

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
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named after VADYM HETMAN**

Institute of Business Education

Department of International Management

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Educational and Professional Program 8M10i«Business Administration ((general))»

External Form of Education

MASTER THESIS

Title: Development of Personnel Management of an International Organization

(on the basis of "Peace Corps Ukraine")

By Natalia Shatalova

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Academic SupervisorDEC, Professor

(Scientific degree, academic status)

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**Master Thesis has been approved for defense at
Attestation Examination Commission (EC)**

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KYIV 2022

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
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MASTER DEGREE PROGRAM «BUSINESS ADMINISTRATION
(GENERAL)»
BRANCH OF KNOWLEDGE 07 Management and administration
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SPECIALIZATION 8M10i «Business Administration (general)»

AGREED

Head of the project group (guarantor) of the
educational-professional program

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APPROVED

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INDIVIDUAL TASK

higher education seeker Natalia Shatalova
Name, Surname

Extramural studies

Master Thesis

Title: Development of Personnel Management of an International Organization

(on the basis of "Peace Corps Ukraine")

The title of the Master's thesis has been approved by the Rector's Order "16"12.2021 № 1903-CT

Master Thesis is based on

Personnel management, human resource management, development, international, nonprofit

Preliminary plan of Master Thesis and the terms of its submission to the Academic

Supervisor

Chapter 1 Theoretical foundations of personnel management in an international organization

(Title, deadline – up to 24.01.22)

Chapter 2 Analysis of organization's performance and evaluation of personnel
management of Peace Corps Ukraine

(Title, deadline – up to 21.02.22)

Chapter 3 Development of personnel management for pre-service training of Peace Corps
Ukraine

(Title, deadline – up to 21.03.22)

Deadline for submitting the final version of Master's Thesis to the Academic Supervisor

Deadline - 16.05.22

Object of research:	is personnel management in Peace Corps Ukraine
Subject of research:	Pre-service training of Peace Corps Ukraine
The purpose of the Thesis:	to analyse the theoretical and practical aspects of human resource management in international nonprofit organization in order to develop personnel management for pre-service training of Peace Corps Ukraine thus improving Peace Corps Volunteer service effectiveness

Specific tasks seeker has to accomplish to meet the objective:

In Chapter 1 to identify theoretical foundations of personnel management; to identify peculiarities of personnel management in international nonprofit organization

In Chapter 2 to provide Peace Corps's general characteristics and analyze it's performance results; to analyze current personnel management system of Peace Corps Ukraine; suggest solution for improvement of pre-service training of Peace Corps Ukraine; suggest alternatives for development of personnel management for pre-service training program of Peace Corps Ukraine

In Chapter 3 to evaluate the economic effectiveness of suggested alternatives for Peace Corps Ukraine; make risk assessment of suggested alternatives and analyze corporate social responsibility practices of Peace Corps Ukraine

The task has been set
by the Academic Supervisor _____ Dr. Yevhen H. Panchenko
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“ ” _____ 2022

The task has been given to
seeker _____ Natalia Shatalova
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“ 10 ” January, 2022

ABSTRACT

Master`s thesis for a master`s degree on “Development of Personnel Management of an International Organization (on the basis of “Peace Corps Ukraine”)” contains 74 pages, 26 tables, 1 figure. The list of references includes 67 items and 1 Appendixes.

The object of the research is personnel management in Peace Corps Ukraine.

The subject of the research are instruments, methods, procedures and practices in order to develop personnel management in pre-service training of Peace Corps Ukraine.

The purpose of the Thesis is to analyse the theoretical and practical aspects of human resource management in international nonprofit organization in order to develop personnel management for pre-service training of Peace Corps Ukraine thus improving Peace Corps Volunteer service effectiveness.

The tasks of the work are:

- to analyse the peculiarities of human resource management in international nonprofit organization;
- to analyze the impact of human resource management on organizational performance;
- to evaluate the impact of pre-service training personnel management on Peace Corps Ukraine`s performance results;
- to analyze existing personal management practices for long-term and short-term staff in Peace Corps Ukraine;
- to develop personnel management for pre-service training (short-term) staff;
- to improve Peace Corps Ukraine program's effectiveness by development of pre-service training personnel management;
- to define the best cost-effective alternative for developemnt of personnel management for Peace Corps Ukraine;
- identify and compare the risks of suggested alternative.

The information base of the research are Peace Corps anual reports, strategic and annual performance plans and Peace Corps Ukraine anual reports for 2016-2019; works of scientists, such as: Armstrong and Taylor, Boxall, Storey, Archer, Druker, Anthony and other researches who studied aspects of human resource management in international nonprofit sector.

According to the results of the study there were formulated human resource management alternatives for pre-service training of Peace Corps Ukraine. Alternative #1 suggests opening permanent sub-office in Lviv with one PST training per year offering short-term employment contracts to pre-service training employees and applying various human resource management functions that should improve program's outreach. Alternative #2 suggest opening permanent sub-office in Lviv with 3 PST trainings per year offering full-time employment for pre-service employees and applying human resource management practices available to permanent staff of Peace Corps Ukraine. Alternative #2 with one PST training, the smaller office and smaller number of personnel who will be offered full-term employment contracts is more attractive in terms of outcome and lesser risks for Peace Corps Ukraine program, however both alternatives are cost efficient and can be applied by the organization.

The results obtained can be used for improvement of personnel management system for pre-service training of Peace Corps Ukraine. This will improve Peace Corps Ukraine organizational performance corresponding with the strategic performance goals of the Peace Corps HQ for 2022-2026.

Year of thesis completion – 2021-2022

Year of thesis defense - 2022

REVIEW
to the Master Thesis
of higher education seekers of
the Educational and Scientific Institute of Business Education
Master Program “Business Administration”

Natalia Shatalova

Title: Development of Personnel Management of an International Organization
(on the basis of "Peace Corps Ukraine")

1. **Relevance of the topic.** The urgency of the topic is related to the need to increase the work of international organizations in Ukraine, where full-scale aggression is taking place. These organizations contribute to increasing international pressure on the aggressor, and thus to the end of the war in Ukraine.
2. **What is positive in the thesis.** Among the positive characteristics of the work should be noted the generalization of the Peace Corps operations in Ukraine in recent decades, a thorough analysis of key indicators of these activities, in particular operations of the human resources department. The combination of theoretical and applied aspects of the study of the Peace Corps personnel management system in Ukraine should be positively assessed.
3. **Availability of the author’s independent developments, and scientific novelty.** The author's independence and scientific novelty are related to the substantiation of alternative options for the development of the Peace Corps in Ukraine for the period of 2022-26 with appropriate justifications for both indicators of such development and the risks of choosing Lviv as a probable regional center for the organization’s development in Ukraine.
4. **The practical value of conclusions and recommendations.** The author's conclusions and recommendations on the development of the personnel management system in the Peace Corps in Ukraine deserve the attention of the organization's leadership.
5. **The presence of shortcomings.** The thesis has no significant remarks on the quality.
6. **Admission to the defence of the master thesis.** In general, Natalia Shatalova's qualifying master's thesis meets the established requirements and is allowed to be defended before the examination commission.

