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CONTENT

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Nowadays, tourism companies must compete fiercely, withstand this challenge only units that can offer their customers something special, with a high level of service, which is impossible in a situation of underdeveloped staff and high turnover at the company.

The relevance of the study of personnel management of tourism enterprises in the context of globalization is explained by the fact that in the period of the enterprise on the market, the company has high expectations only due to the type of its services, not the quality and number of employees. In modern conditions, the staff of any travel company is an important component of the final product for the consumer, because the quality of service depends on what achievements the company can expect. It is on the condition that employees will not be fired from the company, and the company will be engaged in the development of its own staff, it will be possible to speak for the efficiency of management and rational use of resources.

The following were engaged in research of problems of onboarding and development of personnel: A.S. Volodin, M. Powell, V.Yu. Lisak, N.M. Польова, Я.О. Kulik, OV Ivanisov, OF Dorovsky, MA Avdienko, EV Sliptsova, OV Kaut, K.W. Tymoshenko, M. Porter, V. Nayar and many others.

The purpose of this work is to develop scientific and practical recommendations for improving the procedure of onboarding of personnel at the enterprise, and the system of employee training.

The object of the study is the state enterprise Kharkiv City Council, the Department of International Relations and its staff

The subject of the study is the procedure of onboarding of employees to the workplace and the personnel development system

To achieve this goal, the following tasks will be solved in the work:

- determine the types of personnel management systems;

- identify existing forms of employee onboarding;

- to determine which personnel development systems are used in the world

- to analyze the existing approaches to onboarding and training of staff at tourism enterprises in Ukraine;

- to analyze the systems of onboarding and training in the Department of International Relations

- to analyze the prospects of improving the management of personnel development systems and their onboarding, in order to reduce the risks of wasteful resources.

To build the model used data from the Kharkiv Department of International Relations, legislation of Ukraine, scientific articles and scientific and methodological sources of information, etc. will be used.

CHAPTER 1. THEORETICAL ASPECTS OF ONBOARDING AND EMPLOYEES DEVELOPMENT IN THE ENTERPRISE OF THE TOURISM SPHERE DURING THE PERIOD OF GLOBALIZATION

1.1 The role of onboarding in the enterprise

At the beginning of the 21st century, a large-scale industrial boom began around the world, for various reasons; due to the fact that most of the people who were fit for service during World War II were called to protect their homeland, many factories had problems because they lacked staff to carry out all the routine processes, and in connection with this needs, the main task was to find new employees or to promote those who already had certain skills. With such tendencies, everything just rested on the main problem of lack of competence among people which characterizes this time as a period of personnel crisis, because the system of direct integration of a new employee has not yet been formed so that it is as gentle as possible it was so easy to adjust to a new place of work that could cause staff turnover. Due to these problems at that time, the labor market has developed in the form that we are seeing now.

Constantly developing personnel management, two major areas of system management were created, American and Japanese. In general, both formed roughly the same, but still, due to a number of circumstances, including the Second World War, they forced them to form on their own, which led to such different decisions in the same issues. An example of the difference of the principles of organization and management between the American system and the Japanese is given in table 1.1.

The American model was formed and gained interest among society earlier than the Japanese, and it is called rigid, formal, authoritarian, administrative. By itself, the model accumulates the typical management principles, methods and technologies used in US companies.

Table 1.1.

Principles of organization and management of enterprises

in the USA, Europe and Japan [1]

№	Approach of USA and Europe	Approach of Japan
1	People are a continuation of machines	Humans are additions to machines
2	Narrow specialization, which implies maximum production. There is a reintroduction to innovation, but not as high as in Japan	Grouping of work, multidimensionality Maximum support on technological and technical upgrades
3	External "rigid" formal controls	Internal "soft" informal control
4	Strict hierarchy of organizational system with emphasis on autocracy	Flat organization chart, participative style
5	Short term hire	The gradual transition to flexible forms of recruitment
6	Fast promotion	Slow promotion
7	Specialized activities	Non specialized activities
8	Individual decision making and individual responsibility	A special group decision-making system and collective responsibility
9	Strategic planning	Orientation to long-term planning
10	A common inventory management system	Special inventory management system - "just in time and how much you need" (Kanban)

The main features of the American model were invented in the twentieth century. The main goal of the American model is profit, it means that first of all, an enterprise with such a system does everything to improve its financial performance. To achieve such success, it was also necessary to attract employees at the expense of better conditions, which in turn further improved positions in competition with other companies and led to the victory of the strongest enterprise. Also, it should be noted that American personnel management is characterized by the fact that the company staff is regarded as a set of individuals, but for the organization employees are only a means of achieving its goals. Today it is possible to describe this system as best for the best, in the sense that hiring the best employees and providing them with the best conditions will be able to motivate them

to work at the peak of opportunities to achieve desired profit. The recruitment system is a classic - selective, but equally important when choosing a candidate that can bring a newcomer to the industry.

If we go to the consideration of the Japanese system, we can say that these traditional Japanese human resource practices emerged over a long period of time, and have been informed significantly by global historic and economic events.

During the Second World War, Japan had strict labor market regulations and there was a significant divide between blue-collar and white-collar workers with respect to both wages and working conditions. In the postwar period, these distinctions between blue-collar and white-collar workers were broken down with the formation of employee unions – which included all employees. It was also during this period that the practice of lifetime employment emerged. In the 1950s and 1960s, the Japanese economy experienced significant growth, with GDP per capita rising at an average rate of 7 per cent per year. Throughout this high-growth period, the traditional Japanese human resource practices (outlined above) were developed. High growth allowed for a long-term mindset for business matters such as human resource management, which encouraged the development of practices such as emphasis on job security, career development and quality management systems [2].

But thanks to globalization, it can be noted that, despite the differences between these models, they are united by common features that deserve to be studied and adapted to improve the used personnel management model of domestic processing enterprises. Among the major positive developments used in foreign models,

the following can be distinguished [3]:

— social innovation is not less important than technological innovation;

— investment is not only in the equipment, but also in the staff;

— coordination of work of staff is done through means of communication.

Going to the present day, most companies, regardless of their segment, take care of

introducing employees to their company properly to minimize costs, due to possible layoffs, which will result in loss of time and simple production activities.

The process of globalization is pushing the tourism sector in the territory of Ukraine to change, which in its case leads to an increase in the number of enterprises, as new needs emerge among people, and therefore new directions are emerging in the sphere. But the main thing to understand is that, even if there is some new direction, there will be a lot of competition among new businesses for the attention of consumers. There are many factors that can play a role in the struggle for the attention of consumers. One of the criteria that can influence the outcome of a fight is the quality of the services provided. The quality of any tourist service depends directly on the quality of the staff's work and their dedication. The main goal of the company when hiring new employees, should be to integrate the employee in all processes of the enterprise in accordance with the norm, only with this approach, you can achieve the results expected from the employee as quickly as possible and with less financial costs.

But not everything is as simple as it might seem at first glance, because getting a new job is always stressful. The new employee must find their place in the new team and understand what is expected of them [4]. Practice shows that 90% of people who have quit their job during the first year have made this decision on the first day of their stay in the new organization. Typically, a newcomer to the organization is faced with a lot of difficulties, the bulk of which is generated precisely by the lack of information about the work order, location, features of colleagues and more [5]. So the onboarding that aims to promote the formation of the employee: independent, responsible, focused on maximum achievements in work, able to work in a team and to creative solutions to problems.

Onboarding is an individual process. Two different people will act differently in the same situation, which results in the application of different elements of the onboarding system in the organization. Also, different approaches of managers to the onboarding procedure (from active support to complete rejection) cannot be ruled out. You should

also consider the presence of intrinsic motivation, which is characterized by the employee's acceptance or non-acceptance of working conditions. Therefore, it can be assumed that in the absence of motivation to adapt to the employee the logical outcome will be dismissal [6].

In general, the term "onboarding": the process of providing a new employee or customer becomes familiar with an organization or its products or services [7]. In other words, onboarding can be defined as a system of organizational and managerial measures, the purpose of which is to facilitate the entry of employees into the organization.

Onboarding in the organization is a necessary process of work with personnel. Indeed, becoming an employee of the company, the newcomer is facing the main obligations that he puts forward: work and rest schedules, job descriptions, sanitary requirements for the workplace, summary of the basic corporate rules, orders of the management and much more. It also accepts those values that are part of the staff of the enterprise, which, when changing one place of work to another, can cause difficulty. Among other things, the economic component may also be one of the influencing factors. Due to such a large number of requirements, it may be necessary for an employee to look at their values and ideals, habits, to associate them with the accepted norms and rules of behavior, established in the team, to form a corresponding line of behavior in the future. generally accepted corporate.

Unfortunately, in our country they do not pay much attention to the onboarding of employees, as most companies consider it necessary to work closely with staff, because they will be able to find a replacement at any time. Many state and commercial enterprises do not have basic onboarding programs. In this way, people arriving at the company can just as quickly leave the company because they feel they are not interested and that they will not be able to do the job. Although J. Stewart Black, an eminent Professor of Management Practice in Global Leadership and Strategy, wrote in his articles based on the work of his colleagues and the research he has done concerning onboarding: First, the

theoretical arguments suggest a general model that can be summed up in three statements: , the greater the organizational newcomers' desire for control in the new setting, the more active they will be in the socialization process. Second, the more active newcomers are in the socialization process, the higher their satisfaction and performance levels will be. Finally, newcomers' desire for control will have its effects on these outcomes through its effects on these activities (a mediated model) [8]. But if we only pay attention to companies that are successful and relevant in the community, we can understand that, first and foremost, this was done through the well-established collaboration within the team, which was achieved through so many different staff-related experiences. Although working with staff is a complex process, the main task of the company is to carry out the onboarding process as soon as possible so that the employee can safely fulfill the obligations given to him. In general, onboarding is divided into 6 parts in terms of content, namely: socio-psychological, psychophysiological, professional, organizational, economic and sanitary-hygienic. Each of these parts has its influence on the formation of a new employee in the enterprise.

Socio-psychological process of active onboarding of an individual to the conditions of social environment; kind of interaction of the individual with the social environment. For this kind of onboarding, you need to put a new employee in the society, thus acquainting him with others, to secure a person behind him, who could help him not feel lonely in a new place of work, and also could tell about the peculiarities and traditions within the team, so that the employee does not feel like he is from another world and has the opportunity to join the team.

Psychophysiological onboarding is the onboarding of a person to new physical and psychological stresses, physiological working conditions. In such cases the company can help a new employee, such as engaging in meditation classes, if they are practicing in a team to improve their emotional state, as a period of onboarding to a new place of work can cause psychological stress, and they can allocate funding to provide a subscription to

the gym, or some sport to keep the employee in tune.

Professional onboarding is the complete and successful acquisition of a new profession, that is, addiction, onboarding to the content and nature of work, its conditions and organization. An example would be if, when hiring an employee, he worked in a similar direction or field, but lacks understanding of some of the subtleties, in which case he or she may be assigned a mentor from a team who will assist and monitor the work results for a while the employee will not be able to do everything alone. If there is no employee in the team who can help, then the best option is to send the employee to refresher courses.

