Abstract. The article examines changes in corporate governance at the turn of the millennium. According to the author, these shifts are undoubted of a strategic nature, and their reasons are the globalization of the market and sectoral structure, the optimization of the workforce at enterprises, the orientation of the owners towards high incomes, rapid and constant organizational and technological changes. The author believes that the changes will affect not only the business as a whole but also the organization of work of personnel in individual corporations.

Keywords: personnel management, human resources, corporation, personnel, corporate strategy.

The HR strategy of the early 21st century includes two main elements: intention and direction.

1. Strategic intentions. In today's highly competitive environment, the HR specialist's mission is to increase the talent pool of the corporation to implement its business strategy. The HR manager becomes a kind of “skill calibrator”, without whose participation it is impossible to develop and implement any of the company's strategies, and it is also impossible to correctly assess the results achieved. Ensuring the high competitiveness of the firm without the partnership with human capital is becoming an increasingly difficult task for corporate governance.

How to attract corporate, capable, hardworking, highly qualified, and talented people to the corporation? This is the challenge facing HR managers, who play the role of a catalyst in the corporation for multidimensional and long-term HR processes that provide the company with a competitive advantage due to the uniqueness of human potential and a high level of responsibility of all employees.

Corporate culture increases responsibility, and human capabilities create competitive advantages. Therefore, the HR manager must solve the following strategic tasks:

1) To create a competitive advantage for the company by increasing the level of responsibility of its employees, for which it uses corporate culture management tools. A strong corporate culture allows attracting and retaining talent, and the fruits of their labor provide the firm with a high reputation, attracting new clients and highly qualified employees. Updating and constant adaptation of the corporate culture to the dynamic conditions of the external environment are aimed at improving the quality of working conditions, providing feedback to employees and customers. This is often accompanied by seminars, forums, focus groups, round tables, and advertising campaigns. Involvement of employees in the marketing activities of the corporation helps to increase their initiative and professional self-esteem;

2) Ensuring the competitive advantages of the company by increasing its human potential, which is carried out by fully ensuring the improvement of the professional competence of employees. As attractive as the corporate culture may be, the gap between the requirements of the global market and the potential of the organization can be bridged mainly by developing the professional skills and habits of all corporate personnel. The development of human skills, a high concentration of professional competence of employees are becoming a leitmotif not only for staff but also for line managers. At the same time, some companies include the issues of increasing the competence of personnel in any development strategy as an integral part, while others see this problem as an opportunity to implement a special initiative strategy, which is organically complemented by other competitive strategies of the corporation. [1]

In any case, success depends on how carefully individual development plans are drawn up on the basis of diagnoses made by in-house specialists and line managers, which are designed to bridge the established gap between the growing professional requirements and the existing level of competence of each employee. These plans are based on the competency models developed for each position.

The following approaches can be used to develop models, each with its own strengths and weaknesses:

- Analysis of the activities of the most prominent workers ("stars"), allowing to reveal the secret of their skill, although the currently accepted model is too tied to this type of activity and has an overly complex architecture;
- Comparative analysis of many samples of workers' activity makes it easy to generalize experience and build fairly simple models, but this is a very time-consuming task:
  - Expert polls give fast and statistically reliable results, but their scope is usually limited;
  - The combination of models borrowed from other fields of activity allows for the accumulation of the most advanced experience but does not always help within the organization.

Thus, when building competency models, it is necessary to combine existing approaches in order to adopt acceptable personnel management tools. [2]

Competency models that describe the intellectual and business qualities of an employee, his interpersonal skills, allow us to consider the development of personnel in two dimensions:

1) Coordination of the quality of products and services with the organizational culture;
2) Acquisition of knowledge and skills necessary for successful work in a specialized professional field of activity.

The unity of these two dimensions is achieved through the practical interpretation of organizational culture, which is perceived as a social mechanism for the reproduction of experiences that are vital for the successful functioning and development of the organization.

2. Strategic directions. This component of the strategy explains how to achieve corporate strategic goals. But before choosing a path, it is important to have a clear understanding of the future of the organization. The structured vision of the future of the organization (the share of sales and market position, organizational structure, technologies of main and auxiliary production, management style, dominant organizational cultures, marketing policy, professional and personal characteristics of human resources) largely determine the strategic directions.

However, in conditions of mutual competition of highly qualified personnel, the realization of these accomplishments is a complex task. Human resources, if they do not want to be dealt with effectively, should be properly reorganized to function as bureaucratic structures: they owe the necessary distinctive types of marketing organizations. Therefore, the organization of the organizational culture of the personnel service (from the intensification of the bureaucratic to the pre-employment culture) becomes a priority strategic development activity.

One of the priorities is the review of the institutional system of installation and stimulation, as well as the system of activities. Existing systems limit strategic decision-making in the areas of personnel management, representing the successful implementation of modern personnel strategies, as well as limiting the free maneuver of personnel managers. [3]

The third priority - the reduction of what is associated with ineffective use of the potential of human resources, and also the expropriation of labor resources in corporations. In addition, co-workers themselves are responsible for the additional costs incurred by their traditional ability to organize their own work. Safeguarding effective interoperability with structurally subdivided corporations - certain guarantees are reduced.

Turn XXI century news from subsystems of administrative, routine assistive subsystems, supporting other “key” structural subdivisions of corporate personnel, into a trusted business partner of internal organizations and. It's the basic strategic development of staff management. The success of such transformations depends on the creation of appropriate institutional infrastructure at many national levels. Ego basic elements can be:

- A single service, providing multi-profile and interdisciplinary support to the personnel service organization of different forms of ownership in the acquisition of new staff technologies, with the necessary information for the relevant staff, including the relevant staff
- Professional organization of staff workers, which receives official recognition and regulates the workload and service of the representatives of these professions, changing the environment, forming a research and development center, developing a strategic plan. strategy;
- All consulting centers and services, creating prerequisites for quick reorientation and training of line managers in correspondence with new staffing needs in the XXI century.

Regardless of that, as soon as you can quickly see the created institutional infrastructure, only a personal manager strives to become a key element of the personnel revolution of the future. Namely, the composition of professional professions or not depends on its readiness for professional development. [4]

Considerable and constantly renewing knowledge of the current state of affairs, to which the corporation has dedicated its activity, becomes an important element of the professional competence of the staff specialist. Without this knowledge, it is impossible to develop and implement a viable personnel strategy, which's a necessary step in a well-planned response to corporate business strategy.

References: