes it possible to create an ideal model of the modern manager.

In addition to the evaluation criteria, recommendations from a previous employer are also used when forming an opinion on the appointment of candidates.

Appointment and induction of new staff members

The appointment of the selected candidates to the relevant position is the final stage of the complex of activities for filling the staff of the enterprise. The formation of official relationships requires the preparation and provision of a package of documents to each selected candidate. This documentation is mandatory for everyone and complies with labor legislation. It includes: application for employment; resume; identity documents; work experience document; documents for education and additional qualification and legal capacity; a medical certificate; criminal record certificate; recommendation from a previous employer, etc.

The formal side is expressed in the signing of an employment contract between the employer and the relevant person. An integral part of the employment contract is the job description.



The induction activity has several important objectives:

- introduction to the immediate supervisor
- presentation and contact with the team or direct subordinates;
- familiarization with the company's internal regulations, rights and obligations;
- familiarization with the workplace.

Staff evaluation

Need for staff appraisal. Basic Principles

Personnel evaluation is a process of collecting and summarizing information to characterize the activity of individual workers and employees, as well as to form an opinion on the quality of their work in accordance with the requirements for the standards and goals of the organization.

The main goals that are pursued with the implementation of the function of evaluating the current staff are aimed at the overall improvement of its composition and structure, creating a permanent attitude to increase knowledge and skills.

Assessment is primarily done through attestation. It is a well-structured system of specific indicators for periodically comparing and evaluating the quality of the work performed and the specific characteristics of the staff's behavior. The goal is to monitor the development of everyone, to make a comparison with the results of the previous attestations.

The assessment of the candidates for vacant positions is formed on the one hand by the information in the submitted documents, and on the other hand by additional information collected through written exams, interviews, etc.

The main and most frequently used method for evaluating candidates for vacant positions is the competition.

An important issue in evaluation is the determination of the entity that should perform the evaluation. Usually, attestation uses an internal committee that is elected by the governing bodies and has a specific mandate.

The principles used in its formation are also important for the quality and credibility of the assessment. These include: complexity, purposefulness, equality, openness, adaptability, efficiency, etc. Their application is always differentiated depending on the level of evaluation and selection, the specifics of the position for which the candidates are competing, the qualities to be evaluated, etc.

Technological evaluation procedures. Approaches and methods

Personnel evaluation is an intellectual creative process that contains subjective elements, because most human qualities do not lend themselves to precise quantitative measurements. Personal impressions from conversations, interviews and discussions have an impact on the final assessment.

The process of evaluating staff and candidates for vacant positions does not have a regulated written technology, it is specified in the relevant organization and reflects the specifics of its personnel management, as part of the general management system.

In the evaluation of the current personnel in the enterprise, the system of attestation is used, combined with some specific methods such as interviewing, surveying, observation, etc.

Attestation as a system includes three main elements - indicators by which personnel are evaluated, a methodology for calculating the indicators and a schedule for the permanent implementation of the evaluation procedures (month, year, two, three, five or more years).

The attestation process takes place at three levels:

- in the primary unit, where the certified person receives an assessment from his colleagues.
- in the attestation committee, where a comparison is made with assessments and prescriptions from previous attestations. A proposal is made for a final assessment.
- in the main unit, where the results are discussed publicly and a final decision is made by voting.

The information obtained from the certification can be used in several main directions: to report the development of the personnel; to enhance motivation and material stimulation; for reassignment to other work, etc.

When evaluating candidates for vacant positions, the competition method is generally used. It can be based only on documents or combined with other methods - surveys, interviews, interviews, etc.

In recent years, interviewing and interviewing have gained particular popularity.

In order to obtain the necessary information during the interview, certain requirements must be met:

- familiarizing the candidate with the objectives of the interview, with the enterprise and the position for which they are applying;
- creating a relaxed atmosphere and predisposing the candidate to a frank conversation
- asking questions to help him get a more complete picture of his career and also about his family situation and problems;
- asking questions related to the applicant's motivation to focus on this enterprise;
- giving the candidate the opportunity to ask questions of any nature;

Through the interview, the employer receives additional information that can confirm and supplement that of the documents provided to the applicant.

Additional information about the candidate for a given position can also be obtained through an interview. This approach is practiced by employers and managers who are looking for highly qualified specialists with extensive professional experience. The most important moment for the success of the interview is establishing contact - motivating the candidate for meaningful and frank conversation.

More important rules for conducting the interview are the following:

- the interview should be conducted on previously specified questions;

- to be held without listeners;
- the initial establishment of contact should begin with a question of a general nature;
- asking questions about education, additional qualification, professional experience, language training;
- asking clarifying questions about organization, discipline, additional interests.

Staff training and qualification

The process of training and qualification of personnel - characteristics and elements

The training and qualification of personnel is the main factor that guarantees the constant increase in the quality of work and its productivity. One of the most popular models for personnel training is M. Armstrong's, which suggests the following stages of the training process:

Discovering and analyzing staff training needs is the starting point from which the whole process begins. The need for training is established at three main levels – the need for training of all staff; of personnel in individual sectors or units of the enterprise and training of individual individuals. The identification of training needs goes through an understanding of work tasks and the discovery of a lack of knowledge or skills for their quality performance.

Determining the objectives of the training is the next stage of the preliminary preparation, which is characterized by determining the personnel policy of the enterprise. The objectives can be: training for retraining of the whole or of a group; to obtain an additional qualification; individual education; training of new staff.

The third stage is associated with the development of training plans and programs that are subordinate to the already established goals.

Implementation of training plans is associated with the organization and conduct of training. The effectiveness of training depends to a large extent on the correct choice of methods and techniques.

Monitoring and analyzing learning outcomes is associated with the need to monitor, control and report results using appropriate indicators and criteria. The assessment is carried out in two directions: on the part of the trainees - the aim is to obtain information about the general satisfaction with the implementation and quality of the training process; and on the part of the trainers - the aim is to obtain information on the level of knowledge absorption and on the attitude of the staff.

Improving training according to the changing needs of the organization is the last stage of the training process. This stage closes the training cycle, because any change in training is based on a study of the need for it.

Modern approaches in personnel training and qualification

The role of knowledge and new non-traditional thinking is defined as a leading factor for the implementation of new technologies that will bring companies to the top in new markets. Knowledge-based technologies reduce the capital required to carry out production and commercial processes.

The three approaches that have proven their advantages in personnel training are: problem-based, programmed and distance learning. They are interconnected and form a complete system of training and qualification under modern conditions.

Problem-based learning is a joint purposeful active activity for the acquisition of new knowledge and skills, by provoking the interest and activity of the participants in the training, when working on real or close to real problem situations, which represent the environment for the occurrence of problems. The main stages of this process are the following:

- causing activity;
- formation of a motivational attitude;
- formation of "small groups";
- independent understanding of the problem situation, individual conclusions and conclusions;
- work in the small group;
- readjustment of thinking under the influence of the group;
- forming options for solving a problem situation, discussing and choosing the most suitable one.

Programmed training is a system for acquiring new knowledge (or deepening and improving already accumulated) and skills by solving certain real problems. It can be considered as a continuation of problem-based learning, since practice has shown that the use of real and precisely defined problems increases the interest of students and stimulates their activity for their creative solutions.

This training is oriented to two-way active action and interaction between trainers and trainees in establishing the need and learning the knowledge and skills.

The programmed training is organized and conducted in accordance with certain principles:

- principle of small steps;
- principle of multiplication of knowledge and skills;

- principle of active response;
- self-paced principle;
- principle of permanent self-assessment, assessment and correction;
- feedback principle;
- principle of correspondence between the needs of the students and the content of the educational materials;

Distance learning in the most general form can be defined as a system for providing information, and through it also knowledge, to motivated members of the staff of a particular enterprise, located at a distance from the training center, through the use of appropriate technical information carriers . The guiding principle of distance learning is systematicity. In terms of content, it is expressed in a logical unification of the elements of the problem and program approach in education.

The organization of the remote and obtaining the desired effect from it are related to providing the necessary conditions. First of all, it depends on the provision of the material base. It primarily includes the provision of the relevant equipment. The most modern distance learning technology is the delivery of information modules over the INTERNET.

Another important element of the material base is the teaching aids, which must be adapted and renewed in accordance with the rapid obsolescence of knowledge.

The second condition for the success of the conducted training is the motivation of the trainees to obtain knowledge through distance learning, without breaking away from their direct work and family, which saves time and money.

Human resources and personnel reengineering

Definition, characteristic and basic concepts

Reengineering offers a new approach and new models for management and planning of human resources and personnel in the conditions of the transition to the 21st century. It is defined as a fundamental rethinking and radical reorganization of business processes to achieve a decisive improvement in the main modern factors of effectiveness - costs, quality, service and speed.

The key words that characterize the essence of the term "Reengineering" are: fundamental (basic), radical, decisive (abrupt, leap-like) and process.

Fundamentally, it expresses the need to give an answer to a number of basic, fundamental questions that are placed at the basis of current undertakings to carry out economic activity.

Radical reorganization means getting to the root of things. Rejecting the old, redesigning and changing the essence of the process or phenomenon.

Decisive (sharp, jumpy) - characterizes the leadership team's steadfastness to take action to implement the reengineering approach even if the company is on the verge of bankruptcy.

Guiding rules and principles

Reengineering in the field of human potential and personnel represents a set of procedures related to the fundamental rethinking and fundamental radical change of their behavior in accordance with the rapid changes in the surrounding business environment. It is considered in two main directions:

The first is associated with the overall change of the educational system in terms of the orientation and structure of knowledge and teaching potential.

The second direction is related to the organization of the activity of the human potential and the personnel who have education and qualification.

The reengineering of human resources and personnel management processes aims to ensure their rational utilization as a carrier of intellectual potential.

The leading criterion for the enterprise's activity is no longer productivity, but effectiveness, which combines costs, quality, speed of service and speed of processes. The reengineering of human resources and personnel should be perceived as rethinking, radical reorganization and construction of the system for forming and building human knowledge, to create a new value orientation of the person and to increase the degree of utilization of the effectiveness of human intelligence.