Organizational onboarding is the assimilation of the role and organizational status of the workplace. In general, this is a revelation of the main points about the company, so that in the future the employee has an understanding of his place of work, and more precisely who he works for, what are the views of this company, what is the high purpose of this company, what began its history, who is the founder, what things they promote among their staff. Also, this onboarding should include information on the work of other teams of the same company, who to contact, if necessary, working schedules and more. Classification of species onboarding and examples of their use are discussed in Table 1.2.

Table 1.2

Classification of the onboarding by the content

(based on definitions [9,10])

Type	Example
1	2
Socio-psychological	Acquaintance with employees
	Acquaintance with traditions
	Team trainings
Psychophysiological	Production gymnastics
	Meditation
Professional	Buddying
	Coaching
	Courses and trainings

1	2
Organizational	Acquaintance with history of the company
Organizational Economic	Familiarity with the workflows and structure of the company
	Familiarity with the payroll process
Economic Sanitary and hygienic	Familiarity with the system of fines and bonuses
	Familiarization with the basic provisions on requirements for workplace organizations

Economic onboarding acquaintance with the economic mechanism of management of the organization, the system of economic incentives and motives, getting used to the new conditions of payment for their work and various payments. So, this onboarding involves explaining all the financial issues as to what they are paid for, how they can raise their wages and, in general, what a bonus check can be and what it can be.

Sanitary and hygienic onboarding is the mastering by the employee of the requirements of labor, industrial and technological discipline, rules of labor regulations, sanitary and hygienic standards. In other words, this is an explanation of how work within the enterprise will need to be done, what rules should be followed when working with a particular device. There may also be some mandatory requirements for an employee's workplace, as this can be part of the corporate culture.

Thus, in order to introduce an employee with less time and better results, it is necessary to resort to a complete set of onboardings, ideally it looks like this:

1. First of all - to get acquainted with the history of the enterprise, the goals and tasks that lie before it, as well as the basic management.

2. To inform about the system of motivation applied in the enterprise, as well as about all career opportunities.

3. To inform about the rights and obligations stipulated at the state level as well as inside the enterprise.

4. Notify the dress code, if any in the company.

5. Explain the workflows of other departments in the enterprise.

6. To get acquainted with the staff and management of the department where the new employee will work.

7. To get acquainted with the basic work processes that will be included in the duties.

8. Attach a mentor to an employee at first.

9. Add new employees to social networks of enterprise and to team chats in messengers.

10. Conduct performance appraisal after a few weeks at the new workplace.

11. To approve the meeting of HR specialist with the new employee to find out the attitude towards the company formed during the work.

12. Grant permission to work on your own or, in the absence of some skills, send for the courses.

To make sure the onboarding went well, one of the following factors should be evaluated:

The first factor by which we can judge is mutual satisfaction. The essence of the evaluation is that the management must evaluate on its own scale the satisfaction of the new employee based on a specific survey, while the new employee must give an assessment of satisfaction with everything that happened to him in the walls of the new company, also in a similar survey, where will be summarized at the end, based on the results of two of these tests, and will result in an evaluation of the onboarding procedure.

The second factor that can be used to evaluate staff is to evaluate the performance of a new employee. A single assessment is divided into two indicators, the first - a summary of work at the enterprise during the onboarding period, the second - a summary of interaction with others and his behavior.

The third fact is a success card. Here already the company has to form some certain criteria by which it is possible to mark the success of the onboarding period and already on

the basis of a large number of employees, to determine the same route of successful onboarding.

1.2. Training process and methods for staff development

The successful functioning of the enterprise depends directly on the development of the staff, because over time, new opportunities and certain factors emerge that can dramatically change the sphere. The high level of personnel training indicates that the company will always be able to adapt to possible changes. Thus, it can be said that staff training is the same competitive advantage that affects the service that the company provides. However, it is necessary to define this term. Employee training is a program that is designed to increase the technical skills, knowledge, efficiency, and value creation to do any specific job in a much better way. Training program is periodical and given at regular intervals, it is never continuous. Training increases the needed skill set and helps in development of an employee as well as overall growth of the organization [11]. The issue of training, of course, is highly dependent on the financial position of the company, but it should be noted that as a result of improving knowledge and skills, the economic well-being of the enterprise may be improved due to the staff being able to form new technologies of customer interaction, or be able to provide new solutions in cooperation with product of the company. The learning process can also be divided into goals, from which it will be different:

- Take up office at a new place of work;
- Preparation for the introduction of innovations;
- Improvement of qualification for the purpose of personnel development;
- Improvement of existing knowledge;
- Training of staff for rotation within the company;
  Starting from the motivation of the enterprise at one time or another, the department

of personnel management must develop a system in which, as a result of compliance with all the processes that have been prescribed, any of the employees could raise their level to what is needed in the enterprise. Based on the requests, the department should clearly understand what types of training will be required here and what they should be provided with. Possible options can be: in-house and out-of-company training.

Each type of training has its advantages, which contribute to the formation of employees from the first days at the workplace, up to the moment when the employee takes the position of bosses. For example, coaching helps to ensure that the employee initially learns all about the safety rules at his place of work, and as a result, has an idea of what his duties will be and, in general, of which departments the enterprise consists of.

Table 1.3

**Training types
(based on [12])**

Title	Idea	Conducted
1	2	3
Instruction	The new employee receives general information about the work: for example, about the use of certain equipment, safety measures, etc.	Inside the company
Rotation	Temporary transfer of an employee to another unit to gain new experience or professional qualifications.	Inside the company
Buddying (working partnership)	Work under the supervision of a more experienced employee. It is understood that this is a mutually beneficial relationship. Mentors are selected from among ambitious employees who are interested in sharing their experience and at the same time moving up the career ladder. The main idea of this approach is that here an experienced employee becomes a buddy. This approach helps to be more open to a new employee, and as a result, he gets a more open opinion about his activities.	Inside the company

Continuation of table 1.3.

1	2	3
Shadowing	A method of training and development of employees, which involves observing the work of a more experienced colleague for the purpose of training and then discussing what they saw, conclusions made and plans for using the work that was noticed in their work with an HR manager, leader, coach or mentor.	Inside the company
Secondment (business trip)	The main task of this method is to move to another place of work (to another department, department or unit) for a while, and then he returns to his previous duties. Thus, the employee can gain new knowledge and apply it later on in his position.	Inside the company
Mentoring	Individual form of development and training related to the transfer of not only objective knowledge, but also individual methods of activity, subjective views, personal attitude to business.	Inside the company
Trainings	Participation in a group to increase people's perception and engagement with others	Outside the company
Business games	Parse a case study in which game participants gain roles and interests in a particular business gaming situation and consider the consequences of decisions made	Outside the company
Cases	Analysis and group discussion of the real problem that exists in the enterprise and making the appropriate decision. Emotional discussions are not allowed here, which requires a high level of professionalism	Outside the company
Lectures	The lecture is a means of presenting a large amount of material in a short time, allows you to develop many ideas in one lesson, as well as make the necessary accents.	Outside the company
Seminars	One of the main types of practical training sessions, where discussions of topical topics within the profession are held, all discussions within scientific articles and reports, all activity is moderated by organizers and guests who are more aware of the issue and only provide food for thought.	Outside the company

Continuation of table 1.3

1	2	3
Role Play	This technique is most often used during various trainings. Basically, it contributes to the development of interpersonal communication due to the fact that in this form of training, roles and situations are played out that should come to some kind of result.	Outside the company
Distance education	A way to improve your skills or master a new profession, regardless of location. The training can be in the form of audio, video, text materials and graphic aids. In distance learning, a person can adjust the schedule for themselves. The value of this education is only present if the employee is interested in new knowledge.	Outside the company

Rotation entails the emergence of new ones, the emergence of new ones that have nothing to do with the previous position, and rotation also affects the employee well if he is tired of his previous position, such a change can serve as a good solution.

Among the advantages of Buddying, it can be noted that, while working with an equal person, an employee can get a healthy assessment of his actions, which in the process contributes to working on errors, and this type of training provides an opportunity for growth within the framework of interpersonal interaction.

The Shadowing procedure is very specific, it does not have any deep knowledge and does not contribute to significant development, however, at the initial stage of taking up the post, for the first time after employment, the employee, following and repeating after another employee, will be able to acquire the same skills. For the enterprise this is a separate plus, because it is cheap and does not bear separate unplanned time costs.

As part of the training, secondment allows the employee to acquire new skills for the period of being moved to other positions in other departments or offices, as well as gives the employee the opportunity to make new acquaintances.

Mentoring is a rather old approach, but even today it is recognized as one of the

most suitable when working with new employees. First of all, the work of a newly arrived employee is supervised by a specialist who has already taken place, he will be able to send a new subordinate in the right direction, and he will also be able to give practical advice. Among other things, he is best able to help the employee integrate into the corporate culture of the company.

Trainings have the ability to acquire such skills as interacting with the environment, mastering time management skills, and generally, at the end of this kind of programs, an employee will be able to acquire skills that he can use in ordinary life, which will form sympathy for the company , which enabled him to obtain such useful knowledge.

The business game allows you to get to know the problem of one question better, enables the staff to learn how to form certain patterns of behavior, which in consequence can be useful to them more than once in difficult situations at work or somewhere in life. At the same time, role-playing games contribute to understanding the motives of other people, their desires, and also helps to understand the main problems in everyday processes of interacting with clients.

Analysis of cases of different companies can help employees understand how to act in one case or another, or it can lead to reflection on what steps can contribute to development. As a result of the discussion of cases, employees will be able to better work out their communication system.

Lectures and seminars in general contribute to the rapid point formation of thoughts through the presentation of certain material, only with the difference that the seminars have a discussion. With the correct supply of material, the employee can subsequently generate more than one good solution that will benefit the enterprise.

Distance learning provides an opportunity to train an employee at any time, and also not unimportantly from anywhere. Well-written training programs, with well-designed audio and video content, may interest an employee to engage in their own activities. A big plus for the company can be the fact that in general it will be possible to

simultaneously connect all employees to such a system.

Regardless of the training method that the company would choose, any of them has its advantages and disadvantages. But in general, it must be taken into account that the best result can be achieved by combining one method or another with another, having determined the needs properly. Although the request will come from superiors, it should be understood that the needs of the organization should be analyzed by the managing staff or the training department, only as a result of identifying motives based on some values, a further interaction plan should be built in accordance with the general production goals and organization policies with employees. It should be understood that this kind of training may be necessary only for a certain group of employees, and not all at once. In this regard, constant monitoring of the performance of employees is required in order to realize what and when should be appointed as an improvement of their qualifications and competencies. One of the significant problems that the enterprise may encounter is the motivation of the staff to learn, because still it needs to be given time separately, but still you need to be able to convey to people the idea that, in general, this knowledge can serve as a plus in the future. Employers cannot make promise with employees for their job security, but they provide them opportunities to improve their knowledge and skills, so that they can remain sustainability in job market [13]. Awareness of an employee in the matter of his prospects based on his personal growth can encourage him to engage in his development as a specialist with greater return. Only people working by vocation can benefit most by fully realizing their creative potential in the work process. In doing so, they benefit not only the enterprise, but also themselves, because work on vocation increases job satisfaction and, therefore, its effectiveness [14]. In general, in this issue, to a greater extent, everything rests on the motivation and management of it. Personnel management as a whole is capable of forming a system of influence on workers, reinforcing or limiting desires, all depends on the ability to manipulate another's motivational field. Although the word manipulation carries a dark connotation, it's worth

noting that in this case, the company will be able to get what it wants with such actions, but at the same time it will create new useful qualities in the employee. One of the main ideas is that the employee will become more efficient and productive if he is well trained and only with the mutual work of the enterprise and the employee, can positive progress be achieved in this matter. Thus, if an enterprise approaches the issue of establishing a training system within a company, it should carefully approach the five elements that directly affect the performance of the entire system, and to be precise: planning, monitoring, development, rating and remuneration. The initial and most crucial step is planning, it means setting a goal and developing a strategy to achieve it in a certain time.

Monitoring is a process in which all attention should be paid to the goal and the promotion of employees to it. Monitoring itself will be able to make it clear how effective employees are in the process of working on the task and, with a well-developed feedback system, it will be possible to send them from day to day, with new forces and aspirations towards achieving goals. If you assign constant monitoring within the company, it will be possible to identify few effective employees and, as a consequence, to form an individual program for them, or if this employee has absolutely no interest in development, then remove him from his post. By introducing an assessment system, the enterprise will be able to subsequently independently evaluate the results that the employee has achieved, and as a result, the company will be able to talk generally about the involvement of its employees in this process. The reward system can be formed on the basis of the principle of overall performance of a public group, which can encourage the group to achieve goals in the team, or on the principle of personal achievement of the plan, as well as on the principle of top best performance. The company allocates awards at its discretion, it can be both tangible and not tangible. A material reward can be money of any kind, such as salary, bonus, bonuses, overtime, etc. But among the intangible, we can note the allocation of additional time for leisure, career opportunities, the ability to work remotely, or the delivery of some awards, as well as the formation of some positive emotions.

Personnel contingent performance is also affected by staff training, and despite selection results, some factors may impede achievement of goals, such as program design, inadequate instructors, inadequate support, fear of a possible failure, or a relationship system that punishes new facts behavior [15]. In this regard, in addition to performance monitoring, employees should also be interviewed in order to identify potential problems, which may be because employees are no longer motivated, or they do not consider themselves capable of doing so because of their low self-esteem, or they have a labor conflict. All of the above aspects should be taken into account by the firm in selecting the most appropriate time and training event, which should assist the organization in solving all problems through the growth of employees through training. Such problems can in turn be reflected in the performance of the enterprise. As a result, effective training is a thoughtful intervention aimed at obtaining the training necessary to improve employee performance, which will enable the company to achieve high performance and, in turn, will generate large profits.

1.3. The use of methods of onboarding and training in tourism sphere

When working with personnel in the tourism sector, the approach to recruiting and working with them in the future is a bit different from other spheres. Nowadays, when the main emphasis is on direct interaction with customers in order to provide the best service possible, the emphasis in finding new employees is gradually moving away from a lot of knowledge towards empathy in many companies, because the main goal of tourism enterprises remains to provide good service and positive emotions. The ability to share someone else's feelings or experiences by imagining what it would be like to be in that person's situation [16]. The ability to pass emotions through oneself contributes to a better resolution of problems with the client without any consequences, which ultimately governs the positive image in the public masses.

In general, this quality can be developed with the help of personal trainings, which should be aimed at the perception of other people, their thoughts and feelings. Such trainings are divided into three stages. The first stage is considered to be the emergence of the theoretical foundations, as well as the formation of attitudes of the employee on the perception of the world around him. The second stage is considered to be the development of this approach in humans with a further assessment of their meaningful development of the proposed tool. The third stage is already considered a full-fledged work with people, where the empathy method developed in the learning process is applied. The main thing that the employee should understand is what feelings, thoughts, images arose in response to the client's expression, what I wanted to do, how to "help" the human, console, how to correlate the internal response with professional goals at this stage and express my understanding with them considering [17].

After passing the selection stage, the main emphasis is on securing a new employee in the team, so the company should minimize staff turnover in order to reduce time and financial implications. A good solution to this problem can be the onboarding process. This technique may be selected taking into account some features of a new employee. In order to build a better relationship with an employee, it is worth paying the most attention to his comfort and trust. Both of these sensations can be developed through a human relationship and a linear onboarding process, where step by step on the way to consolidating him into a team, he will receive attention and help.

The duties of the personnel manager include the development of onboarding routes. At the initial stages of forming an organization in the tourism sector, or after assuming the post of manager for personnel issues, provided that there was none, other HR managers, at the enterprise, the issue of onboarding is one of the first processes that must be resolved. It is assumed that at the initial stage it can be standard and will be further developed on the basis of the statistics of the enterprise, as well as those features that the company so needs.

Based on the fact that the company should appear open and friendly to the new

employee, it's worthwhile to immediately have a conversation with him when it arrives at headquarters, which would affect several types of onboarding. As an example, such options could be questions of an organizational nature, where for a certain time the employee would be told the whole basic history, goals, and objectives of the enterprise, so that in the process the employee would not ask questions about why the whole enterprise exists and what its values are. Also, initially important will be issues of an economic nature, namely the discussion of his salary, for which it will be accrued, which will be included in a possible assessment, which will affect the growth of salaries in the positive direction, as well as all the employee's opportunities, to receive bonuses and others payouts. Social acclimatization should be given great influence, because employees are a great mechanism that should work together to achieve great goals. If this question is left to chance, then situations of mobbing may appear at the enterprise. Mobbing is a form of harassment by a group of people targeted at an individual. Like bullying, mobbing occurs when an individual is ridiculed, humiliated or otherwise targeted with hostile or harmful behaviors [18]. It is generally accepted that newly arrived employees who were unable to join the team are most susceptible to mobbing. However, in the West, a policy has been adopted to integrate new employees by introducing them to the team and fixing a mentor for a certain time. The mentor for the period of the employee's introduction serves as a certain barrier that protects him during the formation, the mentor's task is to familiarize himself with the corporate culture of the enterprise, establish communication with other employees, as well as help on basic issues at the main stages. It is generally accepted that interaction with a mentor at the time of onboarding forms a friendly bond at the enterprise, after which employees continue to communicate further and employees with less experience are not afraid to approach their more experienced colleagues with questions.

Professional onboarding in itself is characterized by the additional development of knowledge and skills, as well as the formation of professionally necessary personality traits, a positive attitude towards one's work. In professional terms, the mentor also

monitors the work processes at first, in order to regulate the work of a new employee, which in the future can positively affect the effectiveness of a new employee, as an employee who has experience can share the subtleties and secrets regarding professional activities.

While working with the mentor, or at the end of it, the mentor, based on his experience, should evaluate the effectiveness of this employee, as well as provide information on the main difficulties that the employee has encountered, after which educational methods should be personally selected to close the main gaps in knowledge. At the end of the interaction with the mentor, first you need to look at how our employee behaves in society, and then conduct a personal meeting with him in order to determine his attitude to the company and ask about the difficulties he encountered during onboarding. Having received positive feedback from the mentor and from the employee, you can begin to improve our employee through training. The method of further training will be chosen on the basis of lack of knowledge, if these are some theoretical things, then the emphasis will be on lectures and seminars, in case of lack of practice, it is worth paying attention to business games, case studies, role-playing games and much more.

The possibility of self-expression and the presence of channels of interpersonal communication also has a positive effect. For example, an enterprise may have a corporate newspaper, the target audience of which is employees. If any willing employee is given the opportunity to keep a column in this newspaper, as well as write articles as he wishes, then in this case, the community will be able to regulate the information that will interest them. The newspaper as a tool for communication and self-expression can positively affect the awareness of employees in connection with a variety of information. Thanks to communication channels such as social networks and instant messengers, you can build communication both simply between employees and between employees and superiors. The advantage of this approach is that in the case of any decisions being made by the bosses, or some kind of reminders, everything goes directly from the employer to

the employees and everyone will be informed on an equal footing, which does not raise unnecessary questions and worries in the team. The use of these methods is not directly part of onboarding; however, this directly affects interpersonal communication within the team due to the availability of communication with any member of the team, and the newspaper can serve as a good resource for education with due attention. It is also worth paying attention to the psychophysiological onboarding of employees, due to the fact that this directly affects their morale, their state of health and, which is important, their performance. If the financial well-being of the enterprise allows you to take full care of the employees, then the best solution in this case is to open an open space office with its division into zones. Dividing the premises into such zones can be a plus, because then among the employees the impression may be formed that they are cared for and they will give great dedication. Also, if there are recreation areas and physical activity, employees will be able to spend more time on the territory of the enterprise because of their sympathy for the company. Since a workplace can be understood as a motivation domain whose particular characteristics enable and permit certain behaviors among its residents, it should ideally be designed to motivate people to behave and perform better [19].

In other words, today, among all companies, little attention is paid to how staff perceives their office, because it is financially expensive and many do not want to invest in it, however, when developing their spaces, you can remove distracting elements and leave all the useful and necessary that can develop the team within the company. The advantage of an office with a zone for physical activity, employees can maintain physical health, regardless of the mode of work in the office and how much their work is inactive. Zones for relax, promote relaxation from emotional burnout with the proper approach. However, the most important thing in the formation of offices in the enterprise is feedback from employees, because in the future this directly affects their desire to work further inside the company and to be as productive as possible in their work, performing full dedication.

Working with the team on an ongoing basis, it is always necessary to monitor the unrest that is happening inside it. Onboarding does not end with the employee taking office, it must continue throughout the entire employee's activities within the company.

Due to the fact that the team is also a large mechanism that should function as a clock, it is worthwhile to devote time to the interaction of personnel among themselves, since the lack of unity leads, as a rule, to an unfavorable socio-psychological climate in the team, to the failure to comply with those directive and leadership documents that, like from a cornucopia, are now falling upon production. The convergence of the interests of the subject and the object of management is the key to stimulating labor and a favorable socio-psychological climate [20]. For the growth of the enterprise and employees as individual individuals, you need to use all the possible tools, and it is also worthwhile to create schedules for each employee according to which it would be possible to monitor the success of the training. You also need to take time to analyze the self-fulfillment of employees within the enterprise, as this can increase the quality of relationships in the team, and can also reveal in them such qualities as enterprise and desire to disclose your personality and professional growth.

CHAPTER 2. ANALYSIS OF THE PERSONNEL ONBOARDING PROGRAM AND ITS DEVELOPMENT IN THE TOURIST ENTERPRISE

2.1   General characteristics of the institution

The Department of International Cooperation of Kharkiv City Council fulfills the task of forming a positive image of the city of Kharkiv in the international arena, contacts with local self-government entities and other bodies of foreign territorial units, diplomatic missions and consular offices of foreign states, consulates and diplomatic missions in Ukraine Ukraine in foreign countries, international organizations and development associations internationally on cooperation of Kharkiv city council, initiates and carries out work on preparation of drafts of relevant agreements, within its competence, prepares information materials to ensure participation of official delegations of Kharkiv city council in international events, promotes the study of international best practices in the field of organization of structure and practical realization of powers of local authorities self-government, development of modern urban infrastructure, modern practices of public life organization, and also carries out continuous analysis of Anu International Cooperation of Kharkiv City Council, generates suggestions for directions and prospects for its further development. Through the painstaking work of this department, partnerships were established with the following cities: Tirana, Minsk, Varna, Kutaisi, Tbilisi, Rishon Le-Zion, Bologna, Genoa, Tianjin, Jinan, Horoscope, Polis Chrysochous, Paphos, Pegeia, Daugavpils, Kaunas, Nuremberg, Warsaw, Poznan, Czestochowa, Lublin, Porto, Belgorod, Moscow, Nizhny Novgorod, Novosibirsk, St. Petersburg, Trnava, Maribor, Cincinnati, Ankara, Gaziantep, Lille, Cetinje, Brno, Debrecen[21].

The department itself was established by order of the mayor and with the support of the city council. It is thanks to this decision that the city of Kharkiv has a wide list of partners, which allows the city to cooperate with other cities of the world on mutually beneficial relations if this does not contradict the legislation of Ukraine. In general, the decision on cooperation can be taken in different directions, such as research, cultural, educational, industrial and others. It should be noted that in all circumstances, the department is subordinate to the city community only, and all comments from the executive bodies are of general educational character.

It should be noted that the relative legal position, the Department is a legal entity, maintains an independent balance, has the right to open registration accounts in the bodies of the State Treasury and banks in accordance with applicable law, has a seal with the image of the State Emblem of Ukraine and its own name, stamp and corresponding forms. As a result, within the scope of its authority, it has the right to enter into agreements, contracts, and contracts with legal and natural persons on its behalf, to acquire property rights, to bear obligations, to be a plaintiff and a defendant and a third party in the courts of all instances. But with all powers, the Department is maintained at the expense of the city budget of Kharkiv. The maximum number of employees of the Department is determined by the mayor. The estimates and staffing of the Department shall be approved in accordance with the established procedure.

The functions of the department are:

- Organization and coordination of complex issues related to establishing and developing contacts in the process of implementation of international cooperation by Kharkiv City Council;

- Contact with local self-government entities and other bodies of foreign territorial units, diplomatic missions and consular offices of foreign states in Ukraine, diplomatic missions and consular offices of Ukraine in foreign countries, international organizations and development organizations city Council;

- Promote promotion, promotion of a positive international image of Kharkiv;

- Represent the interests of the Kharkiv City Council, executive bodies of the Kharkiv City Council, communal enterprises, institutions and organizations established by the Kharkiv City Council in external relations;

- Initiate and carry out work on drafting relevant agreements (treaties, memoranda, protocols, and other documents) on international cooperation;

- Prepare draft decisions of the Kharkiv City Council, the Executive Committee of the Kharkiv City Council, the orders of the Kharkiv City Mayor on international cooperation;

- To make proposals on the participation of Kharkiv City Council in international events, the composition of official delegations and working groups;

- To make proposals on the participation of Kharkiv City Council in the work of non-profit international and foreign organizations and associations, initiation by the Kharkiv City Council of creation of non-profit international organizations and associations;

- Develop plans for the cooperation of Kharkiv City Council with local self-government entities and other bodies of foreign territorial units, non-profit international and foreign organizations and associations;

- To provide invitations and appropriate level of organization of stay of foreign delegations and separate foreign representatives arriving in Kharkiv city upon invitation of Kharkiv city council;

- Participate in official and working meetings with representatives of diplomatic missions and consular offices of foreign states in Ukraine, local government entities and other bodies of foreign territorial units, international organizations, and associations;

- Ensure interaction of Kharkiv City Council with Honorary Consulates of Foreign States in Kharkiv;

- Facilitate the establishment of Honorary Consulates of Foreign States in Kharkiv;

- Ensure that the Kharkiv City Council interacts with representative offices of non-profit international and foreign organizations and associations in the city of Kharkiv, established in accordance with the legislation of Ukraine, facilitates the establishment of such representative offices;

-    Facilitate the establishment and development of international contacts of foreign economic entities located in Kharkiv, their participation in international forums, exhibitions, fairs, presentations, etc .;

-    Facilitate the establishment and development of international contacts aimed at attracting foreign investment in the economy of Kharkiv;

-    To prepare information materials within the scope of its competence to ensure participation of official delegations of Kharkiv City Council in international events;

-    To promote the study of the best international experience in the fields of organization of structure and practical realization of powers of bodies of local self-government, development of modern city infrastructure, modern practices of organization of public life;

-    To carry out constant analysis of the state of international cooperation of Kharkiv City Council, formulate proposals on directions and prospects of its further development;

-    Promote media coverage of the status and prospects of cooperation of the Kharkiv City Council in the development of tourism, sports, culture, humanitarian and youth projects, exhibition activities, as well as international programs and projects initiated or participated by the Kharkiv City Council within the framework of cooperation with foreign representations, foreign municipal formations, non-profit international and foreign organizations and associations;

-    To inform the Kharkiv city council, the Kharkiv mayor, the first deputy mayor about the status of fulfillment by the Department of tasks for the development of international cooperation;

-    To provide information and analytical support for the international cooperation of the Kharkiv City Council in the framework of tourism, sports, culture, humanitarian and youth projects, exhibition activities, as well as international programs

and projects initiated or participated by the Kharkiv City Council in the framework of cooperation with foreign representations, foreign municipal formations, non-profit international and foreign organizations and associations;

- To initiate the establishment of communal enterprises, institutions and organizations on the issues of international cooperation and promotion of tourism infrastructure in the city of Kharkiv by the Kharkiv City Council, coordinate their activities and exercise appropriate control[22];

After making a decision in accordance with the established procedure on the possibility of receiving foreign delegations in the premises of the Kharkiv City Council to prepare and forward in advance to the department of special works of the Kharkiv City Council information on the composition of foreign delegations (indicating positions, names, time of stay in the premises of the Kharkiv City Council and purpose visiting, as well as programs for receiving and working with foreign nationals, and performing other functions that flow to the Department. However, speaking of the Department's provisions, it is generally divided into departments and sectors, but the final word on the composition will be under the mayor, as to the very rights, responsibilities and responsibilities of the employees of the Department. the departmental regulations and job descriptions, which are approved by the director of the department.The department has a clear management structure, which must comply with the established rules and decrees wok of high-ranking people. Based on this department, the Department for International Relations and European Integration was formed, which reports directly to the Department. In the course of its activity, the Department for International Relations and European Integration is guided by the Constitution and laws of Ukraine, acts of the Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine, the President of Ukraine, decisions of the Kharkiv City Council, its executive committee, orders of the Kharkiv City Mayor, orders of the Director of the Department, Department, the provisions on the department of development of international relations and European integration, other normative acts.

However, in the case of issues related to the organization and methodology of carrying out the tasks stipulated by the regulations on the Department for Development of International Relations and European Integration, the Department is guided by the recommendations of the Ministry of Foreign Affairs of Ukraine and the Ministry of Economy of Ukraine. The head of the International Cooperation Department is responsible for the number of employees and their tasks. It should also be noted that the results of the work of the department are the responsibility of the person who will be appointed chairman of the Department, to the post of chairman of the department of development of international relations and European integration. The head of the department must:

- direct management of the Division;

- distribute the volume of work among the employees of the Division, control the timeliness and quality of their performance;

- be personally liable for the non-performance or improper performance of the tasks assigned to the Division, the exercise of its powers, and observance of labor discipline;

- to represent the Department in relations with individuals and legal entities;

- ensure timely and high-quality fulfillment of the instructions of the Deputy Director of the Department and the Director of the Department, supervise the performance of official duties by employees of the Department [23];

Heads of the Department for International Cooperation are also under the direction of other areas, such as international protocol and cooperation with foreign missions and development of tourism infrastructure and image projects. These departments have their tasks set out to strengthen the image of Kharkiv. In the case of the International Protocol Division and cooperation with foreign missions, the purpose of their work is to promote the further development of international cooperation and to create a positive international image of the city of Kharkiv by ensuring a high level of protocol events of an international

nature with the participation of the mayor, city deputies, city council secretary and other officials persons and deputies of the city council within the powers and in the manner stipulated by the Constitution and legislation of Ukraine, acts of local authorities On self Regulations of the Department and this Statute [24]. And in the case of the department of tourism infrastructure development and image projects, the purpose of their work is to coordinate the development of the tourist infrastructure of the city of Kharkiv, aimed at enhancing the international authority of the city of Kharkiv in the interests of the territorial community within the powers and manner provided by the Constitution and legislation of Ukraine, acts of local authorities , The Departmental Regulations and these Regulations [25].

If a foreigner encounters problem, they are also resolved with the assistance of the International Cooperation Department of Embassies, Consulates, or Honorary Consulates.

Embassies are called high commissions between the Commonwealth countries. The legal definition of an embassy is "a permanent diplomatic mission". It actually means that the embassy is representing a foreign country's government and taking care of its international relations. Embassy's highest official is an ambassador and each country only has one, since the ambassador is representing the country.

Consulate has the same function as the embassy, although it has a lower ranking and it's more of an office. There are no ambassadors here; the main official is called a consul. There can be as many consuls as they are representing the foreign government. If there are consulates and an embassy in a country, consulates need to answer to the embassy since it has a higher ranking. Consulates are working with people, issuing passports, visas and other documents.

Honorary consuls are the only staff and they are not professional diplomats. These consuls don't need to be from the country they are representing. They usually have another job and are doing the duties of an honorary consulate voluntary or for a paycheck.

More than often, honorary consuls are businessmen who have ties with the country they are representing[26].

As of May 2020, there are:

Table 2.1

Consulates and honorary consulates with which the Department interacts[27]

№	Type	Name of the country
1	Consulate	Poland
2		Russian Federation
3	Honorary consuls	Republic of Austria
4		Azerbaijan Republic
5		Republic of Albania
6		Federal Republic of Brazil
7		Republic of Armenia
8		Georgia
9		Indonesia
10		Republic of Lithuania
11		Germany
12		Slovak Republic
13		Republic of Slovenia
14		Turkish Republic
15		French Republic
16		Czech Republic
17		Montenegro

Thus, all the results of the work are the responsibility of the staff before the head of the department, the head of the department or his deputy before the head of the department and already the head of the department before the mayor. But at any time, citizens of the city of Kharkiv may also request information from the department on the results of work through the mayor regarding the charter on territorial communities: the law and this Statute of Forms[28].