Supervisor: DEc, Professor
04.06.2022

Y.H. Panchenko



External Review of Master Thesis
by the student of Institute of Business Education
KNEU named after Vadym Hetman

Shatalova, Natalia

Development of personnel management of an international organization on the basis of Peace Corps Ukraine

Master thesis of Natalia Shatalova is considered to be innovative and relevant to Peace Corps agenda and the strategic performance goals as the agency is striving to bring Peace Corps Volunteers back to the country in order to provide assistance to Ukraine in such an important time.

As Peace Corps advances its mission through the work of its Volunteers it is very important for Peace Corps Ukraine to resume the program following two years of worldwide program suspension due to Covid-19. The period of not having Volunteers in the field has provided a unique opportunity for Peace Corps to modernize systems to deliver quality for the agency and partner communities.

The agency is actively planning for Peace Corps Volunteers' to return and Peace Corps has already begun reimagining service through innovative service models.

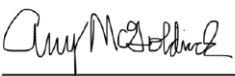
Natalia's Thesis contains good research and valid recommendation how to improve Peace Corps Ukraine's pre-service program in terms of reorganizing its personnel management. Therefore I recommend without hesitation Natalia Shatalova's Master's thesis.

Sincerely,

Reviewer

Acting Director
Peace Corps Ukraine
(position)




(signature)

Amy McGoldrick
(Name, Surname)

June 5, 2022
(date)

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INTRODUCTION

The importance and relevance of the topic. Development of personnel management is an important element in an organization's success as its workforce influences the overall performance of an organization. Successful human resource management can make a difference and add value to an organization as strong employees help an organization to achieve its performance goals and become a source of competitive advantage.

Personnel management is concerned with all aspects in employee's management within an organization. It is concerned with such functions as planning, organizing, directing and controlling of its workforce and covers such areas as recruitment, training, promotion, motivation, development and maintenance of workforce. Personnel management aims at the effective utilization of human resources in pursuit of organizational goals.

When talking about the development of personnel management in international organization it is important to take into account the differences between domestic and international organizations such as governmental regulations, geographic scope, business approach operating style, various cultures and management practices, as it requires different approaches to human resource management in an organization.

It is also important to differentiate human resource management in nonprofit organizations from for-profit enterprises taking into account its special personnel structures, such as part-time, full-time employment and volunteer service; analyze motivational practices and the influence of turnover rate of short-term employment on organization's performance in non-profit sector.

Analyzing different researches and articles regarding human resource management in the nonprofit sector I found out that this topic is of current interest of many researches as human resource management has an extrim importance to overall performance results in non-profit sector.

The purpose of this thesis is to analyse the theoretical and practical aspects of human resource management in international nonprofit organizations in order to develop

personnel management for pre-service training of Peace Corps Ukraine thus improving Peace Corps Volunteer service effectiveness.

The main tasks of this research are the following:

- to analyse the peculiarities of human resource management in international nonprofit organization;
- to analyze the impact of human resource management on organizational performance;
- to evaluate the impact of pre-service training on Peace Corps Ukraine performance results;
- to analyze existing personnel management practices for long-term and short-term staff in Peace Corps Ukraine;
- to develop personnel management for pre-service training (short-term) staff;
- to improve Peace Corps program's effectiveness by development of pre-service training personnel management;
- to define the best cost-effective alternative for development of personnel management for pre-service training of Peace Corps Ukraine;
- to identify and compare the risks of suggested alternative

The object of the research is personnel management in Peace Corps Ukraine.

The subject of the research are instruments, methods, procedures and practices in order to develop personnel management for pre-service training of Peace Corps Ukraine.

Methods of the research: in order to achieve the set goals of the research the following general scientific methods were applied: methods of analysis, synthesis, methods of comparative analysis, qualitative and correlation analysis, hypothesis testing, forecasting and extrapolation, surveys, observations.

The information base of the research are Peace Corps annual reports, strategic and annual performance plans and Peace Corps Ukraine annual reports for 2016-2019; laws and regulations of Ukraine that regulate Peace Corps Ukraine's activity in Ukraine; works of scientists, such as: Armstrong and Taylor, Boxall, Storey, Archer, Druker, Anthony and other researches who studied aspects of human resource management in international nonprofit sector.

According to the results of the study there were formulated the following human resource management alternatives for pre-service training of Peace Corps Ukraine. Alternative #1 suggests opening permanent sub-office in Lviv with one PST training per year offering short-term employment terms to pre-service training employees but adding benefits package, training and career development opportunities and to all pre-service training employees. Alternative #2 suggest opening a permanent sub-office in Lviv with 3 PST trainings per year offering full-time employment for pre-service employees and applying human resource management practices of Peace Corps Ukraine. Although, both alternatives are cost effective and can be applied by the organization, the Alternative #2 with smaller office is more attractive as it gives better outcome.

Obtained results can be used for improvement of personnel management system for pre-service training of Peace Corps Ukraine. This will improve Peace Corp's organizational performance corresponding with the strategic performance goals of the Peace Corps HQ for 2022-2026.

CHAPTER 1.

THEORETICAL FOUNDATIONS OF PERSONNEL MANAGEMENT IN INTERNATIONAL ORGANIZATION

1.1 The essence, tasks and practices of human resource management

The employees are viewed as the greatest asset of an organization and their contribution towards the successful functioning of it cannot be neglected. Human resources are described as the work force that possesses knowledge, skills, experience and adds economic value in an organization. Therefore, it is important to constantly invest resources and funds into development of its personnel and improvement of their qualification. Peter Drucker says, "Increasingly, the true investment in the knowledge society is not in machines and tools. It is in the knowledge of the knowledge worker" [1].

The term personnel management had different names in history. It first referred to as personnel administration in the 1920s [2, p.412], or as labour management in the 1940s and evolved into human resource management in 1980 [3, p.4].

Even though there is an ongoing philosophical discussion about the differences in meaning between personnel management and human resource management, the most common belief of practitioners is that personnel management in nowadays application refers to human resource management [4, p.128]. Despite the fact that the term "personnel management" is still used by some organizations, primarily in the non-profit sector, many refer to more transformational aspects of the HR functions and "use the term to refer to the whole range of HR responsibilities and services" [2, p. 415].

There are many definitions of human resource management. According to Armstrong, human resource management is defined as "a strategic and coherent approach to the management of an organisation's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives" [5, p.3].

According to Boxall and Pucell, human resource management is "the process through which management builds the workforce and tries to create the human performances that the organisation needs" [6, p.7].

According to Storey, HRM ‘in its generic, broad and popular sense simply refers to the system of people management’ that pertains in an organization [7, p.6].

Armstrong defines the following human resource activities, which can be divided into two broad categories as shown on Table 1.1.

Table 1.1 - HR activities [3, p.38]

HR activities	
Transformational (strategic) activities	Transactional activities
concerned with developing organizational effectiveness and the alignment and implementation of HR and business strategies	cover the main areas of HR service deliver, such as: resourcing, learning and development, reward and employee relations

Source: Composed by author based on [3, p.38]

Therefore, the transactional human resource activities embrace all traditional human resource duties when the transformational activities of human resource management focus on strategies for aligning of human resource management with organization's goals. It gives us ground to conclude that human resource management is concerned with all aspects of how people are employed and managed in organizations and it covers all range of activities, such as: strategic human resource management, human capital management, corporate social responsibility, organizational development, resourcing, learning and development, performance and reward management, employee relations and well-being and the provision of employee services.

Armstrong defines 5 goals of HRM. They are the following:

- to support an organization in achieving its objectives by developing and implementing human resource (HR) strategies and integrating them with the business strategy;
- to contribute to the development of a high-performance culture;
- to ensure that the organization has the talented, skilled and engaged people it needs;
- to create a positive employment relationship between management and employees and a climate of mutual trust;
- to encourage the application of an ethical approach to people management [3, p. 5].

One of the key characteristics of human resource management is that it has strategic role in the organisation and that HR policies and practices should be implemented in connection with the overall objectives of the organisation.

Boxall describes strategic human resource management as the interface between HRM and strategic management [8, p. 59].

The strategic management aims to establish long-term goals and direction for organizations, analyzes the environment, creates strategies, which are necessary in order to achieve the goals and put those strategies into action. The role of human resource in this process is to find the best way to position the people in the organization, so they are best able to assist the organization to achieve those goals [9, p.30].

The strategic human resource management describes how the future development of the organization and the achievement of its objectives can be supported by its HR policies and practices. Having a skilled, capable and motivated workforce is perceived as fundamental to competitive advantage and strategic human resource management is oriented towards recruiting, supporting and developing highquality employees [10, p.10].

If an organisation wants to improve its personnel management arrangements it needs to develop a HR strategy and combine it with its HR practices. A HR strategy will show an organisation's intention about its human resource management policies and how deliverance of it will help to achieve the overall objectives of the organisation. There is no standard strategy as all organisations are different and they chose different strategies. However, there are three main approaches to general HR strategies defined by Armstrong. They are [3, pp.26-27]:

1. High-performance management.

It's aim to make an impact on the performance of the organization in such areas as productivity, quality, levels of customer service, growth and profits through high performance work systems (bundles of practices that enhance employee performance and facilitate their engagement, motivation and skill enhancement). High performance working practices include rigorous recruitment and selection procedures, extensive and relevant training and management development activities, incentive pay systems and performance management processes.

2. High-commitment management.

One of the defining characteristics of HRM is its emphasis on the importance of enhancing mutual commitment.

3. High-involvement management.

As defined by Benson et al: "High involvement work practices are a specific set of human resource practices that focus on employee decision-making, power, access to information, training and incentives" [11, p.519].

Talking about human resource policies, Legge believes that they should be integrated with strategic business planning in order to reinforce an organizational culture [12, p. 25].

In regards the application of human resource practices Guest believes that "appropriate" human resource management practices tap the motivation and commitment of employees" [13, p.268].

There has been much research showing correlation between good human resource management practices and an organization's performance. There is a belief that as good human resource practices enhance the motivation and commitment of staff this in turn affects positively on productivity and performance. Storey states that: "The premise is that, in some shape or form, HR policies have an effect on HR practices and these in turn influence staff attitudes and behaviors which will, in turn again, impact on service offerings and customer perceptions of value" [14, p.4].

Based on this findings from Guest, any explanation of the impact of human resource management on organizational performance is likely to be based on three propositions:

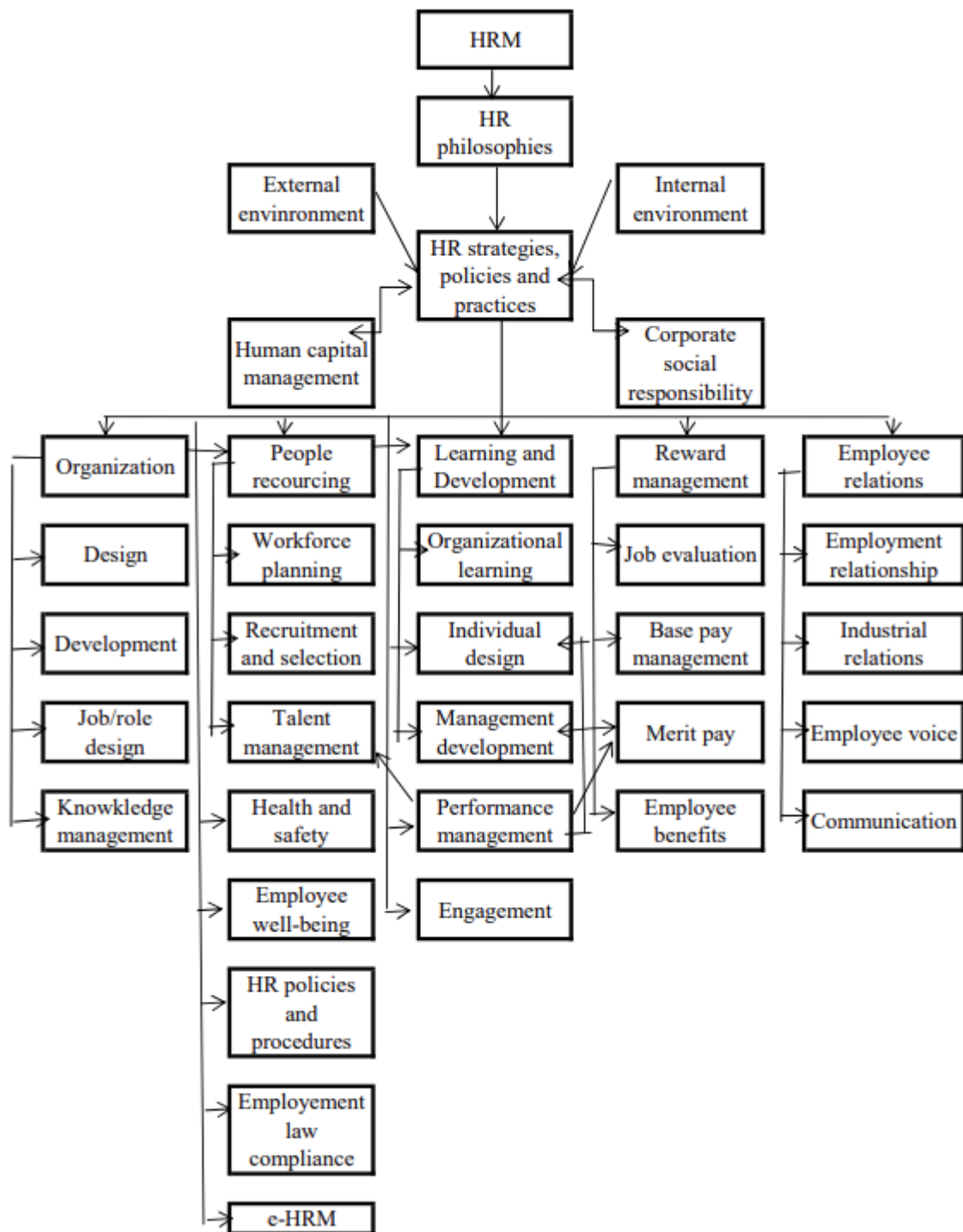
1) that HR practices can make a direct impact on employee characteristics such as engagement, commitment, motivation and skill;