The successful implementation of reengineering processes in the field of Human Resources and Personnel Management implies compliance with a number of requirements:

- providing conditions for continuous communication of the management team with the staff;
- determining priorities and focusing people's efforts on them;
- constant motivation of people for effective investment of their work;
- setting clear and precise goals and indicating the risks when accepting the idea of reengineering;
- creating a sense of responsibility and clarity about one's own contribution;

- creating conditions for an effective working environment for everyone to do their best;
- constantly informing the staff about the degree of achievement of the goals and about the problems;

Technological procedures in the reengineering of human resources and personnel

Based on the practice in a number of companies that have reengineered heterogeneous processes and the specifics of human resources and personnel, the following exemplary technological procedures for reengineering in this area can be indicated:

- analysis of the new situation at the end of the 20th century and the beginning of the 21st century and indicating arguments for reengineering the process of Human Resources Management and personnel in order to form adequate behavior with the coming changes;
- forming a team of individuals who know the organization's management system well, to prepare the reasons and concept for the change;
- management of the reengineering procedures - determination of their sequence, specific contractors and their necessary qualifications, determination of the duration of each work and responsibility;
- determining the nature and type of information products and contact networks;
- determining the necessary knowledge, skills and methods and forms of training;
- development of a new system of criteria for evaluating staff abilities, including the value organization;
- development of a project for the structure of human relations and personnel after the implementation of the reengineering.

Errors made in the implementation of the reengineering process

The most frequently made mistakes, which are also valid for the reengineering of human resources and personnel, are the following:

- inaccurate formulation of the content of the reengineering and making corrections instead of radical changes;
- lack of sufficient concentration on the processes;
- insufficient motivation and conviction of the staff about the need for reengineering;
- setting preliminary restrictions that can reduce the expected effect of the reengineering;

- early termination of the process upon achieving the first success or failure;
- limiting investments and resources for reengineering;
- wasting staff energy and time on other goals or projects.

European strategies and policies in human resource management

Keywords: European employment strategy, social cohesion, national employment strategy, strategies for the development of human potential, flexible forms of employment and flexible employment policies, strategies for labor productivity, work organization policies and teamwork

1. European and national strategies and policies employment and social cohesion

The strategy to significantly increase employment in order to reach in the following years of the criteria of the Lisbon Strategy and the EU Employment Strategy in Bulgaria is associated with an increase in the general employment of the population and especially of the employment of some groups of it, with an increase in quality jobs and the development of entrepreneurship, with continuous training of employees and promotion of their competence and by overcoming the existing discriminatory practices in the field of work.

Broken intergenerational solidarity: the young-old opposition of labor market

Insufficient economic dynamics and related market conditions of labor violate social solidarity and harmony between generations, introduce competition and opposition between them in the field of labor. This leads to loss of human potential, of knowledge and experience, but also to discrimination and mutual accusations intergenerational guilt.

The policy for integration and support of older generations in the market of labor should be aimed at their integration and support for participation in the economy to stop the loss of knowledge acquired through experience so that they can pass on to younger generations.

The specific measures for the implementation of this policy may be different, c t.c. at national level and in organizations. These may include actions to:

- . reduction of insurance contributions for the elderly, for whom it is more common exclusion from employment or are the greatest difficulties in re-engagement

- . introducing a reduced working week instead of redundancies when it decreases efficiency from higher employment in enterprises (for example introduction of four day work week)

- . promoting qualification and additional qualification and trained in more adults, their inclusion in the system of continuous education

- . development of training, guardianship by older workers

to new entrants or encouraging them to train trainees

(unemployed) in enterprises

. stimulating enterprises to employ the older unemployed

. creating opportunities (at first in some economic activities and

industries) to employ older people when it reduces their opportunities

(physical and/or mental) to remain in the respective jobs

.introducing sanctions for employers when the reason for not hiring or for

dismissal is age (directly or indirectly pronounced)

. creating the possibility of early retirement (if there is sufficient

social security service and/or the possibility of receiving a pension corresponding to

the insurance period).

Prejudices and stereotypes that lead to discrimination, to exclusions

from the labor market are built or destroyed depending on economic conditions.

The opposition, for example, of generations is based on widespread stereotypes,

that: older people are less productive, unwilling to train and qualify,

and the young - they are not well prepared, they have no practical experience, etc.

Broken intergenerational solidarity is also linked to employment policies

of the work of more young people, as well as of adults, which are very often based on

proposals to reduce insurance contributions. On this basis, it is considered that

reduces social security, today, but much more in the future. Creating fear for

tomorrow's pensions leads to the destruction of intergenerational solidarity.

Debate that pensions cannot be guaranteed in the future creates reluctance to pay

the insurance contributions now (why should they be paid, since now the beneficiaries do not receive them benefits, and tomorrow's pensions are not guaranteed to be received them).The uncertainty that pensions are not guaranteed in the future creates a reluctance to insurance payment.

The pension reform: insecure employment and unemployment for older people based on the hypotheses of a longer and healthier life, of preserved productivity and possible access to employment for the majority of them. It is dictated by the trends of the rapid aging of the population, on the one hand, and, on the other - for later inclusion of young generations in the field of labor due to increased stay in the education system, as well as due to higher youth unemployment. IN most cases, many employers and many workers do not support the idea of more the advanced age and increased length of service.

With the latter, the basis is the fear of maintaining or regaining employment, i.e. the fear of insecurity and impoverishment.

Employers explain their reluctance to hire and retain the employment of more seniors with high insurance premiums and declining productivity levels and qualification. On this basis they contrast the elderly and the young.

The characteristics of work, working conditions, are also important for premature obsolescence and reduced productivity of the employed worsen their "natural" weaknesses or the most often pointed out flaws of age.

The increase in a number of diseases among the elderly is also natural, incomparable more than they can meet in the younger ones. On the other hand, the fear of competition and from layoffs, leads to an increase in stress and related to it diseases.

The generations of 45 and older who have fallen into unemployment have serious problems to return to employment and even less to continue their career.

The small part of them that manages to find a job, it is most often under fixed-term employment contracts,

unstable employment and lower incomes, and subsequently lower pensions. That's it adds the reluctance of employers to invest in their human resources for the employed

over 40 and especially for those over 55. And they generally have diplomas and a professional degree training and qualifications from decades ago, which are very often outdated, a the technological level of production – significantly changed its requirements. On discrimination based on professional qualifications also appears on this basis.

This requires looking for such a balance between employment and social at the macro level provision that would give greater security and a dignified life to the elderly. On practice this means greater flexibility of both systems, greater opportunities for population choice.

The integration of people with disabilities into employment: the labor market and jobs places more accessible

People with disabilities are one of the least used labor potential in the context of population aging and the standard of living in the country.

In many cases, disability is the result of participation in work, the result of working conditions and the security, safety of workplaces. This allows to talk about professional discrimination.

Along with health problems and the ability to work a certain type work, another prerequisite for exclusion and discrimination is education and professional training. For some of the disabled groups, their acquisition is strong

difficult for objective and subjective reasons.

The reason is very often the type of disability

and the possibility of the relevant disabled people being integrated into the education system. S

in other words, the main causes of illness and disability are very often in the field of

labor - working conditions and working environment, and for inclusion in employment and preservation of

work - education and professional training. Therefore, it can be said that everyone

two out of three is unemployed or "discouraged" and without particular chances of integration into

the sphere of paid work.

In addition to disabilities, additional aggravating factors are

low education and professional training, gender, age, ethnicity..., i.e. the rest

discriminatory factors that multiply the negative effects and make

inclusion in employment almost excluded.

Employers use numerous arguments to justify slack

employment of persons with disabilities. These are different ones, intentionally or unintentionally

presented and defended, which are borne by the rest of the employed and in many cases

from the families of the disabled themselves and others from the population who introduce stereotypes by

regarding the exclusion from work of this group of the population.

Most often these are

arguments that: disabled people have limitations in carrying out daily activities and

therefore of his work duties; disabled people cannot surpass themselves and

therefore, they cannot be "competitive". Therefore, in principle, a priori, they are considered to be

inferior workers and not given a chance to prove what they really are

can Practically all workers have some specific limitations and all able-bodied persons are unable to do any type of work.

This is the opinion, the logic that must be formed in society and especially among employers, along with increasing their sensitivity regarding the concept of equal opportunities and the prohibition of discrimination in all areas of public life, including in labor.

An important factor for higher employment and inclusion of people with disabilities is the adaptation of workplaces to workers with different types of disabilities.

The majority of workplaces and working conditions are not suitable for work disabled people.

For this reason, indirect discrimination in employment is high. That's why it is a necessary requirement that employers improve the environment and means of work so that people with disabilities can also use it. In this connection, there is also the more general but an important requirement – access to means of transport, buildings, social services.

Another significant factor is inclusion in training and professional training, their integration into the educational system, taking into account their specific problems.

Improving access to work and social services is an important factor for employment these groups as well as the policy of favoring their interest in the legislation, the national action programs being developed, the hiring incentives being created and for education. To improve their situation and integrate into employment is important their awareness, but no less important are the conditions created in the country for compliance with the legislation in this area, as well as for the realization of the relevant ones programs and measures.

It is important to directly participate in their preparation representatives of the different groups of people with disabilities (forms of disabilities,

professional groups and others). It is also necessary to provide free access to the court in the conduct of labor cases, i.e. in case of violated rights in the field of employment. For the inclusion, the integration, for social cohesion and important and the policy and the concrete actions to increase the sensitivity, understanding, solidarity of society towards the problems in that part of it which has specific difficulties and problems for turn on.

At the same time, not only and not so much sympathy, but understanding and creation of opportunities for dignified inclusion in work. For the implementation of monitoring and an appropriate policy in this area requires more sophisticated statistics, incl. by gender and forms of disability.

The quality and qualification

Qualification is defined as knowledge and skill in the relevant professional area.

It refers to a specific profession, used in a certain economic activity. The qualification generally follows a certain educational level. It is its continuation, upgrade, implementation in practice, adapts education to social requirements. This bridge, this link between education and social practice is extremely important at this stage. It is also contained in one of the pillars and the main priorities of the European Employment Strategy - increasing the adaptability of education and of individuals to the requirements of business, of modern society rapidly developing information and communication technologies. In this meaning, our country meets the external requirements, but the mechanisms have not been found the understanding of its implementation.

The quality of the workforce implies a higher level of education, more a high share of those with a higher education (and in it those with a master's degree and Ph.D.), vocational secondary, secondary and a much smaller proportion of those with lower education, eradication of illiteracy (i.e. absence of young people, economic active, who did not attend school, left school very early), i.e. to those who statistics put in the column with primary and non-primary education.