**The governance structure of a state on the example of executive power
and local self-government**
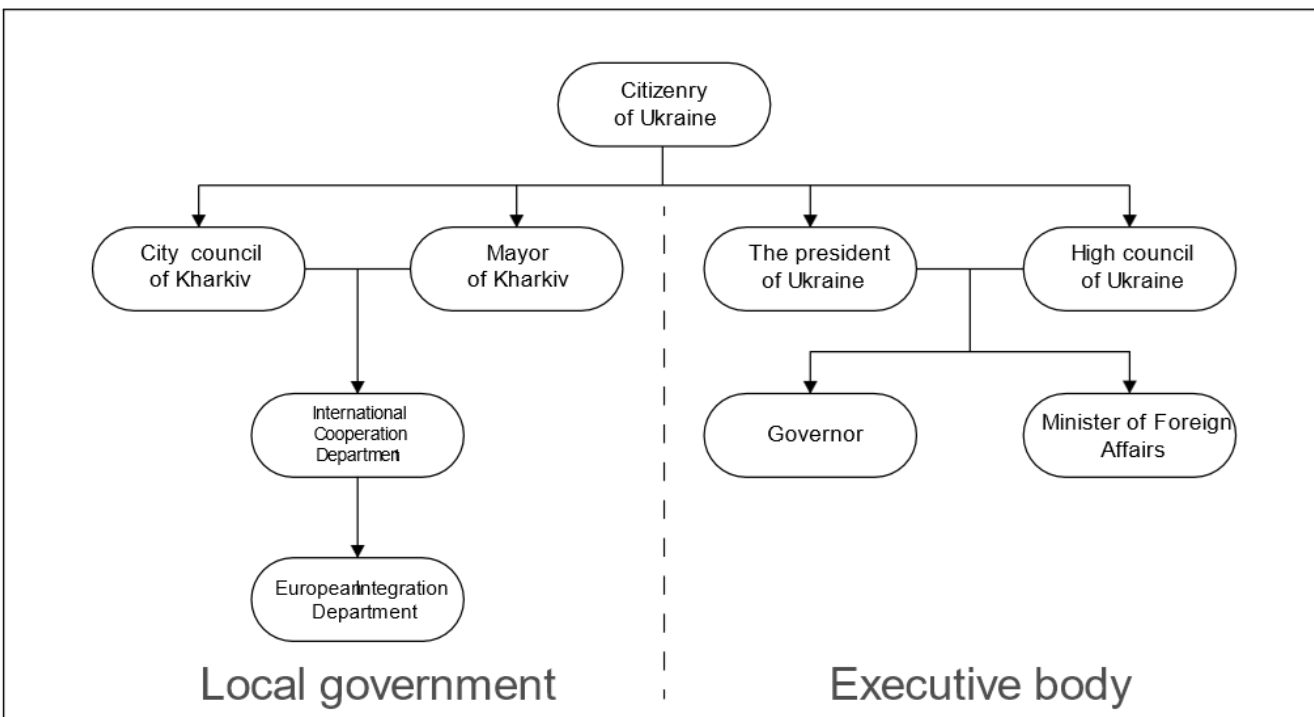
2.2 Analysis of the Kharkiv City Council's Department for International Cooperation

The search for personnel for the position first goes among the civil servants below the post, only after the candidate has not been found, in accordance with the norms of the legislation of Ukraine on civil service, vacancies are published on the Internet on state sites, where each citizen can submit his / her candidacy for consideration if it fits in with the specific criteria indicated in the vacancy text. For the purpose of selecting persons only capable of performing their duties, competition is conducted in accordance with the law. It all depends on the category to which the position belongs. In the case of "B" and "B" categories, if there are several similar specialties with similar functions, they can take only one exam. In the case of category "A" such impairments are unforeseen. Only after

submitting the application for passing the exam and passing the exam, which must be notified 2 months before the occurrence of the relevant event, and prepared a letter of competition commission and assessment system, which is prescribed in advance. Also, the main condition for entering the service is to fill out a declaration of income, or otherwise, the person will not be considered as a potential option for a job. After the results are published on the Unified Civil Service Job Portal in accordance with the law, only after that the recruitment specialist has the right to invite a person to the meeting for the purpose of discussing employment.

Getting to the Kharkiv local council, the process of hiring a state-owned enterprise goes through the human resources department, the main process before employment is to check for compliance with the law on civil servants. Article 19 of the Civil Service Law of Ukraine:

1. Adult citizens of Ukraine who are fluent in the state language and who have received a higher education degree are entitled to the civil service:

1) Masters - for posts of categories "A" and "B";

2) bachelor, junior bachelor - for positions in category "B".

2. A person who:

1) Has reached the age of sixty-five;

2) in accordance with the procedure established by law recognized as incapacitated or whose capacity is limited;

3) has a conviction for committing a deliberate crime, if such a conviction is not repaid or withdrawn in the manner prescribed by law;

4) in accordance with a court decision, is deprived of the right to engage in activities related to the performance of functions of the state, or to hold relevant positions;

5) has been subject to administrative penalties for corruption-related offenses - within three years from the entry into force of the relevant court decision;

6) holds the citizenship of another state;

7) did not pass a special inspection or did not consent to its conduct;

8) falls under the prohibition established by the Law of Ukraine "On Purification of Power".

4. During the exercise by citizens of the right to public service, any form of discrimination, as defined by law, shall not be allowed. [29]

Initially, interviewing takes place, followed by an introductory and safety lecture given in the Labor Code of Ukraine, following article 29, after the person has been approved. It is the duty of the owner or the body authorized by him to instruct the employee and determine his place of work

Prior to the start of work under the concluded employment contract, the owner or his authorized body shall:

1) to explain to the employee his rights and obligations and to inform on the receipt of working conditions, presence in the workplace where he will work, dangerous and harmful production factors which have not yet been eliminated, and the possible consequences of their impact on health, his rights to benefits and compensation for work under such conditions in accordance with applicable law and the collective agreement;

2) to familiarize the employee with the rules of internal labor regulations and the collective agreement;

3) determine the employee's workplace, provide him with the necessary tools for work;

4) to instruct the worker on safety, industrial sanitation, occupational health and fire protection [30].

After going through all the stages of employment, there is a soft sequential onboarding in the workplace, it consists of familiarization with the process of payment of salaries, bonuses, and penalties, work schedule, as well as acquaintance with the team, mentoring, some kind of training and history department. This onboarding makes it possible to introduce new employees without any difficulties and thanks to all these

processes, a healthy environment is formed in the team. Even though the department still has staff in other departments, there are no communication problems with each other, as well as communication problems with new employees. It should also be noted that a well-formed system of onboarding in the department, by attracting more experienced mentoring, avoids mobbing in relation to a new employee and allows you to form a more friendly connection in the team.

Taking into account all the people holding positions within the control of activity by the Head of the Department of International Cooperation, the total number of employees within the control of the Kharkiv City Council for 2020 amounted to 35 people.

Table 2.2

Staff list of the International Cooperation Department

#	Position	Quantity
1	Head of the Department	1
2	Deputy heads of the Department	3
3	Head of the public procurement sector	1
4	Specialist in working with the local community	2
5	Specialist of bilateral cooperation	2
6	Chief accountant	3
7	Accountant	6
8	Head of Euro integration Department	1
9	Head of cooperation with foreign representative offices	1
10	Head of development of tourist infrastructure and image projects Department	1
11	Staff Members	14

- All employees have higher education.

- The average age of the staff is 30 - 45 years.
- There is no excess of gender among the employees of the Department and other departments, an equal indicator is observed

International Cooperation Department's Human Resource Management Style - Liberal:

- If necessary, the influence on the subordinates goes through the request to perform any tasks;

- Responsibility for performers;

- The interest in the work is very high;

- In the event of a problem, decision-making can be with or without the participation of the manager.

The internal rules consist of the following points:

1. The order of admission and release.

2. Rights and obligations.

- The rights and obligations of the employer.

- Employee Rights and responsibilities

- Working hours and his research.

3. Features of the mode of working time and rest time:

Regarding Article 56 of the Law on the Civil Service of Ukraine: The working hours of a civil servant are 40 hours per week. A five-day working week with two days off is set for civil servants. With the consent of the head of the civil service, a part-time or part-time week may be established for a civil servant. Importantly, the length of service beyond the established working day rate, as well as on weekends, public holidays and non-working days, at night should not exceed four hours for two days in a row and 120 hours a year for each civil servant.

Articles 57 and 58 are also provided for leave. Civil servants are granted an annual basic paid leave of 30 calendar days, unless the law provides for longer leave, with the payment of financial assistance in the amount of the average monthly salary. For each civil service year, after attaining five years of civil service, a civil servant is granted one calendar day of annual additional paid leave, but no more than 15 calendar days [31].

It is also one of the responsibilities of civil servants to file a declaration each year with the National Anti-Corruption Agency on Title VII of the Law on the Prevention of Corruption in Article 45: Persons referred to in paragraph 1, subparagraphs (a) and (c) parts of the first article 3 of this Law, obliged to submit annually by 1 April every year by filling in on the official website of the National Agency the declaration of the person authorized to perform the functions of the state or local self-government (hereinafter - the declaration), for the form This is defined by the National Agency [32].

The main role in the material stimulation of work plays a bonus if the civil servant will ensure the qualitative fulfillment of the tasks assigned to him. Depending on the contribution of a public official, he or she may receive a monthly or quarterly bonus, but may not exceed 30 percent of his or her salary per year. Material incentives create the preconditions for the successful performance of their duties, which implies not only a high return on their professional knowledge but also a high culture of work. Money is definitely a powerful incentive to work. However, it should be borne in mind that people are very different in their attitude to money, in their sensitivity to this kind of incentive. That level of pay, which yesterday motivated him to a high working return, very soon becomes commonplace and loses its incentive force. Clearly, decent wages play a significant role in shaping a positive image of the employer. However, one of the problems of such a working system is the inability to introduce premiums of a non-material nature, due to the fact that the motivation format has already been established within the civil service.

Personnel loyalty occurs when the overall goals and interests of the organization are

not sidelined by employees, when they transform a group of people into an organization, into a collective when a group of people is united by more than one floor or task, and not only wages becomes a factor of interaction with other members of the team, but also in the case when a person has the pleasure to work with others.

Regarding the Department of International Cooperation, we can say that the employees are absolutely loyal to the state apparatus, due to all the conditions given to them, good wages, full social package, quite a considerable vacation with the possibility of growth due to the growth of work experience. This system of onboarding and training helps to strengthen the status of the organization, outside its walls. Thanks to a clear management structure, people understand what opportunities they can expect and there is already an understanding of the relative possible future that plays a huge role for the average person when choosing their next job, or when thinking about whether a person wants to go to another job. To sum up, it can be said that the system of public service in the Department of International Relations provides an opportunity for a person to be strong in his / her direction, to acquire new knowledge, and to receive wages on the basis of his / her capabilities.

2.3   Upgrading of the staff of the International Cooperation Department

In the formation of the personnel potential of the organization, various factors are taken into account, which has a significant impact on the qualitative (qualification potential and professional characteristics of each employee) and quantitative (professional qualification composition of staff, work experience in the organization, gender and age composition) indicators. Regardless of how many years a person has worked, or whether they have just come into a new position, that person must have the skills to study, because it depends not only on his personal success but also the success of the organization. In the case of the International Cooperation Department, these skills can

help build a good image for the city of Kharkiv and attract new partners to the city. As in any enterprise, regardless of the form of government, there is professional training at Kharkiv City Council, which is a complex continuous process with several stages. Management of the vocational training process begins with the identification of needs that are formed on the basis of the needs of the development of the organization's staff, as well as the need for employees to fulfill their current professional responsibilities. When a person enters the department for the first time, without any experience, he or she immediately receives one form of training, namely mentoring, through an onboarding system. Because training should be carried out in cases where you need to provide the necessary qualifications to an employee who does not possess it. As well as having a mentor explain the workflows and recommend things to learn on their own or in distance learning, it will also help in the process of socialization in the new team among other employees. The training process in the Department does not stop only in the form of training, with the participation of other members of the team, if necessary, the department provides the opportunity to rotate to another department if it makes sense, to develop further work in the International Cooperation Department, from the most basic there are case studies for example, in other countries in general, and in certain cities, if the city comes with respectable people from other cities to train, the city has no right.

The Department of International Cooperation believes that the most important thing for an employee is their knowledge and ability to use them. The more there are, the better. It is necessary to acquire as much knowledge as possible in different directions, which can supplement the previous knowledge.

As Dr. Ann Gatty expressed her opinion: «Some of our acquired knowledge may lay dormant in a life chapter or two, only to become relevant again in some later situation. For example, fundraising organizational skills once used in a non-profit setting at the beginning of a career may not be drawn upon again until much later when we are working as a parent helping raise funds for the local elementary school. We find that most skills are

very transferable and they can be augmented with the changing situations[33].» We can say that sooner or later, all the knowledge acquired earlier may be needed for us to accomplish other tasks. Thus, the idea of the International Cooperation Department is based on the fact that people never know what they will face in the future. Even just studying the experience of other cities at different times, you can find useful information that can in the future serve as a solution to those problems that an employee may face in the course of performing their duties. Also for public officials, the civil service legislation provides for a separate article 48 concerning compulsory professional development.

1. Civil servants shall be provided with conditions for enhancing the level of professional competence through continuing vocational training.

2. Professional training of civil servants shall be carried out at the expense of the state budget and other sources not prohibited by the legislation, through the system of training, retraining, specialization and advanced training, in particular in the field of public administration and administration, in accordance with the procedure established by law in educational establishments, institutions and organizations. irrespective of the form of ownership that they have the right to provide educational services, including abroad.

5. Upgrading of professional competence of civil servants shall be carried out during the course of the service, and professional development - not less than once every three years.

The need for professional training of a civil servant is determined by his / her direct manager and the personnel management service of the state body based on the results of the performance appraisal.

6. The Head of the Civil Service shall provide vocational training for civil servants first appointed to the civil service within one year from the date of their appointment.

8. In order to increase the level of professional competence of a civil servant, his / her internship may be carried out with a term of one to six months in another civil service

in another public authority or abroad in accordance with the law [34].

Although there is a request among all institutions for continuous training of staff, including in the Department of International Cooperation of Kharkiv Local Council, it is also necessary to have a special body regulating the costs of training, as this can be a significant part of the costs. Therefore, budgeting and controlling are the most important elements of managing a professional development process. Two of the most important factors affecting the size of the budget are the needs of the company for training and its financial position. When calculating a refresher budget, all cost components must be taken into account. In most organizations, they only calculate direct costs - compensation for instructors, costs for renting training facilities, purchasing materials and equipment, etc., and trying to reduce them by using company employees as instructors or conducting in-house training while ignoring other types costs associated with the absence of workers in the workplace, etc. Only the availability of complete information on the costs associated with vocational training allows the organization's management to make a rational decision on ways to improve the skills of the organization's employees. And this decision is made in the Department in order not only to create good specialists in their state who will have to perform the main tasks in the process of work, but also to form loyal employees in the enterprise. Obviously, loyalty at the level of action will also be linked to the professional competence that has been gained through the opportunity to learn and a properly formed onboarding system that could work not only at the stage of joining the organization. Thanks to the formed loyalty among the employees, the loyal person will strive to acquire the necessary professional knowledge, skills or skills. Because this knowledge will help him to move up the career ladder within the company to which he has a warm relationship through a properly formed system. Thanks to all the benefits of working at the Kharkiv City Council in the Department of International Cooperation as a public office, due to this approach at the enterprise the employee does not have to think about improving their life at the enterprise, so that they can work with full efficiency.

Thus, it can be concluded that one of the components of personnel management in Kharkiv city council is reduced to work with people. To a job that should form good professionals in their fields by providing them with the knowledge and experience they are constantly adding to their piggy bank. Providing continuing education is a very difficult and costly job. But this is a major expense that can be said to be a profitable investment for the enterprise, even if from this knowledge, it will be used for only twenty percent - it is investment in staff. The contribution of money to the development of staff contributes to the formation of loyal attitude from the team towards the manager and, equally important, it also gives the employees confidence that they need the company. Without a well-grounded and uncontrolled professional development policy, the company can incur large costs, loss of its image in the future, and with the development of technical issues, may increasingly face a number of problems. The management of enterprises should bear in mind that lack of management of professional development causes dissatisfaction of workers, increased staff turnover, limits the ability of the enterprise to fill vacant positions effectively. At the same time, the provision of new knowledge and education, or the opportunity to improve their skills to employees, gives the prospect of enterprise development. Regardless of the number of methods and the variety of materials for staff development, it is necessary to formulate a training plan in relation to the position that the employee should occupy.

CHAPTER 3. IMPROVEMENT OF THE ONBOARDING AND TRAINING PROGRAM AMONG EMPLOYEES OF THE TOURISM ENTERPRISE

3.1 Improving the system of personnel onboarding within the state enterprise "Department of International Relations"

Regardless of what the company's budget is, or what the experience of the team of a particular unit in total is, the company constantly needs to update its personnel. Tourism in itself is a rather young area where it is necessary to capture all potential market trends, because the success of the enterprise in the future depends on this, on which the company should always be in search of new young blood for its headquarters because they can also contribute to the formation of something new that will contribute to the further disclosure of the potential of the whole team as a whole. As the experience of the state enterprise of the Kharkiv city administration, or rather the Department of International Relations, was previously mentioned, it should be said that this model of interaction during the hiring and onboarding of new employees is quite acceptable due to its relatively positive result and small financial investments, which has been verified through years of practice, however, this is also due to the fact that the legislation regulates these aspects, starting from how the employee goes through employment, ending with the whole process his training throughout his career in the enterprise.

But if we move away from the status of a state-owned enterprise, where internal processes are strictly regulated by law, then we are faced with the fact that for greater efficiency, it is necessary to form new processes for interacting with personnel at all stages of his life within the company. Starting from the first days, each new employee of the company goes through the stage of onboarding, gradually turning from a stranger into a full member of the team. However, the presence of only one onboarding does not allow to expand the number of possible candidates for the post. In this regard, many companies are clever and form various marketing projects to attract staff to enterprises. One of the most well-known companies that use such behaviors is Valve, which should be

considered from the point of view of how they attract developers to their company from the outside, by "leaking" the official unofficial Benefit of the company. This quote is Richard Geldreich known for his work in companies such as Space X, Microsoft, Valve. In general, if you look at the Handbook that was discussed, it starts in an interesting way, and from the point of view of the average person, you can even say utopianly "So you've decided where you put your desk. You know where the coffee machine is. You're even pretty sure you know what that one guy's name is. You're not freaking out anymore. In fact, you're ready to show up to work this morning, sharpen those pencils, turn on your computer, and then what? This next section walks you through figuring out what to work on. You'll learn about how projects work, how cabals work, and how products get out the door at Valve [35]." After such an introductory word, the good meanings and ideas of the company itself were riddled with various motivations. Of course, in the case of this company, this only serves to attract outsiders, but this approach could be applied for the good. For example, in this way, it would be possible to make a well-written manual for beginners in two copies, one specifically for "leakage", to attract outside specialists, and the second specifically for employees to easily master at the workplace, so that they can find basic information on important things without too much interaction with others because it can also cause stress. Even throughout the practice process, in order to find out basic information about the department, there was a need to ask questions, thereby taking the time from other employees. Based on this situation, the question arises of the effectiveness of onboarding and efficiency at all of its employee limits. But it's also worth considering that if a new employee does not receive answers and, as a result, as a whole receives negative experience, then such employees, if there is a negative experience in the onboarding process, are twice as likely to look for a new job in the near future[36]. Thus, the company should invest as much as possible during the employee's onboarding period, because the well-designed experience of the new employee increases the employee's loyalty and productivity. Therefore, it is important for all companies interested in having

their employees work for them long and successfully. One of the reasons regarding the need for onboarding of employees is another study by Bamboohr, based on the result of working with this, the result was the following observation: "The likelihood that an employee will be satisfied with the work is 30 times higher among those who rated their onboarding process as effective [37]. "

Departing from the Company Benefit, you can also take companies from other countries where it is considered acceptable on the first day, an employee can be greeted with a Welcome Pack gift with various kinds of souvenirs, the important purpose of which should be to form positive emotions for a new employee.

Table 3.1

Welcome Pack and its potential [38]

№	Goal	Potential effects
1	Sparks Employee Engagement	Having picked up the appropriate things for the employee, you can charge him for productive work, due to the merchandise of the company, various equipment for work and, in general, a pleasant presentation
2	Promotes Company Culture	Merch can serve as a good occasion, to feel like one of those who are in the company, wearing a T-shirt with a logo. However, even though you can put it, for example, an allowance for working at the enterprise, for a greater emotional return, you should create something special and creative.
3	Makes Your New Hire Feel Welcome	Having presented a number of souvenirs on the first day, the employee may be surprised at this approach, and may want to share it with loved ones, or even on their social pages, which can also serve as an advertisement for the company

Although, for this period of time, Ukraine does not use this methodology of

onboarding, but it is worth it to pay attention to it. In general, speaking about statistics, the SuperJob job aggregator conducted its survey aimed at finding out how many companies in general use this methodology in July 2019. The survey was conducted in all regions of Russia, regardless of the field of activity. As a result, the result showed that only 8% of companies consider this approach necessary and correct [39].