2) if employees have these characteristics it is probable that organizational performance in terms of productivity, quality and the delivery of high levels of customer service will improve;

3) if such aspects of organizational performance improve, the financial results achieved by the organization will improve [3, p.57].

In order to achieve HRM goals it is important to develop the HRM system. The human resource system contains the interrelated and jointly supportive HR activities and practices, which together enable HRM goals to be achieved. According to Becker and Huselid the HRM system is described as: ‘first and foremost a vehicle to implement the firm’s strategy’ [15, p. 95]. The HRM system is shown on Fig 1.1.

Figure 1.1 - Human resource management system [3, p.37]



Source: Composed by author based on [3, p.37]

As we see on Fig. 1.1 human resource management system combines human resource philosophies, takes into account the internal and external environment and incorporates HR strategies, policies and practices.

HR strategies define the direction of human resource management.

HR policies provide guideline about what human resource management is there to do.

HR practices consists of HRM functions involved in development and management of employee relationship.

1.2 Main functions and components of human resource management

Organizations need human resources to help in order to identify, attract and hire the type of employees who will be most qualified to help them to achieve their goals.

The functions of human resource management are designed to recruit potential employees, hire and train them, and support them in improving their performance so they can reach their full potential and help the organization achieve its targets. As a result, this can provide the organization with a clear competitive edge and openly contribute to the organizational success in general.

Human resource management functions could be divided into managerial and operative functions as shown on Table 1.2:

Table 1.2 - Functions of HRM [16, p.22]

Functions of HRM	
Managerial	Operative
1. Planning	1. Procurement
2. Organizing	2. Development
3. Directing	3. Motivation and Compensation
4. Controlling	4. Maintenance
	5. Intergration
	6. Emerging

Source: Composed by author based on [16, p.22]

Another classification of managerial functions of HRM includes: planning, organizing, leading, and controlling.

These functions show “the how” a manager pursues organizational goals, and are universally known as the four functions of management [17, p.7].

1) Planning.

The planning function of HRM includes the forecasting manpower needs, avoiding manpower shortages or surpluses for the organization. This function of management means setting objectives and determining an approach how to achieve those objectives. Planning process consists of several steps. First, the manager need to evaluate the environment and forecast future conditions. These forecasts form the basis for planning. Planners must establish objectives, which are statements of what needs to be achieved and when.

2) Organizing.

Organizing is the function of management that involves developing an organizational structure and distribute human resources to ensure the accomplishment of objectives. The structure is usually represented by an organization’s chart, which provides a graphic representation of the chain of command within an organization. Decisions made about the structure of an organization are generally referred to as organizational design decisions. Organizing also involves the design of individual jobs within the organization. Decisions must be made about the duties and responsibilities of individual jobs, as well as the manner in which the duties should be carried out.

3) Leading.

This includes putting employees on active duty at different levels and making them contribute maximum towards organizational goal. This function involves the social and informal sources of influence that you use to inspire action taken by others. If managers are effective leaders, their subordinates will be enthusiastic about applying effort to accomplish organizational objectives.

4) Controlling.

This function means regulating personnel activities and policies according to plans. Controlling involves ensuring that performance does not fluctuate from standards. Controlling consists of three steps, which include:

1) Establishing performance standards,

- 2) Comparing actual performance against standards, and
- 3) Taking corrective action when necessary.

Performance standards are often expressed in monetary terms such as revenue or profits but may also be stated in other terms, such as units produced, levels of quality or customer service.

The measurement of performance can be done in several ways, depending on the performance standards. It can be done in financial statements, production results, customer satisfaction, or formal performance appraisals. Managers at all levels engage in the managerial function of controlling to some degree [17, pp.7-16].

Operative functions of HRM are those tasks or duties which a company entrusts to the human resource or personnel department. They include procurement, development, motivation and compensation, maintenance and integration.

1. Procurement covers:

- Human resource planning and forecasting,
- Recruitment and selection,
- Placement and introduction of newly appointed employee,
- Transfer and promotion.

Recruitment is the process of gathering qualified applicants for available positions within an organization. On this stage, human resource manager should perform job analysis, human resource planning, recruitment, selection, placement and orientation.

Delaney and Huselid found that effective recruitment and selection processes positively affect organization performance [18, p.969].

2. Development covers:

- Training and development
- Career planning and development
- Human resource development.

The overall aim of the development function is to provide adequately trained personnel in a company who are capable to fulfil their goals, as well as to contribute to better performance and growth with their work.

Training and development is the core of HR functional area. It is about finding out the training needs of employees, find out the skill gaps, and impart training to fill the gap in needs so that the employee can perform the job well and fulfill the organizational needs.

Career planning and development includes chalking out a career plan for an employee and executing the decided career plan by education, training and giving the right opportunities.

Human resource development is about developing the entire organization. This can happen by creating an enabling climate and culture that brings out the best in an employee and thus helps meet both individual and organizational goals.

Training and development programs help employees to focus on the skills, attitudes, and knowledge that are necessary to achieve goals and to generate competitive advantages for an organization [19, p.44]

Several researchers have reported that training can positively affect productivity, and employees and employers can receive mutual benefits from training [20].

3. Motivation and Compensation includes:

- Job design
- Work scheduling
- Motivation
- Job evaluation
- Performance appraisal
- Compensation
- Incentives and benefits

HR Manager's job is to design the organization structure and job descriptions. To structure work in a way to motivate employees, to determine the value of jobs, evaluate employee's performance, provide fair and equitable compensation as well as incentives and benefits.

As defined by Aguinis: 'Performance management is a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization' [21].

Compensation of employees plays an important role in hiring new employees because pay is the major source of people to live in the world.

A reward system consists of the interrelated processes and practices of financial and non-financial incentives to ensure that reward management is carried out to the benefit of the organization and the people who work there.

Financial incentives consist of job-based pay, which provides pay related to the value of the job, and person based pay, which aims to recognize the individual's contribution. They also include employee benefits, pensions, and financial recognition schemes.

Non-financial incentives focus on the needs people have to varying degrees for recognition, achievement, personal growth and acceptable working conditions [3, p.367].

4. Maintenance functions focus on protecting and preserving the psychological and physical health of employees by applying different welfare measures. They could be classified as:

- Health and safety
- Employee welfare
- Social security

5. Integration functions aims at intergration organizational goals with the goals of employees by imlementing employee-oriented programs, such as redressing grievance and implementing disciplinary measures.

6. Emerging Issues. This function is about adapting HRM practices according to changing environment and conditions. They could refer to the following:

- Personnel records
- Human resource reseach and audit
- Stress and counseling

The components of Human Resource Management are related to acquiring people, training, and developing them, activating them, and retaining them. The main HRM components are shown on the table 1.3.

Table- 1.3 Main components of HRM

Main components of HRM				
Manpower Planning:	Recruitment:	Performance Management:	Training & Development:	Staff Relations
1) succession 2) planning 3) turnover	1) deciding on terms of appointment 2) selection of candidates 3) probation	1) motivation 2) performance appraisal 3) promotion 4) guidance and supervision 5) addressing poor performance	1) training 2) development	1) securing staff commitment 2) dispute resolution 3) addressing grievances 4) welfare

Source: Composed by author based on [22, pp.264-265]

1. Manpower planning enables a department to project its short to long-term needs based on its departmental plans so that it can adjust its work force requirements to meet changing priorities.

Succession planning assesses the likely turnover in key posts, identifies suitable candidates to fill these posts in future, and ensures that they have the right training and exposure for their future work.

Turnover refers to retirement, resignation and redundancy. While a department cannot plan turnover because there are factors, such as resignation, which are beyond its control, it can monitor turnover carefully to ensure the department will have minimal difficulties in retaining staff.

Addressing the aspects of succession and turnover it's also important to consider external and internal work force planning factors.

External factors may affect whether talent is available in the market to fill positions in a department. These include the availability of the required personnel with the necessary qualifications, skills and experience at a specified time, the relative job opportunities in the private sector and the general outlook of the economy.

Internal factors are connected with the departmental plan. A department assesses the number of staff it requires at different levels, at specified timeframes, in the light of its present and planned future work commitments. This may lead to an increase or decrease of the current manpower.

2. Recruitment.

Before a department takes steps to employ staff, it should work out the type of staff it needs in terms of grade and rank, and the time scale in which the staff are required.

Once it has been decided on the staff required, the department should consider the most appropriate terms of employment. This should take into account the nature of the duties to be performed and the overall manpower deployment of the department.

The different terms of employment that can be offered are:

- permanent and personable terms
- agreement terms
- temporary terms (month-to-month or day-to-day)
- part-time
- consultancy

According to Organisation for Economic Co-operation and Development (OECD) the temporary employment is defined as "dependent employment of limited duration" [23].

Temporary contracts come in many forms and can be divided into [24]:

- short-term (daily and on-call contracts)
- limited term (fixed term, seasonal, specific tasks, replacement, trainees, probation, and job creation schemes)
- temporary agency work (both permanent and nonpermanent with the agency)
- subcontractors.

According to Campbell and Burgess, temporary work term covers several different forms of employment arrangement. They as:

- fixed term employment,
- on call employments and
- temporary agency employment [25].

Selection of candidates consists of advertising and screening.

Probation is a serious process, which provides regular feedback on performance and assesses suitability for employment.

3. Performance Management component covers motivation, performance appraisal, promotion, supervision and addressing poor performance and is aimed to improve overall productivity and effectiveness by maximizing individual performance and potential.

Motivation is in many ways the key to the success of Human Resource Management development.

The basic principle promoting motivation is that if staff are managed effectively, they will seek to give of their best voluntarily without the need for control through rules and sanctions - they will eventually be self-managing. Some of the most effective ways for managers to motivate staff include giving praise; recognition; and positive feedback; passing on feedback from more senior managers; and letting other staff know which staff have been responsible for praiseworthy work and/or effort. When staff are shown clear expectations, valued, trusted, encouraged and motivated, then they will be more likely to give of their best.

Performance appraisal evaluates an individual's performance compare to previously agreed work objectives and serves two functions. First, it allows management to evaluate an individual's performance in the current job and identify strengths and weaknesses. Second, it provides information to assist management plan postings, transfers and promotions.

4. Training and Development

The objective of training and development is to enable employees to acquire the knowledge, skills, abilities and attitudes necessary to enable them to improve their performance. Staff training and development should focus on the department's objectives and goals and staff's competencies in achieving them.

5. Staff Relations

The purpose of staff relations is to ensure effective communication between management and staff, to secure maximum cooperation from staff, and to motivate staff

to give their best by ensuring that they feel fairly treated, understand the overall direction and values of the organisation and those of their departments, and how decisions that affect them have been reached.

1.3 The peculiarities of human resource management in international organizations

According to Clive Archer: "An international organization can be defined as a formal, continuous structure established by agreement between members (governmental and/or non-governmental) from two or more sovereign states with the aim of pursuing the common interests of the membership" [26, p.33].

International Organisations have international membership, scope, or presence and can be divided into Intergovernmental Organisations (IOs) and International Non-Governmental Organisations (INGOs).

Intergovernmental Organisations (IOs), or also called international governmental organisations (IGOs) composed primarily of member states. Examples could be the United Nations (UN), Organization for Security and Co-operation in Europe (OSCE), European Union (EU), and World Trade Organization (WTO) [27].

According to Francesco and Gold, there are three different approaches to managing and staffing subsidiaries by companies [28, p.178]

1. Ethnocentric. The home country practice is leading in this approach. Headquarters from the home country make key decisions, employees from the home country hold important jobs, and the subsidiaries follow the home country resource management practice.

2. Polycentric. Each subsidiary manages on a local basis. A local employee heads a subsidiary because headquarters' managers are not considered to have adequate local knowledge. Subsidiaries usually develop human resource management practices locally.

3. Geocentric or global. The company that applies the global integrated business strategy manages and staffs employees on a global basis. In the ethnocentric approach, the cultural values and business practices of the home country are predominant. Headquarters develops a managing and staffing approach and consistently applies it throughout the world.

Companies following the ethnocentric approach assume the home country approach is best and that employees from other parts of the world can and should follow it. Managers from headquarters develop practices and hold key positions in the subsidiaries to ensure consistency.

Companies following the polycentric approach assume that each country is different from all the others and that the subsidiaries in each country should develop locally appropriate practices under the supervision of local managers. With the geocentric or global approach, organizations try to combine the best from headquarters and the subsidiaries to develop consistent world-wide practices. Manager selection is based on competency rather than nationality.

In companies that function in a global environment we have to distinguish different types of employees. Traditionally, they are classified as one of the three types [29, p.2]:

1. Parent country national (PCN). The employee's nationality is the same as the organization's. For example, a American citizen working for an American company in Ukraine. Most companies use expatriates only for such key positions as senior managers, high-level professionals, and technical specialists. Since expatriates tend to be very costly, it makes little financial sense to hire expatriates for positions that can be competently filled by foreign nationals. In addition, many countries require that a certain percentage of the work force be local citizens, with exceptions usually made for upper management.

2. Host country national (HCN). The employee's nationality is the same as the location of the subsidiary. For example, a Ukrainian citizen working for an American company in Ukraine.

3. Third country national (TCN). The employee's nationality is neither that of the organization nor that of the location of the subsidiary. For example, an English citizen working for an American company in Ukraine.

Human resource practices carried out in subsidiaries such as recruitment and selection, training, payment, employee relations and HR administration will be influenced by local employment legislation, industrial relations practices, customs and cultures and may be influenced by policy guidelines from the HQ.

In an international organization, the managing and staffing approach strongly affects the type of employee the company prefers. In a company with an ethnocentric approach, parent country nationals usually staff important positions at headquarters and subsidiaries. With a polycentric approach, host country nationals generally work in foreign subsidiaries while parent country nationals manage headquarters positions. An organization with a geocentric approach chooses the most suitable person for a position, regardless of type.

In its approach to recruitment and selection, an organization considers both headquarters' practices and those prevalent in the countries of its subsidiaries. Local culture always influences recruitment and selection practices, and in some countries, local laws require a specific approach [28, p.181].

International organisations have to be aware of local practices and the local contexts that influence them in order to be in a position to provide advice and guidance, especially where they affect the employment of expatriates. HQs may not get involved in detailed employee relations but they may issue general policy guidelines and monitor local decisions to ensure that the guidelines are followed. There are a number of human resource management areas in which the parent company may play a major part. Such areas as workforce planning, talent management processes and the remuneration for more senior staff may be centralized.

While subsidiaries will be responsible for performance management systems, HQ may want to ensure that the processes involved in the subsidiaries correspond to the best practice within the organization. An international human resource management will also encourage the actions required to promote multicultural working in an organization.

1.4 Human resource management in the nonprofit sector

The first parallel in the literature suggests that the function of non-profit organisations is to produce public or collective type goods for society [30, p.2]

A nonprofit organization (NPO) is a type of organization that supports objectives of public concern on a not-for-profit basis, typically in the arts, charity, education, politics, public policy, religious issues, scholarship, and the environment. They serve to fill the gaps between social needs and government supplies [31, p.47].

The nonprofit organization concept originated in the United States [32, p.21].

According to Drucker: "Nonprofits are the American community. They unceasingly give the individual the ability to perform and to achieve" [33, p. 13]. The example of international nonprofit organizations are YMCA, the Salvation Army, American Red Cross, and others.

Nonprofit organizations make up the nonprofit sector, which is also often referred to as the philanthropic sector, the third sector, the independent or the voluntary sector. The sector fulfills crucial functions for modern societies. Philanthropy is a force of major significance in the United States. According to Payton and Moody, there are five philanthropic sector's roles [34, p.34]:

1. Service role: "providing services (especially when the other sectors fail to provide them) and meeting needs".
2. Advocacy role: representing and advocating for the interests of particular populations, for differing views of the public good and for reform.
3. Cultural role: expressing and preserving values, traditions and other aspects of culture.
4. Civic role: building community, fostering civic engagement.
5. Vanguard role: providing opportunities for innovation, experimentation.

The nonprofit organizations exist with the purpose to improve quality of life for others at a community, at local, national or global level. These organizations are not dedicated to private or financial gain but to the promotion of public interest.

Salamon and Anheier identifies five key characteristics of structural-operational definition which nonprofit organisations must share [35, pp. 2-3.]:

1. Organised, i.e. institutionalised to some extent in terms of their organisational form or system of operation;
2. Private, i.e. institutionally separate from government;
3. Non-profit-distributing, i.e. not returning any profits generated to their owners or directors but returning them back into the basic mission of the agency;
4. Self-governing, i.e. equipped to control their activities;
5. Voluntary, i.e. involving some meaningful degree of voluntary participation.

Many nonprofit organizations differ from profit-oriented organizations by the special composition of their labor force. Not all organizations from nonprofit sector have paid staff in management positions and many use volunteers. NPOs often rely on the dedication of employees who believe in their cause because the highest goal of nonprofit organization is the fulfillment of its mission. Thus, attention is focused on the realization of non-economic values. These values must be expressed in strategic plans and applied in human resource management, so it could lead nonprofit organizations to success, both internally and externally [36, p.3].

These organizations exist to serve different types of needs and interests of the community, from both a strategic perspective and ethics and the main objective of nonprofit organizations is to provide public services to communities where they operate.

As nonprofit organizations have different aims compared to profit oriented organizations, and exist to provide service for the good of society rather than for financial gain. As such, they have different human resource management [37].

It is common among scholars to view human resources as the key element in the operations of nonprofit organizations. For instance, Beste Gökçe Parsehyan emphasizes three different features that highlight the importance of human resources management in nonprofit organizations:

- 1) Employees are the key values of the organization.
- 2) Employees are affected and motivated by intrinsic values. Some of the examples might include the organization's mission, democratic nature of the organizational culture and the importance of the individuals.
- 3) Employees are the key stakeholders of the organization's strategic plans [38, p.143].

Ridder and McCandless suggest dividing human resource management in nonprofit organization into four human resource strategies depending on the degree of strategic orientation and resource base in the organization. They are: administrative, motivational, strategic and values driven.

1) Administrative HRM does not tend to invest into employees and deals with strategic orientation and human resource base on a low level.

2) Motivational HRM takes into consideration that nonprofit employees prefer to be rewarded with individual rewards that can contribute to their personal development. It has low-level strategic orientation but high-level human resource base.

3) Strategic HRM focuses on improving strategic goals of the nonprofit organizations, which, however, might have a negative effect on the employees. This approach has a low-level focus on the human resource base, but a rather high strategic orientation.

4) Value-driven HRM invests both in the advancing of the employees' development as well as in the power of its mission to impress and motivate employees. It has high level of focus at both strategic and human resource base [39, p.134].

There are indications that employees in the for-profit and nonprofit sectors differ in personality, values, and behavioral dimensions. There were studies conducted proving that individuals who want to enter nonprofit organizations were more people oriented compare to those who wanted to enter for-profit firms [40].

According to Wittmer, employees of the nonprofit organizations mostly cared about serving the society, rather than about extrinsic rewards. He also pointed out that nonprofit managers seemed to demonstrate a stronger commitment to the cause [41].

As there are no general rules regarding the structure of personnel in nonprofit organization, the consideration should be done from practical orientation. In this case the criteria of availability, qualification and cost economy might apply [36, p.4].

The criteria of availability refers to the recruitment possibilities on the "external job market" as restrictions. It includes the consideration that part-time employees and in particular volunteers have often only relatively short employment times and that there is limited number of part-time employees and volunteers on the market due to competition among other nonprofit organization.

The criteria of qualification may carry risks of lower performance quality as volunteers do not always have the demanded qualification for their working fields, so before they start working they either have to be trained or the nonprofit organization might show low performance.

The criterion of cost economy refers to the labour costs, which are high for paid forces in relationship to the other workforce categories. Training for volunteers leads to relatively high work time-specific costs of qualification, because of the generally short pay back periods for these education investments. This makes education investments for full-time employees work time-specifically more economical.

Nonprofit organizations are characterized by mixed personnel structures, which cover full-time as well as part-time employees, paid employees and volunteers. Therefore, the management has to decide which type of workforce it needs respective to the total organization and which portions are needed for certain activities and purposes.

However, as Dudo von Eckardstein points out, mixed personnel structures will inevitably run into conflicts between income orientation and value orientation. Hence, the problem to the remuneration of the management arises: whether their compensation should vary depending on their contribution to the progress of the organization.

There are also a belief that the use of temporary employment may have a damaging effect on productivity, however it also depends on sectors. It was found that temporary employment is more damaging in skilled sectors, with a negative effect significantly heavier than in unskilled sectors [42].

Cole points out that this employment can be ongoing and refers to is as "permatemps" or "long-term" temporary arrangements [43].

John Burgess and Julia Connell notice that temporary workers remain detached from an ongoing relationship with the organization they work for: "One feature of temporary employment that is evident from the papers in this issue is that, on average, temporary workers remain detached from an ongoing relationship with the organization they work". They also notice that "the consequences of temporary employment can be considered from a number of perspectives – that of the workers, the employing organisation and the labour market" [44, p.130].

According to John Burgess and Julia Connell "there are potential dangers associated with expanding the relative size of temporary workforce, such as exclusion from standard employment benefits and from organizations' internal labor market (including training and career paths), job and wage insecurity" [45].

Regarding difference in part-time and full-time employment there was a research conducted that showed the part-time employees have higher turnover rates compare to full-time employees [46, p.302]

As economic and social conditions change, part-time employees are becoming a more intergated into organizations' successes. Thus, organizations have to forecast and plan for part-time turnover taking into account the considerable cost of employee turnover and the fact that part-time employees turn over rate is higher than full-time employees. Also, to the benefit of individual employees, organizations can put on plans to reduce employee turnover targeting the needs of specific types of employees, increasing the quality of their work experience [43].

Regarding the remuneration if for the paid employees reward with cash is the main goal, it is not generally the case with unpaid volunteers. Volunteers mostly appreciate non-material "return" in the form of acknowledgement of their efforts. In the same time, other non-material privileges, such as training, qualification possibilities or access to other benefits, come into consideration for acknowledgement of voluntary efforts as well. From the social context of voluntary work, privileges for volunteers could also be justified [36].

CHAPTER 2.

ANALYSIS OF ORGANIZATION'S PERFORMANCE AND EVALUATION OF PERSONNEL MANAGEMENT OF "PEACE CORPS UKRAINE"

2.1 General characteristics of Peace Corps agency

The Peace Corps is a nonprofit and an independent agency and program of the United States government. The aim of the program is to train and deploy American citizens as volunteers to provide international development assistance worldwide. It was established in 1961 by President John F. Kennedy. The Peace Corps advances its mission through the work of its Volunteers. The agency sends Americans to serve around the world, advancing development and building cross-cultural understanding. Peace Corps operates around the world at the invitation of governments. More than 235,000 Volunteers have served in 141 countries since 1961 [47].

The Peace Corps is an international network of Peace Corps Volunteers, community members, host country partners, and staff who work at the grassroots level to advance the mission and the three core goals of the agency that contribute to the Peace Corps' mission of world peace and friendship.

The core goals of Peace Corps are the following [48]:

1. To help the people of interested countries in meeting their need for trained men and women.
2. To help promote a better understanding of Americans on the part of the peoples served.
3. To help promote a better understanding of other peoples on the part of Americans.

Overseas operations are organized and administered through three regional offices: Africa; Europe, Mediterranean, and Asia (EMA); and InterAmerica and the Pacific (IAP). There are total 60 posts in the world covering 64 countries as of 2022. There are more than 2,200 staff at different posts across the world [49]. Appropriated funding from Congress of \$410.5 million for FY 2021 [50].

As of 2019, Peace Corps Ukraine supported the agency's largest global program with lowest cost per PCV in the agency and fewest staff per PCV in the agency, having

“most efficient” staffing ratios in the agency. In 2019 there were total 440 PCVs in Ukraine, when Moldova had 123 PCVs, Armenia had 109 PCVs and North Macedonia had 105 PCVs.