The higher one

education is a prerequisite for acquiring professional training and higher qualification, for higher adaptability to changes, for higher flexibility in the movement of the labor force, to increase the level of employment, decrease of unemployment and limiting social exclusions.

For the quality of the workforce, the level of education is only good prerequisite, and more importantly its content, the quantity and quality of the acquired knowledge and acquired opportunities for their application.

The qualification is acquired most often in the process of work, without or with detachment from professional duties. Very often it is associated with professional work internship. When we talk about quality, we should take into account that work experience is not enough an accurate measure of qualification. Different individuals working even on the same ones jobs and having the same work experience acquire different skills and knowledge, have different abilities for their use in their particular work, have different productivity, labor intensity, different motivation for them use and development.

And it is this, other things being equal, that gives the different quality

of the workforce.

All these concepts are associated not only with the possession of knowledge and skills, but before all with opportunities to creatively use them, which for business is crucial, as in hiring, as well as in development, evaluation, pay, but also in selection for exemption. Because these are the qualities of the workforce that give quick and lasting result of hiring and investment in human resources. They are also the decisive advantage for companies in the conditions of strong competition.

The underestimation of this aspect so far by individuals, by the educational system and public policy (state and local), creates a huge gap between the expectations of the two main parties in the labor process and the labor market (between the seekers and labor providers, between employers and employees), dissatisfaction, misunderstanding, demotivation, limited access for some groups to the labor sphere (which makes them unemployed, long-term unemployed, discouraged, isolated).

This gives reason

of business for dissatisfaction with the qualities of the graduates of the respective schools, yes criticisms are made that: there is no correspondence between diplomas and the level of knowledge; provide knowledge that is not in accordance with the modern requirements of the economy and technology; they have knowledge, but not the skills to apply it, to use creatively in practice. Qualification is one of the components of quality along with the level of education and professional training. It predetermines the quality of the workforce, which is the important condition for economic growth, for the success of any organization and of everyone in the field of work. On the other hand, it is a crucial condition for finding a job, i.e. for access to paid work, to reduce unemployment, to increase employment.

It is also an important prerequisite for achieving social integration in the society of significant groups of society that are increasingly marginalized because they are not qualified, have low education or outdated professional training. The professional qualification is a factor for the realization of the individual, for increasing motivation and his satisfaction with work, for growth in the profession and the service hierarchy. Not on lastly, the quality of work, including his qualification, are a significant factor for increasing the income of the population. The high quality of the work can offset demographic aging and absolute population decline and yes ensure sustainable economic growth and successful integration of our economy in European and world market.

In this aspect, the underestimation of remains inexplicable skills and productivity issues, both on the business side and on the governments and other social partners throughout the transition period.

Education is only potential, qualification is what can transform education into a productive force, and what actually makes it so is management, competences, knowledge, motivation. Information, criteria and comparative approach.

The quality of work has quantitative and qualitative measures. Some of them are generally accepted, known, has statistical and other information. This is mainly the data for the number and share of people with different levels of education, the number of trainers are in the respective grades and types of educational institutions, the educational structure of the population, including the economically active, the employed and the unemployed. They are published and data on the employed and the unemployed in highly aggregated occupational fields or categories.

In recent years, however, there is a lack of statistical information on

distribution of the population and especially the active part of it by professions, professional structure, as well as the level of their qualification.

There are no studies in the country on the development of professions, on the emergence of new ones and on

the dying of the existing ones, for the changes in labor in the conditions of dynamic changing technologies and working conditions in increasingly globalized markets and increasing population mobility.

Professions and qualifications have a dynamic character, change their content, the requirements for them also change. They are necessary research. In Germany, for example, in the city of Nuremberg at their Federal Office under

Employment has an Institute for Career Development and Career Research. Such institutes are also in many other strange. Somewhere these functions on research of occupations are in the Institutes for Employment and Training. It is absent in Bulgaria such institution and practice.

Different nomenclatures are used for the professions in preparation and at employment of the labor force, i.e. in education and in various economic activities and organizations. The different designation of occupations by acquisition and occupation does not allow to look for immediate correspondence between acquired knowledge and the required skills and competencies of the respective jobs.

The National Occupational Classifier is relatively detailed. Professions and the professional fields are related to the economic activities in which they use.

This classifier has been used in practice for ten years. The problem is, that it does not provide the necessary information for much-needed research on the professions. What is published is the highly aggregated (8 groups) information from the application of the classifier and these are essentially not professional fields but job categories (managers, specialists, workers, etc.).

There are opportunities but they are not used to study the dynamics of occupations, for their distribution by gender and age, by industry and sector, for the level of qualification in each of them and others that would help to highlight the condition and problems in the qualitative workforce characteristics.

Quantitative measures of the level of education are not enough the modern stage are significantly insufficient and are becoming more and more so. It's important the duration of training, but much more important is the content and level of the knowledge, the possibility of their being applied, used in practice. In this area of practically there is almost no information. Discussions and vague strategies are insufficient and the education and employment policies in the country. There are no studies on changes in the content of work by professions, sectors, scales of organizations. It is insufficient

examines and uses to form policies and strategies the connections: economic development and educational and professional structure of the human factor; conjuncture of professional labor markets and professional orientation and qualification; development of the specialties in the schools and the content of the job descriptions of the jobs offered in the various organizations (predominantly small enterprises, dominant private sector; developing public administration) and others.

In recent decades, education has been subordinated to the concept of training throughout life, i.e. one of the defining characteristics of human quality potential is continuous training finding expression in raising the level of education, in expanding, deepening, renewing the professional qualification.

This concept should occupy a central, leading place both in the national and the regional employment and education policy, so especially in the strategies and policies of the organizations. So far, there is not enough information even about operational plans and activities of qualification organizations, training of those employed in them.

For the time being, it is mostly accepted as criteria for the quality of the workforce the share of secondary and higher education graduates, the educational structure of the population and the employed, the average number of years of training in the education system.

As complementary - the number, the share of those who passed through the various qualification courses

or specialization (with or without consideration of duration).

The increased number and variety of educational institutions in the country, increasingly the significant place they occupy in their policy and mainly market practice orientation and values rightly pose questions of quality are the standards of training and the quality of graduates.

Most often, the image of educational institutions is used as a criterion, an image that is determined from their policy and standards, but in practice - from the users of their "product", from hired specialists and their contribution to the organization. And if the quality of the human factor is determining the success and progress of society and its individuals and business organizations and requires long-term strategies and policies, one of the means for their realization can be the ratings, rankings of the users of the frames, as well as the success of the graduates relevant higher education institutions. In practice, there is still no connection between training and the business.

The latter is still not the necessary corrective. The market with its mechanisms for efficiency is not sufficiently determining or influencing the quality of education, and from there for the quality and productivity of labor.

Educational institutions, and especially private ones, more often have the vision and develop as business organizations, but their marketing is mainly inbound, their advertising is oriented to the attraction of resources, and very little to the market, to the realization of their production. This is because they are not yet experiencing the effects of the qualitative evaluation of their activity by the users of their "production", nor by their realized "products".

Until this change takes place, it is little significant changes in the quality of human resources are likely to occur. the most the successful strategy for educational institutions is to build them as intermediaries

organizations - to attract candidates with hopes of a good professional realization and yes guarantee, contribute with their activity to their subsequent realization, working directly with the "buyers".

A significant issue in terms of workforce quality is absenteeism

of qualification criteria, for the level of qualification in the various professions and economic activities. This allows unreasonably to make two

mutually exclusive statements regarding the quality of human resources of

Bulgaria: "we have a highly qualified workforce" and "we do not have a qualified workforce." strength". Hard to find data to support any of these if

quality is associated with education, but also the application of the knowledge obtained in it successful in practice. National statistics and other research and public

organizations should fill this void. In practice it is sometimes assumed that

the qualification of the employed is taken into account with those awarded on the basis of labor evaluations

presentation or exam, incl. certification, degrees, ranks, ranks and the like. Others

consider that it finds expression in the job hierarchy, in the labor or production

internship. If we agree that qualification is extremely important for the future, then it is

needs more attention, precise measurement and on this basis and encouraged appropriate.

So far, there are no official statistics, assessments are absent in most places,

little attention is also paid in organizations, not in all, but in most.

The processes of globalization and integration are also associated with free movement of workforce. National labor markets become to some extent an element,

a subsystem of the regional and world markets. In this sense, the quality of work force leaves the national criteria and submits to those of the respective markets, i.e. on generally accepted criteria for quality, knowledge, competences, capabilities.

The search for professional realization of individuals on foreign markets, and increasingly on national (with the inclusion of the country in the European and world economy) will be subject to generally accepted criteria and quality requirements. These processes require the inclusion of European (and not only them) standards in our educational system, the adoption and implementation of relevant strategies and policies, but not formally, but by being, incl. and to preserve the valuable and working of our national practice.

Along the path of inclusion to widely accepted training and quality criteria the workforce needs the use of more comparative information and international comparative studies.

The qualitative characteristics of employees and management

Good governance, incl. and human resources management, places today in the center the quality of its employees: education, professional training, qualification, competences, adaptability to changes, desire for development and inclusivity to the organization's values. These qualities are among the most important criteria for selection and hiring, but also for dismissal. They are used in performance evaluation as a basis for adequate remuneration, for



promotion and career development.

The transition from one type of social system to another, the construction of a market one economy and the related reforms and structural changes have changed radically the management of the human factor and its qualification. They made many different ones management practices, including and human resources. The human factor takes over different place in the organizations values. Management is different. It's different the attitude to the human factor. It is determined by various factors, but in many a high degree of preparation, the quality of the leaders, of the management team, the size of the organization and its financial status. Therefore, for many companies the level of education and qualification has no proper place in management decisions. Pay often goes hand in hand with quality of work.

The qualification of the workforce is greatly underestimated both in the training of adolescents, both the unemployed and the employed. Qualification, professional experience is a very common requirement for hiring and staying in a job, but it is highly underestimated at the payment of labor and even more – as a motivating factor.

As a result, many of those who have a higher education do not work on the acquired one professional training, work in places that do not require higher education. One some workers are not encouraged to qualify or they do not see the point of it, they are not motivated, satisfied with their work.