Table 3.2

**Statistics on companies who make presents to their employees
Welcome Pack[39]**

Variant of answer	All	Quantity of employees		
		Before 100	100 - 1000	After 1000
Yes	8 %	7 %	9 %	14 %
No	84 %	83 %	90 %	82 %
I can't answer	8 %	10 %	1 %	4 %

As part of the onboarding, it is also possible to interact with employees in senior positions, so that there is an understanding not only of who the new employee works with but also with those who give orders to work on other matters. First of all, this is to form not only working relations between employees and the manager. Such relationships can also improve the state of onboarding of employees, as well as make strong bonds in the team, which will improve the morale and strengthen the commitment of employees to the company. For the manager, this can also be a plus, because as a result, he will be able to constantly see the development of its employees and, if necessary, would have the opportunity to promote their employees in whom he sees potential.

It is also a big step towards improving onboarding processes, technology, and checklists, to track the entire path of the employee and keep records about him. It helps to keep a history of the employee from the beginning of the first working day and to understand in the future what could happen to the employee in terms of mood if it is related to work. It is for such solutions, sometimes other companies use software such as

Trello, Toggl, etc. In general, for a given period of time, due to the automation of some processes, personnel managers may spend a little more time to have monthly or quarterly data on how work is going among all employees. It is also possible to create an electronic library of employees so that each employee has the opportunity to learn a little more about his other colleagues if he does not know how to ask about the skills that were acquired by another employee. Thanks to such a library, beginners can better remember other colleagues and as a result will not have stress, because as there can be 20 people in the team, which is much easier to remember, so there can be 100. Such a library allows you to communicate with anyone on enterprise at any time. You can also create a calendar in this library, which could notify all employees about the birthdays of an employee, this is also one of the steps towards the formation of strong universities in the team.

Also, some companies have solved the problem with an interesting solution to reduce the stress among newcomers, because they do not know anyone, because they may be ashamed to meet others. No matter how many employees in the office, or in the company in general, form a board in a place accessible to all, which contains photos of all workers, names and surnames of workers with the names of their positions. First of all, it allows workers to better understand in which case, with whom they will need to talk if necessary, secondly, it is also one of the elements that form the idea of involvement in a single goal, because, from day one, the employee also has his photo, which speaks of his equality with others. In general, the idea of unity helps to keep a strong team at a long distance, because the company must plan all its processes a few steps ahead, and if one employee leaves, it can lead to the loss of a whole link, because the people with whom he found a common language in the enterprise, may lose interest in work.

It is through the development of new approaches to onboarding in the enterprise, it is possible to increase the efficiency of employees. New technologies and ideas in onboarding will not only help reduce staff turnover but will also help to get the most out of those employees who remain in the company. It is thanks to such movements that, at

present, foreign companies are forming such a commitment to the brand among their employees and outside the company's walls. If you combine all the described methods to your own system of onboarding of the tourist enterprise, you can say that more than 2 times, the chance that a new employee will stay at the company, and will be able to work to the end, and will not go away from any misunderstandings. In our time when first of all businesses should think about the success of the enterprise as a whole, and not only about earnings, only in this case, the enterprise gradually begins to understand why staff onboarding is needed in general and begins to do so not only to draw tick. This is one of the most important aspects of human resource management, which depends entirely on timely decisions and sound management. Yes, it may not be a cheap process, and in some places, there are difficult moments, but only after using all the opportunities, the company will be able to rise to a new level, which is one step closer to success. If the management cannot work independently with the staff, then it must hire service from the outside, because the potential life of the enterprise depends on it. Because according to the statistics given by Glassdoor: "Organizations with a strong onboarding process improve new hire retention by 82% and productivity by over 70%. Companies with weak onboarding programs lose the confidence of their candidates and are more likely to lose these individuals in the first year [40]. »

3.2   Training of employees and steps for improving system

When they get to the workplace, not always and not many new employees have a desire to develop through training, because sometimes it seems to them that they already do not have time, and in general they do not see any advantages for themselves. However, every company that seeks to grow should be engaged in development. Only if the whole company will study, and not just its leadership, will success be expected. Learning organizations are organizations in which learning is an ongoing process and everyone is

involved in it [41]. Due to succession, the city administration does not have any special technologies as such, or approaches to the development of its personnel, rather their approach is similar to the one that has remained with them since the Soviet Union, only a little more modern. However, it is worthwhile to pay tribute that reinforcing such an important point as training in law has a big plus. After all, but in every possible way they also encounter training, and the employee's obligation, indicated by law, puts him in the scope of an obligation that he can't avoid. In the case of small enterprises in the tourism sector, they do not have such supports that they could refer to, but they can create something especially, something of their own, which could affect the company.

One technique that could simplify staff training is visual storytelling. Indeed, in the modern world there is now so much information that can also fall into our hands. The goal of the company is to transfer information to the employee in a more accessible language, so that it remains in his head. In this case, visualization serves to help remember bright and colorful images. And this is not just about photographs, but about the formation of your communication language through visualization. The best example is the creation of your character, which could reflect the values of the company and show how to behave in a particular situation and what you do not need to do using visual actions. Thus, a person will be able to remember images more easily, especially if there is a share of humor in them. Hand-drawn content can be especially useful for sensitive, controversial, or personal topics frequently encountered in the realm of HR [42]. In the case of a tourism company, this training methodology will allow you to display the most mundane processes so that newcomers do not think for a long time and immediately remember the information depicted earlier, and also at least the most important office rules can be displayed in a comic form so that all employees can remember them and follow.

Gradually gaining momentum is the popularity of such a process in training, and indeed in work, like gamification. By itself, this implies the inclusion of elements of computer games and social networks, which will create a separate platform that will help

maintain motivation among employees. Due to the fact that games can drag out for a long time, the elaboration of such projects allows you to create a product in which an employee wants to achieve great success by completing tasks in real life, and accordingly later he could share the results and achievements with his colleagues. Most importantly, in contrast to the usual memorization of material, in order to get points for completing a task in the framework of technology with gamification, the employee will have to apply his knowledge so that the program, or people who evaluate it, can count this task to the employee. In general, as statistics from Talentlms show:

- 95% of employees enjoy using gaming-inspired elements in their work.
- By 2020, the education gamification market is estimated to reach $1.5 billion.
- Gamification participants score 14% higher skill-based assessments.
- The gamification market was estimated to be worth $5.5 billion in 2018.
- 72% of employees claim gamification inspires them to work harder.
- Using gamification may increase newly registered business users by 600% [43].

Which tells us that, in general, this method is already gradually occupying a leading place among additional educational technologies. What is also important is the fact that the employees in the investigation have a better percentage of the quality of knowledge possession, and they are also more satisfied with this training methodology. This technique, well allows you to disclose employees directly to the workplace. Regardless of the form of enterprise management, it will suit both a public company and a private one. In general, this approach can be applied both to customers and to third-party processes.

Emerging from the last paragraph, it is also worth noting the ability to generally monitor academic performance among all employees. The extent to which training needs are determined depends on the number of costs involved in raising the level of a specialist and the effectiveness of using his knowledge in the workplace in the future. By correctly identifying needs, a company will be able to save if it doesn't even send employees who already have knowledge in a given environment to train. Based on this, the company

should pay more attention to the team, how they generally work, conduct their testing in order to identify knowledge gaps. Such tests can also be connected to the library about users, so that in the investigation it would be possible to track progress over time and, if necessary, use these statistics in the company's walls for reports.

If we talk about personal libraries where you can find information on staff, then a good solution is also to make your own electronic library for staff. At the moment, many companies that got their name started to run their own corporate libraries. The corporate library at the disposal of the company's employees, which collects the knowledge of different years, is systematized on certain topics, can be beneficial for an employee at a certain time, because information can contribute to new ideas and new solutions, a well-composed library can be one of leverage management staff development. If a company constantly monitors its composition and its performance, then from time to time it can evaluate its qualifications, based on these observations, the company can also influence what books an employee will have to take to close their cognitive holes. Perhaps he lacks the basics of behavior with the client, and perhaps the cost of conducting business correspondence. Thus, the company itself can contribute to the growth of its personnel, with lower costs for the enterprise. However, in addition to all this, it should be noted and other advantages of books. Reading can reduce stress by up to 68%[44]. This advantage, very well affects the onboarding of employees, because the first days at work are one of the most stressful, which, in turn, the company needs to keep in mind and somehow go to minimize potential stress of the employee, because from this, as a result, staff turnover and an unnecessary waste of resources can be affected. Reading books not only enhances knowledge but also develops vocabulary, it can also be useful for understanding professional slang in general and all sorts of details that an employee might not have heard about before. Regular reading can also contribute to the development of the speech of employees, which in the case of companies that should be tied to the maintenance of personnel, is one of the most important criteria. Books as a whole are a useful tool,

because it can form new ideas, new ways of solving standard problems, and in general inspire to solve atypical problems. And which is one of the most important criteria in favor of creating corporate libraries, reading can strengthen the core values of the company among employees. Companies of all sizes, which use the library for training, are actively introducing corporate chat chats to help themselves convey their corporate culture, core values to employees, and, of course, teach them something new. Thus, through training, the company can impose its values on the company and its views, which is important for the company. By introducing this training system in the tourism sector, staff would be able to quickly go on a par with the company, simultaneously gaining new knowledge that he lacks in order to become an expert in his profile. In the case of the Department of International Relations, this approach contributed to the formation of knowledge of not only a single direction in which each of the specialists works, but also would make it possible to plunge into the world of knowledge of another employee to understand the features of his work much better.

Of the significant, everywhere in the world, they are trying to introduce the possibility of flexible learning. The concept of "flexible learning" is receiving more and more attention at different levels of education. Flexible learning refers to the use of online learning in the traditional learning process [45]. One of the problems of flexibility is that many employees can say that they like this idea, but few of them are actually ready to use such a training model. All this depends, both on laziness and on the possible lack of knowledge of how to generally use such approaches to learning. In this regard, before proceeding immediately with giving a bunch of tasks for employees to learn, it is worthwhile to conduct a course on how to use this training model. After completing such a course, employees will not be afraid of this tool, as their training. The concept of Flexible Learning is effective due to the fact that the employee can be trained at any time convenient for him, he is not dependent on his colleagues or teachers. All he needs is just access to the Internet, which is now available to everyone. Combining this with a

monitoring system, an employee can reach new heights faster than those colleagues who study only at the workplace. In this case, the staff officer will be able to direct him, depending on the successes he has made earlier. This training model allows the employee to remain in the rhythm of movement, in the sense that he can safely combine work, life and training. He himself can determine when it will be convenient for him to master new material, because perhaps the most comfortable time for him is a lunch break, and possibly at night. Due to such flexibility, the employee himself has the right to determine his priorities in time, if this does not interfere with his work. The same advantage may be that the employee can receive materials for training anywhere on the earth, wherever he goes. That will allow him, if he wants to, to continue to study independently, but already at a distance. Yes, for tourism enterprises that are private, as well as government agencies, initially it may not be affordable to produce quality content for employees. However, with the right approach, if the content is of interest to employees, they will do it all on their own, without waiting for their employer to ask or insist that they already start training. And in the event that if you make multi-platform, then employees and in general will be able to choose those devices on which it will be most convenient for them to study.

