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TECHNOLOGIES FOR THE PREVENTION OF PERSONNEL RISKS IN LOCAL SELF-GOVERNMENT BODIES

Abstract

The article presents an integrated approach to the prevention of personnel risks in local self-government bodies of Ukraine in the context of decentralization, increasing management workloads and vulnerability of human resources of communities. It is substantiated that personnel risks today pose a significant threat to the stability of the functioning of local councils, the efficiency of public services and the institutional capacity of territorial communities.

It is shown that local self-government bodies face a number of threats: shortage of competent specialists, high staff turnover, demotivation of personnel, manifestations of conflict of interest and corruption risks, insufficient quality of procedures for the selection, evaluation and development of employees. These personnel risks are often underestimated, which leads to management errors, inefficient use of resources, loss of institutional memory and a decrease in the resilience of communities to external and internal challenges.

The key types of personnel risks are analyzed, including: staff turnover, professional incompetence, shortage of specialists in critical positions, conflicts of interest, corruption manifestations, professional burnout, low motivation and organizational dysfunctions. Based on the generalization of scientific works, regulations and practice of local self-government bodies, an algorithm for preventing personnel risks is proposed. Technologies for risk assessment, risk mapping, formation of a talent pool, employee adaptation, predictive HR analytics, prevention of corruption threats and stabilization of personnel have been identified. Methodological

recommendations for the implementation of the model in the practical activities of local self-government bodies have been developed, aimed at increasing human resource stability, improving the quality of management processes and strengthening the institutional capacity of communities. The results of the study are of an applied nature and can be used to form a modern HR management system at the local level.

Keywords: personnel risks, technologies for the prevention of personnel risks, local self-government bodies, public administration, conditions of martial law.

Problem statement. The formation of capable and professional local self-government is a key condition for the development of a democratic state and capable territorial communities. In Ukraine, these processes are developing especially intensively in the context of decentralization, martial law, an increasing burden on the authorities and the need for a prompt response to complex socio-economic challenges. Under such conditions, the human resources of local self-government bodies become a strategic resource, on which the effectiveness of management, the quality of public services and the level of citizens' trust in the authorities depend.

However, local self-government bodies face a number of threats: a shortage of competent specialists, high staff turnover, demotivation of staff, manifestations of conflicts of interest and corruption risks, insufficient quality of procedures for the selection, evaluation and development of employees. These staffing risks are often underestimated, leading to management errors, inefficient use of resources, loss of institutional memory, and reduced resilience of communities to external and internal challenges.

In modern conditions, there is a need to move from reactive approaches to proactive ones, which provide for the timely identification, analysis and

prevention of personnel risks. The use of modern risk management technologies, digital tools, analytical methods and integrated personnel management systems will increase the efficiency of decision-making and ensure the stability of the functioning of local self-government.

Thus, the study of technologies for the prevention of personnel risks is relevant both in scientific and practical terms, as it contributes to the formation of capable, effective and sustainable local self-government bodies in Ukraine.

The effectiveness of local self-government bodies largely depends on the professionalism, stability and integrity of the staff. In the context of decentralization, the growth of the scope of powers, publicity and responsibility to the community, personnel risks become especially relevant. These include staff turnover, lack of qualified specialists, decreased employee motivation, conflicts of interest, corruption threats, ineffective procedures for recruitment, evaluation and development of personnel. The presence of such risks directly affects the quality of management decisions, the speed of response to community needs and the level of public trust in local authorities.

Despite the importance of the problem, the practice of local self-government bodies often lacks systematic approaches to identifying, assessing and preventing personnel risks. Traditional methods of personnel management are insufficient, and modern risk management technologies are used fragmentarily or not integrated into administrative processes at all. This poses a threat not only to personnel stability, but also to the effectiveness of management of territorial communities in general.

Thus, a scientific and practical problem arises — the substantiation and development of technologies for the prevention of personnel risks in local self-government bodies, which would provide a comprehensive, preventive and adaptive approach to personnel management in the face of modern challenges.

Analysis *of recent research and publications.* The problems of personnel risks and effective management of personnel of government bodies occupy an important place in the works of Ukrainian and foreign scientists. In the domestic scientific tradition, the issues of state personnel policy, professionalization of the civil service, organization of work with personnel and ensuring integrity were considered in their studies by V. Averyanov, N. Nyzhnyk, T. Motrenko, V. Knyazev, O. Obolensky, S. Seryogin, V. Troshchynsky, L. Pashko and others. A significant contribution to the study of the problem of human resource management in the public sector was also made by scientists who study the competence approach, anti-corruption mechanisms, organizational culture and personnel assessment systems.

In foreign science, the issues of personnel risk management and personnel security are actively studied within the framework of the theory of public administration, management and organizational psychology. The works of G. Dessler, D. Ulrich, M. Armstrong, P. Drucker, as well as studies on risk management in the public sector and the implementation of HR analytics made a significant contribution to the theoretical basis of the problem.

At the same time, it should be noted that, despite the presence of a significant number of works on personnel management in the public sphere, the issues of systematic prevention of personnel risks in local self-government bodies have not been sufficiently studied. Most of the research papers focus on specific aspects — personnel selection, motivation, professional development, anti-corruption measures, or evaluation of employees' activities. Comprehensive approaches covering technologies for identifying, assessing, forecasting and minimizing personnel risks in the context of modern conditions for the functioning of territorial communities remain fragmented.

Thus, there is a noticeable scientific vacuum regarding the implementation of holistic technologies for personnel risk management in local governments. This

necessitates further research and the development of tools that can increase the staffing stability, transparency and efficiency of local authorities.

The purpose of the study is to analyze the technologies for preventing personnel risks in local governments**.**

Presentation of the main material. In the classical sense, risk management is a systematic process of identifying, assessing, controlling, and monitoring risks in order to minimize negative consequences for the organization. In the public sector, attention to risk management is increasing due to increased publicity, requirements for transparency and responsibility to citizens; Local authorities need adapted risk management practices, taking into account the specifics of public services [1].

In the domestic literature, personnel risks are often considered through the prism of: lack of competencies, high staff turnover, low motivation, conflicts of interest and corruption threats, as well as imperfect procedures for personnel selection and evaluation. Some Ukrainian studies classify personnel risks taking into account the specifics of martial law and transformational challenges, which emphasizes the need for adapted personnel management measures in a crisis.

Foreign studies emphasize that the modernization of the public sector is impossible without systematic HR management: strategic planning of personnel, development of competencies, an evaluation and motivation system, as well as digital solutions to increase transparency and efficiency. Research also points to the importance of building a culture of risk management at the local level.

In recent years, the number of works on the use of HR analytics (people analytics) in the public sector has been growing: methods of data collection and analysis make it possible to predict turnover, identify bottlenecks in competencies, assess the effectiveness of personnel interventions and rank risks. At the same time, the authors draw attention to the ethical, legal and organizational barriers to the implementation of analytics in government bodies [3].

Ukrainian Works analyzes the legal framework of personnel policy and the mechanisms of its formation at the local level, noting the gap between regulatory provisions and the practical ability of communities to ensure sustainable human resources. The publications emphasize the need to improve the procedures for recruiting, evaluating and training personnel, taking into account local characteristics [4].

In the world literature, qualitative methods (expert surveys, case studies), quantitative approaches (correlation analysis, turnover prediction models, risk matrices) and mixed methods integrated into the framework of management technologies (KPI monitoring, HR dashboards, scenario modeling) are used to analyze personnel risks. For the public sector, the authors recommend adapting these methods to the requirements of transparency and public accountability.

The analysis of scientific sources shows that although there is a rich base for personnel management and general risk management, there is a lack of integrated research that combines the theory of risk management, HR analytics and the specifics of local self-government in Ukraine. Practical preventive technologies are not sufficiently developed — early warning algorithms, adapted selection/adaptation procedures, digital risk monitoring tools, and management response mechanisms in the local context. This creates a field for scientific development and testing of applied solutions.

The current literature provides a solid theoretical basis in risk management and personnel management, as well as shows the rapid development of HR analytics as a tool for the prevention of personnel risks. However, for the context of Ukrainian local self-government, there is a clear shortage of integral, adapted technologies to prevent personnel risks.

Technologies for the prevention of personnel risks cover a complex of organizational, analytical, regulatory and digital tools aimed at identifying, assessing, forecasting and minimizing risks associated with the personnel of local

self-government bodies (LSGs). Their implementation increases the stability of personnel, transparency of management processes and the quality of public services.

Of no small importance among these technologies are technologies for identifying and early detection of personnel risks, which include personnel audit and screening of risk positions, personnel surveys.

HR audit (HR audit) is a comprehensive analysis of HR documents, procedures for selection, evaluation, adaptation and motivation; identification of bottlenecks (lack of job descriptions, outdated procedures, duplication of functions).

Screening of risky positions is the identification of positions with a high probability of personnel losses or conflicts of interest; analysis of workload, stress factors, rotation.

Personnel surveys (anonymous) are conducted in order to identify hidden dissatisfaction; to determine the risks of demotivation, emotional burnout, conflict.

The next group covers technologies for assessing and analyzing personnel risks, including:

1. Personnel risk matrix – ranking risks by probability and consequences; identification of critical areas: high turnover, lack of competencies, corruption risks.

2. HR analytics – analysis of data on sick leave, vacations, rotations, turnover, productivity; construction of forecasts (for example, the risk of dismissal of specific employees).

3. Competence analysis – assessment of employees' compliance with the requirements of the position; identification of competencies that create risks of erroneous management decisions.

To minimize personnel risks, it is important to use risk prevention technologies during the selection and appointment of personnel: standardized selection procedures **(**competitive selections; structured interviews; professional

tests; integrity assessment); verification of conflicts of interest and reputational risks **(**analysis of declarations, preliminary integrity check; use of open state registers); adaptation system for new employees **(**mentoring; adaptation plan for 1-3 months; interim assessment of the risks of non-compliance with the position).

An important group is risk management technologies in the process of personnel work [4]:

1. Performance Review

– quarterly or annual assessments;

– analysis of individual risk factors (low productivity, unsuccessful execution of assignments).

2. Load management and burn-in prevention

– monitoring of working hours;

– rotation of functions;

– psychological support for employees.

3. Introduction of ethical and anti-corruption standards

– integrity trainings;

– Code of Ethics of the Employee;

– channels for anonymous reporting of violations.

It is worth mentioning the technologies for the development and retention of personnel, including:

– Individual professional development plans, including advanced training courses; participation in trainings of NARS (NACS), RCPR, digital platforms (Diia.Os).

– Career planning, in particular the creation of an internal talent pool; support for succession in key positions.

– Motivational programs non-material motivation (recognition, participation in projects; fair distribution of the workload).

In the context of digital transformation, it is important to use digital technologies to prevent personnel risks, including electronic HR systems (automatic analysis of vacations, dismissals, business trips; detection of anomalies and non-standard behavior); HR dashboards (real-time risk visualization (age structure, possible vacancies, turnover risk)); predictive HR Analytics systems (forecast of layoffs; modeling the impact of personnel decisions on the functioning of the community).

In addition, it is important to use organizational and regulatory technologies:

1. Updating internal regulations on working with personnel **(**inclusion of a section on personnel risk management);

2. Regulation of procedures **(**transparent criteria for selection, evaluation, awards);

3. Institutionalization of personnel risk management **(**creation of a responsible unit or appointment of a personnel security specialist; annual updating of the risk map).

Technologies for responding to personnel risks are a significant tool for stabilizing the personnel situation

– backup personnel decisions (temporary replacements, duplication of functions);

– an action plan in case of dismissal of a key employee;

– management interventions (coaching, additional training, mediation).

Here is an algorithm for the prevention of personnel risks in local self-government bodies (table).

Table

Algorithm for Preventing Personnel Risks in Local Self-Government Bodies

Stage	Stage content	Basic tools and actions	Responsible
1. Preparatory	Formation of a personnel risk management system	• Appointment of those responsible • Analysis of internal provisions • Definition of evaluation procedures and criteria	Head, HR, Internal Control Service
2. Risk identification	Identification of potential personnel threats	• HR audi t• Analysis of risky positions • Personnel survey • Conflict of interest analysis	Human Resources Service, Heads of Departments
3. Risk assessment	Determining the level of importance and priority of risks	• Risk matrix (probability/consequences) • HR analytics (turnover, workload, losses) • Monitoring burnout and motivation	Human Resources Service, Analytical Unit
4. Development of preventive measures	Planning and implementation of preventive tools	• Improving the effectiveness of recruitment • Mentoring and adaptation • Training and development • Anti-corruption measures • Updating regulations	Human Resources Department, Department Heads
5. Responding to risks	Actions in case of detection of personnel risk	• Substitution plan • Conflict mediation • Coaching, additional training • Temporary management solutions	Head, Human Resources
6. Monitoring and control	Constant monitoring of changes in the HR area	• Updating the risk map • Assessing the effectiveness of implemented measures • Using HR dashboards	Human Resources Service, Internal Audit Service
7. System adjustment	Adapting technology to new challenges	• Modification of procedures • Introduction of new digital tools • Updating the regulatory framework	Management of the body, personnel service

Conclusions and prospects for further research. The developed technologies make it possible to build a holistic system of personnel risk management in local governments: from early detection and assessment to prevention, response and stabilization of personnel. The comprehensive implementation of these technologies increases institutional stability, transparency and efficiency of community management.Given the identified gaps, further research should focus on: (a) the development of integrated technologies and methods for preventing personnel risks; (b) approbation of HR-analytical tools in the conditions of local communities; (c) development of regulatory recommendations for the introduction of preventive procedures; (d) examining the ethical and legal implications of the use of personal data in HR analytics for the public sector. These areas combine theoretical development and practical usefulness for local governments.

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