At the same time, the trend of increasingly difficult to find from the business of its required manpower possessing the necessary qualification and especially a mindset for high productivity work. The underestimation of the importance of the qualification is also expressed in the policy of organizations for investment in human resources, in the pay that does not report sufficiently higher quality of work and does not motivate for work.

The quality of the workforce is a decisive factor for the competitiveness of the national economy, as it predetermines the level and dynamics, not only of the productivity of labor, but also of the general productivity, the use and of others factors of production (development and effective use of new technologies and materials, of equipment and the construction of more effective technologies for organization of the activity). In this capacity, it also predetermines the growth of incomes, the improvement of living conditions.

The qualitative characteristics of the population (education, professional training and qualification and others) are a determining factor for the level of economic activity and employment of the population, the level and length of stay in unemployment, i.e. they predetermine the wealth of the country, the stability of the insurance system funds, the exclusions, the social isolation of individual groups of the population. With others words, the quality of the human factor is a decisive factor for the level of employment, for access to the sphere of employment and paid work. Qualification is a significant factor for increase

employment of the population, one of Bulgaria's major obstacles on the way to its integration in the EU, for social integration of significant groups of the population, of those who have low education, no professional training and other problems that affect them make non-adaptive, unwanted by organizations.

Except for access to work and income for

the individual, the qualification is also a condition for professional realization, it increases motivation for work and, in turn, for increasing the quality of work, for a professional career.

An important aspect for the quality of the human factor is access to education and

qualification of different population groups: children and adolescents, employed men and

women; unemployed men and women; people with disabilities, from different ethnicities and populations

places. Access from an early age and throughout an active life are defining for

the quality of the aggregate labor force in each country. Here we could highlight

multiple problems, giving rise to and multiplying inequalities and exclusions. Access

to adolescent education is highly differentiated and becoming more so.

Transferring more and more payments to the population for their education,

professional training and qualification contributes to unequal access, for created

barriers to workforce quality. The formal and informal payments from

country of massively impoverished population groups are the reason for the significant drop of

children from the first stages of education, to increase illiteracy and

semi-literacy, to increase the number and share of those without a profession, resp. without

qualification, giving them access to work, higher labor income and social

security. Access to quality education, professional training and

qualification. Inequalities are based on origin, social group, population place, educational institution. This is the future of children from villages and small towns, of children from families with many children, from the many children from social institutions, from children permanently the unemployed, the disabled and the Roma, of single parents and others, of children in schools without modern equipment, without computers and Internet access.

Bulgarian organizations need knowledgeable and capable people. The problem before which they increasingly face is where to find them. There are many alternatives: educational establishments, employment offices, intermediary agencies and others From the point of view of quality - knowing, able and willing to prove it, the choice is severely limited. The other question here is how much modern business invests and is willing to invest in human capital? Investments in qualifications are highly risky for companies. At the existing and legally guaranteed freedom of movement of labor, companies often lose your training investment. Is there sufficient awareness of the strategic nature? of the problem, desire and possibilities to do this? The predominant part of companies are small or micro. What should be the qualifications of their associates?

Opportunities for a professional career, for development, are relatively limited. Is there no assessment by the business that the professional training and qualifications are not a factor in competitiveness and productivity?

The other big problem is low pay, low wages for a skilled labor, wages not accounting for and practically not stimulating the increase of the qualification. Still the formal possession of an education document, for qualification, is of greater importance than the content of that education and

striving for its development.

Business in our country faces serious challenges: productivity and competition (external and internal). It is necessary to understand the role of the human factor in successfully overcoming these challenges. No change in quality and human factor motivation, it is impossible for the necessary change to take place.

The business development strategy should be based on the quality strategy development of human resources, investment in them. Then comes the problem of the retention of the qualified collaborators, for "buying off" of what was done to them investments. Indisputable means for this are the motivational factors, the opportunities for career, adequate, competitive remuneration and many more. They can be reached also considered the implementation of pay systems that measure the quality of work and its results and its reward and contribute to continuous development and

qualification

improvement.



The qualification in terms of increasing mobility, flexibility, globalization, pose more and more questions and give rise to new problems, require effective decisions on investments in the human factor and on the timing and place of their return. Everything more often, the place (organization) of investment diverges from the place of use

of these investments, i.e. their "redemption" is done not by the depositor. For example, investments are made in our country (general and professional training) and/or the organizations (qualifications, specializations), and the new quality of this same workforce is realized in other countries and organizations. There is also a reverse process. Many young people from Bulgaria trained and are training, worked and work abroad. More and more of them are looking for realization in Bulgaria. Not a few of them encounter serious difficulties due to differences in expectations and the possibilities of both parties offering and seeking qualified labor. The question is whether we have conditions, an environment, a salary that can meet, use and keep a worker power with high quality and capabilities? The quality of the human factor, the creation of opportunities for its development, professional realization in productive work, increasing his motivation for continuous development should be subject to management decisions (strategies, policies, plans, programs) at all levels: state and local government, organizations and individuals and households. Higher education and/or good professional training are important, but insufficient condition. Determining are, on the one hand, the conformity of the professional preparation of the needs of the business, and, on the other hand, the possibility, the readiness for the individual to apply what he has learned. This places, first, certain requirements on education and professional training in terms of content, but also in relation to the formation of the students as thinking, creative, intelligent individuals to apply what they have learned in modern and even more so in future practice. Ours education is far from meeting these requirements and needs significant changes. The EU policy to promote mobility could also contribute to this of students and teachers, as well as connections with business, turning internships into

a necessary element of education. Secondly, it is necessary to build lasting connections and cooperation between business and educational institutions: both for the development of professional areas in educational institutions and their content, as well as for providing internships, professional practice of graduates, relevant educational institutions. This one a necessary connection between education and business must be permanent, at all levels of management and institutionalized, with the participation of all social partners and of the immediate participants in this process. Among the priority issues for the quality of the workforce at this stage are:

access to education, vocational guidance, lifelong learning;

study the development of professions, the quality of education and its

adaptability to social, economic and technological changes.

Economic growth, income growth, employment in the coming years

years are predetermined by the quality of the human factor. High growth cannot

automatically create employment because he has a need for more skilled labor.

Low education, insufficient professional training cannot contribute

essential for productivity and hence for raising the level of income of

employees and their families. If management does not take action in the direction of

the quality of the workforce and the emerging trends of its natural

limitation (aging population) there is a tendency to demand and

insufficient supply of such labor, ie. to the need to import

quality workforce. The problem is whether the business is willing to pay the price for

the necessary qualitative characteristics of the workforce? But it is sure as it says

Peter Drucker that "... knowledge will be the main source of wealth", and the new

society "... will also be a society of organizations".



Organizations make investments in human capital guided by their own interests and strategies mainly related to profit maximization and related increasing productivity, quality, competitiveness and others. IN its policy and strategy for the development of the company and its related development of human resources employers define their attitude, express their intentions for professional development and qualification, i.e. for investment in human capital which have hired and use. They develop their policy and plans in this area, guided by the idea that it is in the interest of both the company and the individual

Workers and employees. Leading in this are the ideas that

- . conditions are created for each employee to increase their professional qualifying knowledge and skills, i.e. for development and career;
- . professional development and qualification reflect the interests of the organization;
- . a primary purpose of investing in human capital is to support the efforts of the company to achieve its goals in the medium and long term;
- . increasing the professional knowledge and skills of the employed leads to qualitative performance of production and official duties;
- . the professional development and quality improvement system will be planned and organized in close connection and dependence with the requirements of other majors systems - production, innovation, marketing, finance, etc.;
- . the quality of professional training depends on the selection of trainees, from their preparation, from the quality of the curricula, from the organization of the curriculum process, from the training methodology and others.

The employer's policy regarding investment in human capital, the company forms, taking into account that the educational and professional training of the employees is one of the most important factors for: increasing labor productivity; increasing profit, income of the organization; increasing opportunities for quick response to the changing environment and market economy; cost reduction for production and sale of the products, services; increasing the volume of production products, services; improving the quality of products produced and marketed goods and services; a relative reduction in the need for manpower; raising

the mobility of employees in the event of changes in the organization and in the environment in which it operates

functioning; reducing control problems for the normal course of the production process; reduction of work accidents, injuries and occupational diseases; improving the socio-psychological climate, reducing dissatisfaction with work, achieving better motivation of the employed; improving communications between staff, between managers and associates in the organization. Every organization has an interest in focusing its attention on the formation of its human capital mainly in those qualities that provide increase in labor productivity and which will not benefit another organization i.e. in her specific preparation. such are, for example, the skills used in a precisely defined, specific production process that takes place only in a given one company. This kind of investment is only made when it can be expected sufficient duration of employment in this company, i.e. that the investments made will rent, they will "buy out". This is the most significant difference between investments that makes the company and the individual. The latter focuses mainly on training that will help him provide access to more organizations ie. training in professional fields which have a wide application in economic and social life.

Each organization chooses its policy regarding the quality of the used from it human potential, its attraction and use. A part of them they prefer to hire, albeit more expensively, a higher cost, skilled workforce from outside (educational institutions, employment services, other organizations and agencies). Another one

part have a policy to hire less qualified labor force, and, especially when

it is about specific professional training and qualification, and to train them, prepares in accordance with his specific needs and interests. The advantages of this second policy can be sought in the following directions:

- even during their studies, workers contribute to the increase of the production result, which in turn reduces the gross training costs;
- if the company does not train its employees, it can recruit what it needs for the future specialists or to do so at much higher costs, i.e. so the company is able to form the future specialists it needs on its own;
- creates her own potential and image, which helps her recruit suitable people associates;
- the training time the company can use and make personnel selection, which saves her the costs that are usually incurred in recruitment, selection and the appointment of new associates. At the same time, the costs can be significant, which makes them a strong enough argument on their own.

Every organization achieves its strategic goals in training through development of the relevant: analyzes and assessments of the state of the workforce at its disposal and its compliance with the requirements of the organization's strategy and specific positions and jobs; development of training plans and programs; choice of most appropriate forms and methods of training; selection of organization for implementation of the training and to evaluate the acquired knowledge and skills.

The role of management is to make maximum use of the resources at its disposal, i.e.

its internal resources. This means a systematic, complex and objective assessment of employees of the organization with a previously disclosed evaluation system (programs, methods, approaches, organization, criteria) and participation in self-evaluation assessed.