Speaking generally about training in the field of tourism, one can only say this is very important. Time does not stand still, changes are constantly going on in the trends around us. So that employees can catch all these changes and can adapt. Regardless of what the employee's experience is and how many years he has worked, he needs to develop further, because this knowledge allows you to grow not only professionally, but also contribute to personal growth. The Department of International Relations, if these training models are applied, could allow its employees to reveal some hidden talents in themselves, and would also allow the creation of a number of new initiatives that would be aimed at developing both international processes and the different nature of affairs in Kharkiv city. Perhaps it could be some new cultural and educational projects with the city partners of the city of Kharkiv.

Speaking purely about the enterprises of the tourism sector, we can say that this approach allows us to create a strong working staff that, as a result of help, can work both independently and in teams and as a result, can share the missing information with their colleagues, or new arrivals. Developing all the training models given earlier, we can also say that over time, the work team will gradually become more loyal to the company, due to the fact that the company invests in them, helping to rise step by step to its new successes, but also due to the opportunity to find equal people in the form of their colleagues. The feeling of loyalty among employees is a valuable resource that, as a result of hard work, can lead the company to achieve treasured success.

3.3   Using of complex method to developing of the enterprise

Although the success of the enterprise is tied to a positive result of interaction with the consumer of services, the consumer will first of all encounter employees of the enterprise. Thus, a company in the tourism sector should set itself the idea of "employees first, customers second" [46]. Indeed, thanks to the formation of the personnel that was adopted by all standards, was trained, has no internal conflicts, is completely satisfied with his position, he will have great chances to achieve success in the services market. Successful enterprises are those where the team has common goals, mutual understanding and support, and in fact, those who are ready to quickly learn and adapt to new realities. Speaking about the Department of International Relations in the Kharkiv city administration, we can say that their processes are well-organized due to the fact that they are managed by the state, financed and, if necessary, legal regulation can be carried out, or monitoring can be carried out as necessary. However, in general, the procedure of both onboarding and training at the enterprise requires some additions to achieve great results among newly arrived employees. Indeed, in the process of established customs of onboarding, employees of the enterprise spend their valuable time training new

employees, regardless of what information a new employee should receive for a given period of time. Indeed, instead of receiving a brochure where important information could be told by type: the history of the enterprise, goals, tasks that the company sets for itself, employees should organize all the material that the trainee needs to know. If you had your own library within the organization, where carefully selected literature would be stored, it would be possible to form in the heads of employees those opinions that are beneficial to the company, those opinions that would allow creating loyal people in relation to the enterprise. By applying for corporate benefits in practice during onboarding, a company could save time on delivering basic information, which they should present from time to time when a new employee gets into their composition. Thus, having created such a manual, employees could devote their time directly to work, rather than delivering information. Indeed, an employee handbook is important as it provides standardization of personnel and benefit policies, preventing misunderstandings, complaints and job dissatisfaction out of misinterpretation of personnel and benefit policies by employees [47]. Also, through gamification, the enterprise could involve employees more in the study of the most important information about the enterprise, because in fact, most people find it difficult to perceive huge amounts of information by remembering printed text from any documents, especially if it is necessary to do as quickly as possible in a short time. On the whole, speaking of the communication of information, one of the problems of the Department of International Relations is still the communication of information, due to the fact that state organizations are adherents of conservatism, they do not follow the path of creating any methods that could contribute to rapid growth, by reporting, for example, through the same visual storytelling. This is painstaking work that can require a large number of resources, but as a result, a similar method can be applied not only in one department but also in other cities that work in a similar field of activity. Speaking generally about the tourism sector, it is much easier to explain to employees how to behave in a particular situation by illustrating several situations and their solutions,

because it will be easier to understand and it will be easier to remember. Visual storytelling is one of the best communication channels, because it places people in appropriate conditions by means of a graphic plot, due to the transmission of an emotional message throughout the whole time thanks to the media. An excellent visual story will make the employee feel everything that is contained in the plot, be it a chuckle, quiet contemplation, sadness or adversity. By highlighting important information or even including things that did not happen, emotion-bound memory may allow us to make better decisions [48]. Which, as a result, will allow employees to be guided by the experience that they received through visual images, rather than personal experience, which will help them in solving the problem, in case of a collision with a problem in reality.

Despite all the components of teamwork, the trainee cannot always make contact with employees because of his fears, emotional barriers, or simply because of circumstances, which makes it difficult to interact with other employees, including acquaintance with other personalities. The experience of the Department of International Relations suggests that due to a large number of employees, it is difficult for a newcomer to navigate during the work process who is who and who is responsible for what. Based on the established experience of other enterprises that place a stand with photographs of all their members, we can say that this would allow the newcomer to feel closer to his colleagues and, in case of problems, make it easier to determine who he should contact to solve the problems, thereby not wasting a valuable resource of the enterprise, namely the time of other employees, to find out the obvious information, instead of fulfilling their duties. If we speak for small enterprises in the tourism sector, then for the quickest acquaintance and the unification of the team into a single whole, the experience of a single stand with photos would solve some of the problems in the interaction between staff.

Taking into account the interaction between the staff, it is also worth paying attention to the possibility of creating a library that would contain a database of employees available to everyone among the members of the team. Besides the fact that this could

simply simplify the opportunity to get in direct contact with one of the employees on work needs, it could also help the newcomer to find someone close in spirit who could possibly become his mentor at the enterprise because at the expense of more experienced colleagues, an employee could achieve the same level of knowledge with less time. Also speaking about the personnel database, employees could have access to a single calendar, which would combine important events for employees by type of birthdays, valuable achievements and much more, which would allow for the formation of closer ties through the interaction of employees, which in their the turn would also give the enterprise the loyalty of employees due to the formation of good relations within their work environment. Shaping the values of unity, employees begin to value the team more and in general the conditions that the company bestows, no matter how utopian it sounds. Due to less involvement in conflicts, employees can become more efficient in their work. One of the most powerful benefits of better communication in the workplace is more engaged employees. Employees are more engaged in their work and can better align with company objectives and goals when a culture of good communication is established in a team or workplace[49]. Thanks to greater involvement, employees can cooperate to create new projects that can benefit the company if the company is ready to support it all.

Speaking generally about productive, it is necessary to note that one of the capabilities of the enterprise and therefore the needs for full-fledged life, the company should engage in monitoring of all its processes within the company from the first days of any employee, in order to avoid wasting such valuable resources as time and money. Speaking about the fulfillment of tasks within the walls of the department, although the work schedule is regulated with respect to separate legislation for civil servants, the processes of completing tasks are not regulated in any way, except for the final result. In other words, if there were special systems, the same results could be achieved in a shorter time. These features can also affect the involvement of a new employee in work processes, because initially, he can delay the deadlines for the completion of all his

training processes, thereby wasting the time of the enterprise to nothing. Speaking for tourism companies, it must be understood that ineffective employees, including those who are not involved in studying the material, should be identified literally at the initial stages because due to limited funds, employees of this type can become a burden that absorbs all the resources without any return.

Regarding training monitoring, it should be noted that corporate training plays a leading role in the successful operation of companies and is a factor of their competitiveness and efficiency; corporate university as an advanced form of organizational training emerged in response to the challenges of the information society and the global economy, increased competition in the market, the failure of the traditional institutions of professional education to meet the needs of the modern economy for highly qualified employees modern corporate university is a system of organizational development and personnel training, united with a common concept and methodology, inseparably linked and coordinated with the strategies of the organization; main functions of the corporate university are training of company employees of various levels, knowledge management, formation of common corporate values, corporate culture development, promotion of innovation [50]. Based on this, it is worthwhile to engage in the training of your employees, regardless of what they have already achieved within the company, or what achievements they have behind them. New knowledge, form new opportunities, which, as a result of proper application, can give great results. Speaking about the Department of International Relations, thanks to the obligation prescribed by law to learn, it is much easier to organize training processes within the framework of work, among employees, including when using the flexible learning process. The new knowledge gained through training can be used to organize new projects that could contribute to both the development of the department as a whole and the development of the city of Kharkiv, thanks to working with city partners, regardless of what the project will be associated with. Such decisions could be distinguished by the Department,

compared to other cities, due to possible new promising solutions that would allow solving certain problems in other ways, which, as a result, would save some of the resources. Speaking about the enterprises of the tourism sector, training is one of the processes that contribute to the formation of the company, on the path to successful positioning in the tourism market, due to the ability to properly present itself and provide conditions no worse than others, and sometimes even surpassing other competitors. The main thing is that, thanks to the training, you can instill loyalty to employees, because they will believe in the investigation that all the success gained as part of working at the enterprise lies in the fact that they used the training opportunities given to them and, as a result, could apply them to their work in the framework of their duties. Loyal employees are one of the most valuable resources, regardless of how many years the company has been on the market, or what the company's income for the year is. Indeed, due to faith in the company, employees will be ready to invest their efforts to help the enterprise reach a new level, regardless of the state of affairs inside and outside the company.

The experience of foreign companies shows that any company can succeed if it can change on its own and helps its subordinates to go beyond their capabilities, despite the fact that they may have recently been outside the company. When such incentives are realized by the employee, he will gradually become more loyal to the company. It is an onboarding that is the first step towards forming the most result-oriented employees, among those who have become part of the company, through employment. Only by interacting with your subordinates and understanding how to make them strive for success, you can form a new type of enterprise that can occupy its niche in the tourism industry. The main thing is to form clear thoughts about what the company is doing with its team because it will depend on the behavior and activities of employees needed to achieve.

CONCLUSION

The purpose of the work was to develop scientific and practical recommendations for improving the procedure of onboarding of personnel at the enterprise, and the system of employee training. To achieve this goal, the work solved a number of tasks, such as identifying types of personnel management, types of staff onboarding, analysis of existing approaches to employee training among other companies regardless of industry, analysis of the Department of International Relations and development of procedures to improve procedures onboarding and staff development.

By developing an onboarding plan and applying it to all employees, it is possible to form a strong staff that will support all the ideas and views of the company, provided that the company puts the employee first, and only the second consumer of services, because the employee will depend not only position at the enterprise, but also the quality of services provided by the enterprise, which in turn will be the most important criterion for success in the market of tourist services.

The results of the credit risk assessment of the twenty largest banks in Ukraine in terms of classes of borrowers showed that most of the risk is underestimated. Therefore, it is important to re-evaluate it and improve the evaluation criteria for borrowers.

In the process of observation, we can note the success of enterprises, in terms of how they help in the development of their employees because depending on how much the employee is immersed in training with the help of the enterprise, we can talk about the success that will give this knowledge in the future.

Due to the situation, the Department of International Cooperation has advantages in working with the staff, because some of the most important issues are regulated by law, but regardless of whether they are part of a state-owned enterprise or not, they also have problems in their activities. new onboarding programs, development of personal training plans and monitoring thanks to new technologies.

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