Strategies in career management

Development involves rising in the hierarchy and/or in the profession. It is related to change in occupied positions, position in the organization and outside it. In other words development also includes such administrative changes as relocation, reassignment, promotion and discharge. Development is also related to management and career planning. It is an activity in which every individual is directly involved and the organization.

It is connected with the need to monitor and direct the professional and professional growth of employees in the organization, taking into account their individual preferences (plans) and peculiarities, attitudes to work in one or another field.

The ongoing changes in the field of work demand that the motivational factor be sought more and more impact of the opportunities for professional and service growth, for a career in the organization. This in turn increases the need for long-term strategies and staff development plans.

Every organization needs the interest of its staff for achieve its goals. This need drives organizations to look for ways to achieving it in the most effective way for her. It is considered one of the most successful solutions in this field is the development of management and career planning as an activity of human resource development, closely related to motivation and attraction,

the inclusion of associates in the long-term goals of the organization. Career management and planning is an activity in which immediate

the employees of the organization, their managers and the employees of the organization participate

the specialized human resources management unit. They are determined on this basis

the future areas of their activity and targeted preparation is carried out and

development of employees for their future tasks and development (professional and

the hierarchy) in the organization.

Therefore, career management and planning

covers both vertical (hierarchical) career growth in the organization and

the horizontal (professional) development of associates. In management and

career planning organizations have three important goals:

> respond with the activity to the current and future needs of

the organization from its necessary human resources in terms of quality, level of training and implementation;

> to better inform those working within it about potential avenues for

development in the organization, i.e. about labor careers;

> to make its programs more effective in the field of formation, development and

the realization of human resources by achieving the most complete combination of the career of

concerned with the organization's plan and its long-term goals.

Practice testifies that when organizations motivate their staff for

drawing up and implementing personal plans for one's development, career, it

turnover decreases as he is more interested in his long-term development.

The very fact that the organization is concerned about the careers of its employees has a positive effect on them.

Career planning is carried out by the organization, the head of the associate and the associate himself, because career development is not something that one can do for another. It is something that the individual does for himself, accordingly their interests and motivation. Only he knows exactly what he wants for his career, and these desires and interests are different for individual employees in every organization. From another country, a career is not something that happens automatically, even with the presence of a plan and created a good organization for its development, since it is the result of the desire and the actions of the individual himself, of the individual collaborator.



The organization, the company, has a primary role and responsibility in the planning of the careers of its associates. She develops and coordinates the various career paths of those employed in it by seeking to link their company interests and plans with those of your associates.

Compiling the career plan goes through the following main stages:

* Assessment by associates, by each individual, of his capabilities, interests and goals for development and realization in the field of work. Very often people don't in-depth assessments and analysis of their goals and opportunities. This can be done with created organization, with the help of various psychological tests, psychoanalyses, conversations with specialists.

* Assessment by the organization of potential opportunities and directions of employee development. Several sources can be used for this purpose information: personal files of employees and evaluations of their performance, labor participation. On this basis, the strengths and weaknesses of collaborators, their interests and capabilities.

* Career choice. For this purpose, it is necessary for the individual to know the possibilities, that exist in the organization and their own opportunities and attitudes for development.

To support career choices, the organization can undertake certain actions such as, for example, announcing the vacant jobs, those released and the newly revealed ones, the criteria for their occupation, indicating clearly the ways for progression through the organization structure.

* Realization, realization of the career. At this stage the individual strives to achieve the goals already set, and its development is monitored by the management unit human resources and by his immediate supervisor.

The working career practically passes through four phases: start-up (beginning); growth (increase); preservation of what has been achieved (stabilization) and gradually withdrawal from dynamic development.

Among the beneficial effects of career planning in organizations can be highlight the following:

- . associates in the organization are assured that along with the development and improving their abilities they will be able to get a more responsible and higher paid work (position) in the hierarchy;
- . Associates with high potential receive support and direction for his development in the organization;
- . motivation for work and conditions for improving performance are created, for increasing labor productivity;
- . the stability of employment for the organization and for the individual increases an individual. For the organization, it is of particular importance to remain in it at a high level qualified associates and especially to those for whom she has already made significant contributions investments in attracting, hiring and developing them.
- . young associates are encouraged to develop as highly qualified specialists.

For many reasons, individual careers do not always develop as planned you are The environment for the organization changes, individual plans change and desires. It is necessary under these conditions that the individual and the organization periodically update their plans so that everyone's professional career finds its own realization under the new, changed conditions and situations.

Individual development plans - as part of the company program for training may include

- .. Development of professional skills - corporate training on functional

competences – management of key clients, negotiations with clients and suppliers,
human resource management, marketing university

.. Development of managerial skills – managerial training program,
developed specifically for the needs of the company

.. Work on transversal projects within the company and at the zonal level

.. Development of skills in the work process

.. Exchange of best practices

In conclusion, it can be summarized that

* Human capital is among the most significant resources that a company possesses
organization. Increasing its suitability and productivity requires
investments.

* The formation of human capital requires investments of time and material
resources. The decision on investments by the organizations is made by taking into account
the long-term benefits of investments made to increase productivity
of labor and employee motivation.

* The development of human resources in the organization includes activities such as
induction, training, management and career development. Each of these activities is
implemented in accordance with the organization's policy and strategies regarding
its human resources and with the use of specific forms and approaches.

* Training as an activity of human resources management aims to
provide the organization with the necessary human resources at any time
education, professional training, qualification and suitability depending on

its strategy and policy for long-term development. For the implementation of this activity, plans are developed and training is organized, which at the modern stage is a continuous process.

* Career management and planning is a mechanism for combining interests of the organization with the interests of the employed, one of the strongest motivating factors for professionally those who have higher education and professional training.



3. Strategies and policies for flexible work organization and adaptability to changes

In the conditions of strong competition, according to D. Hesi, flexibility remains the only key factor for revival and development. This applies especially strongly to small businesses. The reduction in the number of school graduates also requires the introduction

of more flexible working regimes in order to attract work and women with small children, a also the increase in part-time jobs for pensioners.

These and others

trends determining personnel movement demand a lot from future management

greater flexibility and a much greater organizational culture.

The increase in non-typical (atypical) forms of employment is one of the challenges facing state policies (employment, labor markets, social security and social integration, equal rights and equality, new technologies and innovations).

Full-time employment retains its dominant position, but by a long way

not alone in the world of work. Along with full-time employment at one

employer (since Ford's time) have evolved, for better or worse, and many other misc

forms of employment. It is in this dynamic area of the labor market that employment is growing. the most

policies for inclusion in the world of work of the young and unemployed are often related to them.

The search and supply of part-time, fixed-term work,

independent, flexible, mobile and others are increasingly dominating the labor market.

The number of people working in all these atypical forms of employment is insignificant, but

in different scales and shares by country, economic activities, gender and age. They stay

atypical but rapidly spreading. The ones created in recent working years

places for women are more often atypical than typical. Atypical employment will become

dominating the labor market.

Policies to increase the flexibility of the labor market have different objectives and

various actions for their realization. Basically, they are search oriented

and the supply of labor and the price of labor. They are often associated with a reduction in

unemployment or encouraging the unemployed and employers to raise the employment. Sometimes they are related to the policy of deregulation of the labor markets and increasing competitiveness.

The test that the new forms of employment pose is related to the social one security of those employed under them, with the guarantee of their labor and social rights, income and professional career.

In the last three decades, new forms of employment have developed in Western Europe (fixed-term contracts, temporary work contracts, part-time work, hybrid statuses between employment and self-employment). They increase the flexibility, adaptability to changes of enterprises, reduce the cost of labor and increase competitiveness. Wage workers have greater options for combining their private and family life with work, but also less social protection or increased insecurity.

The spread of atypical forms of employment coincided with the transformation of the industrial society in information, with increasing employment in services and the continuous increase in the employment rate of women. Newer forms of employment are related to the development of the new economy, the economy of knowledge, with the accelerated development of new information and communication technologies. Relatively wider distribution is obtained by GH in small and medium-sized enterprises businesses that are much more sensitive to market conditions and much more is need to be adaptable and flexible in their development.

Flexible employment or flexible forms of employment can define as a form of employment that differs from traditional employment, i.e. work of full-time work and of an open-ended employment contract, which defines the work functions and the place of their performance.

Classic notions of flexible employment include various forms of atypical, alternative work traditionally found in the sector

services. In recent years, flexible forms of employment have included new forms related to the development of new technologies of production and work organization, with the changing content of work, with the emergence of new professions. Full-time employment retains its dominant position, but by a long way

not unique in the world of work today. Along with full-time employment at one

employer (since Ford's time) have evolved for better or worse and many other misc

forms of employment. It is in this bustling area of the labor market that employment is growing. the most

policies to promote young people into the world of work are often associated with them

the unemployed. The demand and supply of part-time work, with a certain

term, independent, flexible, mobile and others are becoming increasingly dominant in the labor market. Flexible employment is most often associated with changes in work patterns; labor,

insurance and other social rights; employment relations and qualification.

One of the classifications of forms of atypical employment (Evaluation Office for choice of technologies at the European Parliament) groups some of the most common models of atypical employment in four groups depending on: working time; the type of the contract; the place of work; the regime, the organization of work, where it is not defined workplace, working time and other, typical elements of the employment contract.

Working time or atypical working time shall be: part-time (hourly) working

time; working on weekends; flexible working hours; work with breaks

(break); night or evening work; additional hours of work; on-call work and

others. Some of its forms arise from the development of new information and

Communication technologies. The consequences of the dequalification/requalification phenomenon associated with the new

technology has an impact on the development of new forms of employment. He makes it easy

the shift to part-time and temporary employment. This phenomenon associated with the lower cost of labor accompanying the transition to part-time work and intermediation, causes employers to turn to these atypical forms of employment. Types of employment contracts or atypical contracts include: fixed-term contracts; division of the workplace (position); floating (cancellation) working hours (annual equalization); "zero hours" contract; contract with mediation; contracts for employment promotion and others. The push for flexibility favors big variety of contractual relations between employers and employees, which increasingly escape collective bargaining. According to the place of employment, atypical employment is associated with the so-called atypical localization of labor and it refers to: remote work; teleworking (telecentres); work at home; mobile work (employment); delocalized satellite services; hotel services; alternating telework and others.

The atypical localization of labor is mainly related to new technologies. Condition for it is the proliferation of mobile communications and portable computers. Mobile work mainly affects those who have relations with the clientele: managers personnel, support technicians, sales workers. Basically, they spend very little time in the enterprise and more are with the customers, on the road or at home. Their relationship can be automatically ported, the database can be consulted by distance and many of the problems can be solved over the phone.

The fourth classification is more closely related to the method of assigning the work, p the organization of work or with the mode of work and is called putting in work by distance (with detachment) includes : work for a subcontractor; work with independent status (self-employment, free professions); work for a particular agency; work for supplier of

work force; contract for work with performance (laying) with third parties and others. It is the situation of those working in or for an enterprise in which they are not employed. They are directly affected by the development of subletting (subcontracting) and the tendency to employment contracts are replaced by commercial (or civil) contracts. Flexible forms of employment are related to the continuous striving of economic structures for increasing their productivity and competitiveness, for their effective adapting to the accelerating changes in the external environment. In this sense, flexible employment is a form to increase the flexibility of companies to the market situation, i.e. it is objective necessary for the stable economic development of organizations, allows to employers to respond promptly to the challenges of the market and of technological development to achieve their goals.

Different forms of employment are sought after and preferred by different groups of people the economically active population, during separate periods of its life. Flexible forms of employment allow a part of him to combine his family life with his professional life (parents of small children or sick family members; the reduced ability to work with the desire or need for work and income; the training and employment and others), i.e. provide an opportunity for job seekers to get the job they want paid employment ensuring their dignified existence.

Flexible forms of employment are increasingly included in the state's employment policy, in the so-called active policy finding concrete expression in the national employment action plan and related to its implementation, specific programs and projects to reduce unemployment among different groups of the population, most often called "risky" (mothers

of young children, long-term unemployed, people with disabilities and others). The increase of non-typical (atypical) forms of employment is one of the challenges facing state policies (employment, labor markets, social security and social integration, equal rights and equality, new technologies and innovations).

The main reasons for the continuous growth in recent decades of the interest in flexible forms of employment can be reduced to the following:

.. the growing competition and the resulting desire of employers to

use the human resources at their disposal more efficiently and reduce the cost of labor for the production and sale of the products and services they produce;

.. the high level of unemployment, which necessitates the use of all opportunities for securing employment and/or providing paid employment such as alternative to unemployment, etc.

.. the continuous dynamics of the goods and services market, which requires timely change in the production behavior of the organization;

.. the continuous change in the structure of human needs, incl. and on the need to combine work, family commitments and personal development, which accompanied by corresponding changes in preferences for the offered forms of employment.

In recent years, flexible forms of employment have been the subject of interest and discussion in relation to disclosure of mechanisms to ensure equal treatment of workers and the employees who work on these forms of employment.

The application of the different

alternative forms of employment requires corresponding changes in the legislation and mainly in labor and insurance. In the EU member states, as well as in the countries in the process of

accession, changes in national legislation are subject to or related to EU directives adopted in this regard such as: The directive for non-drinking workers working time (97/81/EU) and the Working Time Directive (93/104/EU). They aim to eliminate discrimination against part-time workers and those working under fixed-term contracts, and they should be treated as full-time employees time and on an open-ended contract in terms of conditions for release from work, pay and holidays, training and development, holidays, multi-risk insurance, unemployment protection, ensuring safe and healthy working conditions.

The main varieties of flexible employment that can make more flexible labor market, are: part-time work, variable working hours boundaries (or flexible working hours), functional flexibility, professional flexibility, rotational employment, territorial flexibility and flexible wages.

The increase in non-typical (atypical) forms of employment is one of the challenges to state policies (employment, labor markets, social security and social integration, equal rights and equality, new technologies and innovations). Full-time employment retains its dominant position, but now far from alone in the world of work today. Along with full-time employment at one employer (since Ford) evolved for better or worse and many more different forms of employment. It is in this bustling area of the labor market that it grows employment. Most often, policies to promote in the world of work are related to them the young and the unemployed. The demand and supply of part-time work time, fixed term, independent, flexible, mobile and others are becoming more dominant on the labor market.

The number of people working in all these atypical forms of employment is insignificant, but in different scales and shares by country. They remain atypical but rapidly spreading everything. The jobs created in recent years for women are more often atypical, than typical. Atypical employment will become dominant in the labor market. Policies to increase the flexibility of the labor market have different objectives and various actions for their realization. Basically, they are search oriented and the supply of labor and the price of labor. They are often associated with a reduction in unemployment or encouraging the unemployed and employers to raise the employment. Sometimes they are related to the policy of deregulation of the labor markets and increasing competitiveness.

The keywords related to flexible employment are: rhythm of work; the future of law at work; the development of collective labor relations and adaptation of qualifications. In Bulgaria, with the transition to a market economy in the country, the foundations of labor (individual and collective) bargaining and the variety of labor contracts, which generally provides greater flexibility in the labor market.

The so-called spread very quickly. "civil" contracts or contracts for crafting. The number and variety of hiring fixed-term contracts has increased, at the same time for a period far shorter than the maximum provided by law. Rental without a contract also became widespread, with which it practically developed informal employment and insecurity – both in terms of remuneration and working and rest conditions, as well as social security. Wide distribution received the "trial period" condition in the employment contracts (both in fixed-term and in the indefinite ones). The share of those working on employment contracts for an indefinite period is decreasing,

the so-called open-ended employment contracts. As a result, the flexibility in the hiring and release of the employed, a relative reduction in the price of labor, which explains the supply by employers mainly of contracts for a certain period and despite the legislative and other measures taken to limiting hiring without a contract or under civil contracts. For those hired this means insecurity, loss of social benefits, frequent change of character work, interruption of work experience (due to long-term unemployment), uncertainty in insurance and income. We could make the generalization that the type of the employment contract determines the security in the sphere of paid work and to do the assumption that it directly affects demographic behavior. The tallest a share of those working without contracts, on civil or fixed-term employment contracts are young people. Changes in the type of contract for the past years of transition to market economy are significant but insignificant. Along with labor, work also developed in a legal relationship, which brings even greater security in employment, higher labor remuneration and social benefits. These are those employed mainly in the state and local administration with the status of civil servants working in the system of the Ministry of Internal Affairs and MD and others. These are the predominant type of contracts in general and by sector, although in private they are significantly less, which can be explained mainly by the lack of working under official legal relations.

In recent years, Bulgaria has seen a trend of diversification of the forms of employment, but traditional - permanent work still prevails, eight hourly working day, five-day working week and open-ended employment contract. From this point of view

point security in relation to work, insurance and income from work for men and women and for the other social and professional groups to which they belong significant, much more than in a number of Western European countries for example. However, the payment of labor is incomparably lower, and it is the other dimension of security and compensating for it with longer labor. Research in recent years clearly shows a decreasing trend employed in permanent work and an increase in temporary, seasonal and other forms of employment.

Women and those employed in the public sector have a higher share of those employed in permanent jobs, a with temporary - men and those working in the public sector.

Flexible forms of employment: necessary for increasing employment, but also for effective business development. The development of business increasingly requires an increase in the flexibility of labor, respectively of income, working hours, employment contracts, place of work, status c employment and others. This requires both regulatory and policy change for business development and social security. The development of flexibility in work, means higher employment and income for some, but also requires the search for opportunities for increasing employment security for others. In the policy of adapting the legislation to the economic and social development and to increase employment should include the continuation of initiated changes in national legislation in recent years for improving and expanding the possibilities for implementing flexible employment and more especially: part-time work (hourly employment, division of work place/position) and the work for a certain period of time (different types of temporary

contracts) and others. In practice, other non-legislative forms of work have also developed regulated or insufficient to provide security to those working on them (civil contracts; hiring by verbal agreement, duration of working hours and the working week far beyond the statutory ones, work for pay in households or work in families and around the home, domestic work and others). With that, it increased the insecurity of the employed and their families increased and the so-called unregulated employment. These and other forms of flexible employment developed because opportunities existed and interests from their existence on both sides of labor relations (workers and employers). In the majority of cases, these are forms imposed by the interests of the business the conditions of no alternative for many of the wage laborers (those working with low salaries, the unemployed, the economically inactive).

In EU countries, although to varying degrees, they have long been widely used a variety of forms of employment that allow to increase employment and to provide income from labor, as well as combine the interests of individuals and the employers. In other words, flexible forms of employment decide both macroeconomic, group and individual interests. However, it is important in this case to they also solve the issues related to the security of the employees.

Our labor market lags significantly behind the member states of the European Union the use of flexible forms of employment. It is typical for the Bulgarian labor market very low degree of flexibility. The majority of those employed work full-time working hours and with a long daily and weekly working day. The working ones salaries are kept at a very low level, which makes uninteresting for employers of labor in its other forms (hourly, part-time or weekly and

others), and for the employed - very risky for their status (unemployed or employed without a contract). This leads to a low level of employment, to the absence of flexibility in work, of mobility in employment, makes labor markets more difficult to regulate and to achieve equilibrium.

The policy for wider distribution of flexible forms of employment and for increasing, in principle, the flexibility of the labor market requires above all the creation of interest in employers to use the possibilities of flexible forms of employment, raising their awareness regarding its benefits for businesses and attracting them to share the values of the solidarity and social economy. Along with this, we must in the employment policy and especially in the policy to reduce unemployment to include informing and raising the interest of the unemployed and discouraged from using the various forms of flexible employment as a transition to stable employment and professional career. But for this purpose it is necessary to solve a number of things issues related to pay, its level and security, and also social security issues.

Solving the strategic task of significantly increasing the employment of population and to reduce the unemployed and "discouraged" requires the use of more flexible employment, pay and social security regimes. This makes it necessary the adoption of a national strategy and policy for the spread of flexible forms of employment and related strategies. She should suggest the use of the different ones forms of flexible employment, the specific goals and what effect is expected from them use to ensure the desired flexibility and security in the labor market.

Without a strategy and adequate regulations, you cannot rely on increasing employment and job security. Therefore, based on

the strategic goals that will be set in the area of the use of flexible forms of employment, a review of labor legislation and regulations should be organized government acts in this area so as to make those changes which will: be adequate to the strategic goals in this area, will contribute to their realization; meet the requirements of the European Union Directive on the incomplete working hours and the organization of working hours; consider the requirements of The International Labor Organization for the combination of flexibility and security of labor market; take into account good practice in the field of flexible strategies in countries - members of the European Union; reflect the interests of the representative organizations of employees and employers.

In the development and discussion of strategies, regulations and the specific actions to achieve greater flexibility in the field of labor it is necessary to involve the social partners (union organizations and employers).

The national and company policy for remuneration of labor such as level and manner of formation has a very significant role in increasing flexibility. The policy of retention of wage growth is one of the main reasons for the unsatisfactory labor market flexibility. The increase in the level of the average and the minimum salary in the country will increase the interest of the population outside the labor force to employment, will provoke greater individual labor supply. On the other hand, a rising nominal wage will increase the interest of employers to use better, more fully the available labor force, to mobilize all means for this, including flexible employment.

Another important condition for the spread of flexible forms of employment is the social security system, insofar as it allows the use of different flexible forms of employment.

As the gross salary increases, so does the amount of insurance contributions at the expense of the employer, which leads to an increase in the cost of labor. This it should logically increase the employer's interest in the more complete and efficient use of human resources to increase labor productivity, and hence and his interest in the use of flexible forms of employment with all the resulting from this has consequences for increasing the flexibility of the labor market. The further increase in the level and dynamics of the minimum wage salary at all levels will lead, on the one hand, to an increased demand for paid employment and, on the other hand, to an increased interest of employers to make better use of and more fully the workforce at their disposal to increase productivity of labor. In this way, through the higher price of labor, they will help to increase the flexibility of the labor market. In addition, the level of social insurance burden. In the policy to increase employment, including in the way of increasing flexibility in the labor market, it is necessary to build and maintain an optimal ratio between the increase of the minimum wage and the increase of social benefits and unemployment benefits. This should lead to such a level of social benefits and unemployment benefits, which, on the one hand, provide citizens, who cannot meet their basic life needs without the help of others, i.e. sufficient means according to socio-economic development, and, on the other hand - yes no create living comfort for unemployed persons meeting the conditions for their

receiving to motivate them to actively search for paid employment, active participation of labor market. Another important requirement is that pay allows part-time workers working hours with their income for the work in accordance with the achieved labor productivity to satisfy their and their family's basic living needs needs. In this regard, it is necessary to look for additional opportunities for access of part-time workers to benefits and social security systems support, so that they can be satisfied with their income for the work and/or with the received benefits and social benefits for yourself and your family needs. And under this condition, it is necessary to look for the creation of an organization and the use of criteria that will make it possible to actively search for paid employment and the employed to rely on their own labor and not on additional and social benefits benefits from the social assistance system. To achieve this it is very important to establish and maintain such a level of social benefits received under the line of the Law on social assistance from the "working poor", in accordance with the principle of "minimum sufficiency", which will ensure: the possibility "working poor" to satisfy their basic life needs - enough food, clothing and housing, according to the socio-economic development of the country; the creation of one vital discomfort in the "working poor", which will provoke them to seek an increase of the income for the labor market.

The anticipatory increase in the minimum wage for the country before the monthly amount of the guaranteed minimum income for social assistance is needed to be used until the optimal ratio between the two is achieved levels, ensuring the desired flexibility of the labor market and maintaining equilibrium

between the increase in the minimum wage for the country and the monthly amount of the guaranteed minimum income for social assistance.

Tax policy can be used to indirectly influence

the flexibility of a labor market through the impact it has on the price of labor

In principle, the increase in the tax burden on the employer, other things being equal conditions, limits labor demand and should create increased interest

from the fuller and more efficient use of the available labor force, interest from the full exploiting the opportunities of flexible employment, with the resulting impact on the flexibility of the labor market.

An indirect impact on the flexibility of the labor market can also be exerted

tax policy in the field of wages. The reduction of the tax-free

minimum and the tax rate for low-paid workers and employees, at

preservation of the level and effectiveness of social protection of these groups of persons may increase interest in paid employment, limit informal and ineffective

employment, to increase the supply of labor and, other things being equal, to decrease social isolation. The reduction of the tax burden on low-paid labor together with

the policy of increasing the minimum wage may free them from their dependence on the social assistance system.

The policy for the further reduction of the insurance burden of

the employer for the mandatory social insurance may prove positive

impact on labor demand *ceteris paribus*. However, it is

important preservation of the stability of the system and the concept of the implemented reform c social security. Along with that, it is necessary to take into account the demographics

development, changes in population structure, population aging and low level of labor income.

The policy to increase employment should also include promotion labor force mobility: territorial, professional and others. The increase of territorial flexibility will help to regulate the regional markets of labor and will encourage the movement of labor in accordance with specific regional needs at the given time. It implies a well-developed national information system for labor supply and demand, but it also implies an attitude of side of employers and able-bodied persons to use the system. Along with that is necessary development of an effective policy to promote, encourage, motivate persons seeking paid employment or better employment, and especially the unemployed, to move voluntarily to the enterprise or organization located outside within the framework of the populated workplace.

For this purpose, employers should be encouraged to take part of the transportation costs of its workers and employees who work outside the place of their permanent residence regardless of whether they are directed to it by the divisions of the Employment Agency or not. This would increase the real incomes of workers and employees for the job and would reduce the interest in benefits and benefits received under the Social Assistance Act. That is why trade unions in enterprises can contribute a lot, and especially the conclusion of collective labor agreements, including the specified clauses.

The policy to increase functional and professional flexibility of the workforce must be linked to the resolution of several basic problems, with

long-term nature. These include increasing the scope and quality of the education system and professional training and preparation, improvement of the national legislation in the field of raising the educational and the professional qualification level of employed and unemployed persons. The latter requires the development and adoption of a Law on Continuous Qualification, legislative settlement of the obligations and responsibilities of employers and of employees in the field of training, professional training, increasing the qualification and retraining of employed and unemployed persons.

On the existence and degree of flexibility of the existing labor market in the country can be assessed in principle by:

- > the intensive structural changes in employment that reflect the economic restructuring in the country during this period;
- > the significant turnover as a reaction to the significant disequilibrium in the market of labor, the drastic reduction in labor demand and economic activity;
- > the intensification of labor flows, reflecting the sectoral, sectoral and the regional restructuring of the workforce and the movement between employment, unemployment and economic inactivity determined by economic conditions and personal choice.
- > changes in employment by forms of ownership and mainly increasing the role of the private sector for labor market flexibility
- > by increasing the share of atypical employment such as work under a second contract, work in part-time work, self-employment, short-term forms of employment, etc.
- > changes in the labor legislation in the direction of reducing obstacles to employment

and dismissal of workers, limit the obligations of employers in relation of income security and protection and others

> the stability of the employment relationship depends on the employer and the economic Cycles

> a strong reduction in the income security of the employed and the relatively high degree of flexibility in the labor market is accompanied by a relatively low stability of employment and income protection.

> the interaction between employment protection and labor market policy points progress in terms of access to programs related to the labor market, as for both the unemployed and the employed.

The high proportion of the inactive among the working population indicates a need for changes in employment policy for the integration of the discouraged into the market of labor, for their more active inclusion in employment programs and especially for their permanent re-entering the workforce so as to increase their employment and income. One of the possible ways for this is to achieve greater flexibility in employment.

4. Strategies for increasing labor productivity.

Knowledge as a source for increasing labor productivity

In 1858 Fr. Taylor (1856-1915) was the first to use the acquired knowledge to study, analyze and organize the work process. Many years before him the knowledge began to be applied to tools of labor, production processes and products, received thanks to them. It is using knowledge to develop technique and of technology. For many years it was believed that manufacturing and the wealth associated with it could

to increase by increasing the number of workers and they work more, longer and more diligently. To Taylor's credit, by examining the labor process and relationships, which are created in it, he reaches the conclusion that the labor of the workers can be made more productive, the reward to be related to the amount of labor situations, and labor conflicts are not necessary. His idea is that productivity (The term productivity was unknown in Taylor's time. And for a long time this term was not used, i.e. remained unknown until World War II, when first used in the US) can grow and harmonics can be built relationships based on the application of knowledge in daily work. According to him for "scientific management" of each work process, it is necessary before that it be studied, thoroughly analyzed (based on the chronometric measurement of all elements of the labor process). He claims that the labor process can be studied, yes analyze and represent as consisting of separate elements, comparatively elementary, repetitive movements, each of which is performed appropriately way, at the right time and with the right tools. According to him, any manual work could be analyzed and organized using knowledge of it. One of the main principles in his theory of scientific management is that the study of work process should be through consultation if partnership (with workers) is not possible. He insisted on "professional management", i.e. factories to be managed by trained people, not by the owners.

Taylor's most significant contribution is considered to be the establishment of learning as an important factor for success. The application of knowledge to the work process increases dramatically

labor productivity. In just a few years after he started applying knowledge to the work process, productivity began to grow by 3.5-4 percent per year, which meant that it doubled approximately every 18 years. On this one base increases and the contribution of all other factors to raise the standard and people's quality of life. An increase in productivity leads to a decrease the length of working hours. For example, until 1910 the workers from the developed countries work as early as possible - at least 3,000 hours per year. Today in these countries works significantly less (between 1,600 and 2,000), produces 50 times in one hour more than what was produced 80 years ago (P. Drucker, p.44).

By 1930, Taylor's scientific labor management had already taken over the whole advanced world. In more recent times, as P. Drucker writes, productivity "can be increased only as the knowledge began to be used in the labor process. Nor the technique, nor is capital able to achieve this. In fact, if they are used on their own, they would probably hinder productivity rather than boost it stimulate" (P. Drucker, p. 46).

The revolution in the growth of labor productivity in the 20th century strongly reduced the number of people working in production - in the creation and relocation of products and mainly in the industrial branches and agriculture. The share of employed in they went from being predominant to less than 1/5 at the end of the last century in developed countries.

This decrease is expected to continue in the first decades of the 21st century. Like notes P. Drucker, "the productivity revolution has become a victim of your own success. From now on, it will be the productivity of those who

do not engage in manual labor. And that means applying knowledge to knowledge.” (p. 47).

For the new economy, the level and the increase acquire a decisive importance of labor productivity in the so-called tertiary sector, in the service economy, which has the larger share of the gross domestic product of developed countries and that share continues to grow (reaching about .). Investments in the last 40 years are primarily aimed at the development of communication and information technologies, to data and information processing technique, in computers, electronic mail, cable TV and various office equipment. Along with this, the share of employed in public administration at all levels. Investments in technology and people require everything greater attention to productivity, to productivity, to those working in services, including in state and local administration. According to one of the classic rules of efficiency, wages rise in accordance with their productivity or in other words the results are higher and outpace wage growth. There can be no growth in real incomes if they do not abide by this rule.

Increasing productivity remains always the main strategic task to the leadership of any organization. It determines the future of the organization, business survival and expansion, competitiveness and financial results. In general, it is defined as productivity, effectiveness of production factors and is calculated as a ratio between them. Productivity plays a key role in the development and success of each organization. Central to overall productivity is the productivity of labor. There is an interrelationship between different types of productivity which must be taken into account in the management of the organization, including in the management of

human resources.

Strategies and programs to increase labor productivity

Each organization, depending on the situation in which it finds itself and the possibilities her to use the various factors to increase labor productivity, chooses its strategy and defines the specific goals and activities in its programs for its implementation.

Organizations are in different situations in terms of the level, the dynamics, factors and conditions that influence productivity growth of labor. This finds expression in the analyzes that precede both the development of the forecasts, as well as the policy and strategies, the specific programs and plans for increasing labor productivity.

In practice, different situations and relationships are possible in the development of production, labor productivity and labor costs. First of all, it should be yes the following possible situations are considered:

- > production grows and labor productivity decreases, which can be due to various reasons, as well as from a more significant increase in personnel, i.e. when it exceeds the needs / demand / of production;
- > production falls, i.e. decreases, and labor productivity increases - when the number of employed is decreasing faster than the decrease in the volume of production production;
- > labor productivity is growing faster than output growth or vice versa;
- > production and labor productivity grow at the same rate.

In the specialized literature, five different situations are mentioned and respectively possible strategies for increasing labor productivity.

1. Output increases at a higher rate than the increase in costs of labor, i.e. the results of labor grow faster than the labor input / man-hours, man-hours, wages or price of labor/. This is a situation where the performance of labor increases. Keeping this strategy in perspective will pay off the competitiveness and efficiency of the organization. In the relevant programs for increasing labor productivity it will be specified on the basis of the specific opportunities sought for faster production growth from input labor or for a slower increase in labor costs than the growth of production (in cases where it is limited by market demand, etc.).

2. Production increases while labor costs remain constant, i.e. at the same labor costs / number of employees, man-days or man-hours, labor funds salary/ the organization increases production. In this case, labor productivity increases, the competitiveness and efficiency of production increases. This it is possible, for example, when based on analyzes of the use of working time or of the correspondence between job requirements and quality characteristics of the employed or from studying the mood of the employed and their motivation specific management actions are taken, are developed and implemented programs for increasing qualification, promotion, improvement working conditions, implementation of new or improvement of the used systems of pay and work incentives. As with the first, so with this strategy the organization's labor needs are relatively reduced, savings are realized

labor, which reduces the cost of production and unit cost production.

3. Production declines at a faster rate than the decline in costs of labor. This trend is generally unfavorable for the organization as it decreases labor productivity, production costs, cost price increase of the manufactured product. As a matter of fact, this situation can be it is due to various reasons, but it is critical to the organization and should not last long time. It is possible when the general economic situation in the country worsens or the international conjuncture, reduces the demand for what is produced by the organization production or when it restructures its production and/or the technique used and technologies. In all these situations, it is normal to reduce the volume of production production. If the organization accepts that this is a temporary situation, it can to refrain from redundancies, to save the costs of releasing them, a then on hiring new ones and their qualifications. There is also the risk of losing highly qualified staff and not find them afterwards on the labor market.

In certain cases, the organization may also have an analogous strategy which however, it should not be of a long-term nature, as it will worsen her financial and market situation situation. It is most common in the restructuring of production, absorption of new articles and products, new technique and technology. In this case, the higher ones results then in the dynamics of labor productivity will compensate the temporary disadvantage.

4. Production remains unchanged and labor costs decrease. In this case we have an increase in labor productivity. This situation and strategy is

possible in cases where the organization contracts its production in advance, it has strictly defined users, it cannot increase its market share or it is ineffective for her. Keeping this strategy longer will increase the competitiveness of the production produced by the organization will decrease its cost price, which will give new opportunities to the organization in terms of markets, innovation and investment.

5. Production increases and labor costs decrease, i.e. the results of labor increase, and the man-hours invested in this production decrease. That's basically it is one of the most favorable situations and a very effective strategy for any organization. Most often, it is due to implemented new technologies or restructuring production in terms of its labor intensity.

Based on these possible situations and strategies, different ones are developed programs to increase labor productivity in the organization depending from the general economic situation and the strategic goals for the next period.

Programs to increase labor productivity have a standard structure and specific content depending on the specifics of the organization, the situation she finds herself in, the strategy she chooses to raise the labor productivity and others. Increasing labor productivity is a major goal of human resource management and the management of the organization as a whole, because

labor productivity

> has a key role for the success of the organization, for the achievement of its goals;

> predetermines the need for personnel, the demand for labor in quantity and

quality;

> brings useful results both for the whole organization and for those employed in it, creates opportunities for increased pay and incentives based on the obtained results of work. Labor productivity improvement programs reflect what has been achieved level and the situation in the organization, its opportunities to increase the results of the labor used in the organization.

One or many specifics may be developed in an organization programs to increase labor productivity (generally in the organization and its individual divisions). The target contains the specific amount of the raise or the desired level of productivity at the end of the relevant future period. The general level or general increase in labor productivity can be decomposed into specific sub-goals and tasks by structural units, individual productions and activities, to the extent that opportunities to increase labor productivity do not are the same, on the one hand, and, on the other hand, are most often technologically connected.

The measures and actions to increase labor productivity the most are often addressed to the specific factors and conditions that may lead to the determined increase in labor productivity: innovation, investment, machinery and equipment; labor organization; staff qualification and motivation and others. They acquire a specific character for the respective period and the respective divisions of the organization. In order to implement each program, specific resources are needed - by type and size, which are predetermined by the set goals and the chosen activities for their reach. Due to the extreme importance of programs to increase labor productivity for them is most often the responsibility of the head of the organization or his deputy. For the specific programs or elements of the program carry

responsibility of the relevant managers.

To ensure implementation of the program or the system of programs is it is necessary to determine the deadlines for the implementation of each element of it as se takes into account their interconnectedness and very often the observance of a certain sequence. An important condition for the implementation of the programs for the increase of labor productivity is their wide discussion in the workforce, attraction for active participation and proposals of all associates - as on managers and specialists, as well as workers and other categories of personnel. This is a condition for them to feel engaged, included in their implementation, to know about the expected results for the organization and specifically for each of them.

5. Team work

One of the main tasks of management is to organize and unify. Any an organization establishes a certain system of relationships among its employees.. C their basis is the established structure in the organization. It is necessary in the organization to they also undertake special actions for the development of teams.

In the mid-1960s, Harvard Business School began a series of studies to explore the relationship between strategies and structures. The creation of new enterprises is related to the need for staff and coordination departments.

The Harvard School established the general interrelationships between structure and strategy.

In the 1970s, many leading companies made transformations, creating a number of strategic business units, such as a more advanced form of affiliates, which in a more largely corresponds to the focus strategy. It was singled out too the tendency, though not universal, to organize activity on the basis of

strategic business units, giving up "international divisions", replacing them with a matrix organization.

From the end of the 80s and in the 90s, flat organizations came into fashion, in

which the corporate center gives more power to the operating units as far as

such organizations make maximum efforts to fulfill two strategic goals:

satisfying the needs of buyers and achieving efficiency in terms of

maintenance (expenses). There is no one-size-fits-all organizational structure for business.

This led to the creation of the relatedness theory of organizations developed in

the second half of the 1960s by another team at Harvard. This theory was developed on

the basis of the analysis of the successful and unsuccessful activities of organizations in different

environmental conditions. One of the conclusions is that the right choice of structure

depends on the company's growth strategy, diversification of products and markets,

the rate of innovation in products, the level of competition and variability of

the external environment.

Most of the work is done in teams. That's what the theme does

"team work" and labor relations and communications very relevant in the latter

decades. According to P. Drucker, the main team forms that can be used in any

human activity is three. In order for labor to be productive, it is necessary to

organize teams suitable both for the nature of the activity itself and for it to be able to

it went smoothly. The first type refers to teams that meet in sports teams

(baseball, cricket) or the operating teams in hospitals. What is characteristic of them?

Each member of the team has a strictly defined place and functions, there is no mutual replacement, but

has an extremely high degree of complementarity and irreplaceability. Everyone has exactly

certain positions, functions, duties and responsibilities. Associates in this case

may be given their own specific tasks and the performance of each of them may be assessed relatively accurately and objectively, as well as be appropriately trained. These are some of the most essential advantages of this team form of organization. It is applicable when performing tasks that are usually repetitive, as well as when working with strict established rules. Today, this type of work teams is not widely popular.

When we talk about teamwork and team building today, we mean something different organization of work in the collective.

In the second model for a team, all participants also have precisely defined positions, but everyone works as a team, everyone coordinates their actions with the other members of the team (for example, this is the situation for any football team or symphony orchestra.

A coach or conductor, a leader, is needed and his word is decisive for the behavior and actions of other team members. Rules are also needed, a guide to action. To work well, it is necessary to rehearse/train continuously as a condition for the team to gain flexibility and be able very quickly to adapt to the changing environment and working conditions.

The third type is the small teams (7-9 people) where the players are more likely "preferred" rather than fixed and "overlapping" each other. They are mutual adapt to each other - both to the positive qualities and to the shortcomings. The team in this case functions if the marked adaptation becomes conditional

reflex. Such are the doubles tennis teams, the teams of 4-5 senior officials, forming the "president's cabinet" in a large company, the management boards and others.

If a team of this kind is formed correctly it becomes much stronger than any other, because with it opportunities are created to manifest the positive traits of everyone



participant and at the same time to minimize the disadvantages of each participant.

Such a team requires considerable self-discipline and that its members have worked for a long time together before they became a team of that kind.

Teams cannot be mixed and switching from one model to another is very difficult.

Stereotypes of work and information technology must be changed. Only after

choose the appropriate team model it could be argued that conditions have been created for increasing labor productivity.

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