The Peace Corps advances its mission through the work of its Volunteers. Rather than providing monetary assistance to countries, the agency sends Volunteers to share their skills and experience while living and working alongside local individuals and communities. This day-to-day interaction gives Volunteers a unique perspective and the opportunity to collaborate with local communities to address their development challenges and to strengthen mutual understanding.

At the invitation of governments around the world, Peace Corps Volunteers collaborate with local community members on locally defined priorities and, together, achieve measurable impact within six programmatic sectors, such as: Agriculture, Health, Environment, Community Economic Development, Youth Development, Education, Peace Corps Response. These programs are adjusted according to the needs of different countries.

Peace Corps volunteers are expected to serve for 2 years in the foreign country, with 3 months of training before swearing in to service. Upon arrival to the country of service, trainees undergo three months of training in language, technical skills, and cross-cultural, health, and personal safety and security issues. After successful completion of training and testing, trainees are sworn in as Volunteers. The Volunteer is assigned to a project, designed by Peace Corps staff to help meet the development needs of the host country.

Peace Corps Volunteers are entitled to living allowances in order so they may serve effectively and safely overseas. It is Peace Corps policy that they live modestly and by the standards of local communities.

In Ukraine the program was opened in 1992 when Ukrainian President Leonid Kravchuk and American President George Bush signed a bilateral agreement to establish a Peace Corps program in Ukraine. The agency's activity in Ukraine is operated by the agreement between the government of Ukraine and government of the United States of America [51].

Peace Corps program in Ukraine is the largest Peace Corps program in the world. Peace Corps' programmatic niche here aligns with Ukraine's reform agenda that focuses on sustainable change at the community level. In Ukraine there are 3 project sectors: Education, Youth Development, Community Development; and PEPFAR program.

- TEFL project supports PCVs at sites team-teaching and training teachers, per Ministry priorities, and orient teachers to online learning tools and platforms.

- YD project supports Ministry priorities such as youth centers, increasing local volunteerism, financial and media literacy, and positive youth development in schools in rural areas and with youth-serving NGOs.

- CD project supports Ministry priorities to strengthen local governments and non-governmental organizations to bolster civil society, increase citizen engagement and accountability, and support decentralization.

- PEPFAR supports Key Populations and Children and Youth Living with/Affected by HIV.

In collaboration with partners at the Ministries of Education and Science, Youth and Sports, and Communities and Territories Development of Ukraine, Peace Corps Ukraine supports the Government of Ukraine's decentralization and educational reforms. PC continues to support Ukraine's education reforms, train teachers, and support schools in rural communities. PC Ukraine has long promoted leadership, positive youth development, and community empowerment, and the government now promotes these objectives, too.

In comparison with other countries from EMA region, there are three projects in Moldova, two projects in Armenia and two projects in North Macedonia.

One of Peace Corps main commitments is to keep Volunteers safe during their service. Any changing circumstances in terms of volunteer safety are closely monitored by both in-country and headquarters staff. In each host country, the Peace Corps maintains a collaborative relationship with the U.S. embassy and government officials to respond to Volunteer safety and security concerns. The Peace Corps' overall safety and security program is overseen by the Office of Safety and Security at headquarters in Washington, D.C. This office monitors security issues, advises country programs, develops training

programs, provides crisis management support, coordinates with other U.S. government counterparts, and disseminates best practices.

Over the past 2 years, the Peace Corps experienced unprecedented challenges due to the global COVID-19 pandemic which led to evacuation of more than 7,000 Peace Corps Volunteers worldwide in March 2020. For two years Peace Corps Volunteer operations at all Peace Corps posts were suspended. Due to this Peace Corps main activities have been switched to virtual service worldwide and the Peace Corps efforts were turned to develop a robust strategy to return Volunteers to service overseas as soon as conditions permit.

The agency's strategy for return to in-person service involves a careful process for evaluating each Peace Corps post based on medical, security, programmatic, administrative, and logistical criteria. Once at post, Peace Corps service will be different than in the past. Starting this spring Peace Corps has resumed its operation and Volunteers started to return to many countries around the globe.

2.2 The overview of Peace Corps Ukraine performance results

The program has been temporarily suspended since March 2019 due to Covid-19 and currently there are no Peace Corps volunteers in country [47].

Despite the fact that there are no PCVs in Ukraine at the moment, Peace Corps Ukraine remains the largest and busiest Peace Corps program in the world and the office continues to operate and work on virtual projects.

3,420 PCVs total have served in Ukraine in all 24 oblasts plus Crimea since its opening since 1992. The program was interrupted for more than one year in 2014 due to the threat to PCVs' safety during EuroMaidan. The program resumed in 2015 and seven groups of Volunteers have served since then. The program gradually returned to western, central, and southern Ukraine, reentered Zaporizhzhia, Dnipro, Odesa, and Mykolaiv oblasts. 440 PCVs served in 2019 in 22 oblasts in Ukraine.

Peace Corps is a unique organization due to its mission and services it provides. We can define the organization's competitive advantage with the help of resources and capabilities analysis. With the help of this tool we can define core competencies of Peace Corps and see what sustainable competitive advantage the organization has. Below matrix

displays Peace Corps Ukraine resources. They are American volunteers, strong Peace Corps program, US government and host country government support. These resources form core capabilities that give PC a sustainable competitive advantage over other volunteer organizations and projects in Ukraine. The analysis is shown on Table 2.1.

Table 2.1 - Four specific criteria of sustainable competitive advantage for Peace Corps Ukraine

Capability	Valuable	Rare	Costly to imitate	Non-substitutable	Implication
Empowered and trained American volunteers	Yes	Yes/no	Yes	Yes/no	Sustainable competitive advantage
Strong PC program	Yes	Yes	Yes	Yes/no	Sustainable competitive advantage
Service to local communities on a grass-roots level	Yes	No	No	Yes/no	Competitive parity
US government support	Yes	Yes	Yes	Yes	Sustainable competitive advantage
Cooperation with National Government, Host Country Partners	Yes	Yes	Yes	Yes/no	Sustainable competitive advantage
Effective promotion of American culture	Yes	Yes	No	Yes/no	Temporary competitive advantage

Source: Composed by author based on his own research

In order to look at the internal strengths and weaknesses Peace Corps Ukraine we should look at the SWOT analysis. The SWOT-analysis for Peace Corps Ukraine is in the Table 2.2.

Table 2.2 -SWOT-analysis for Peace Corps Ukraine

Internal Origin (Attributes of the Organization)	STRENGTHS	WEAKNESSES
	1. Support of US government	1. The function of program depends on agency's priorities
	2. Variety of projects in cooperation with Ukraine's government	2. The quality of projects depends on Volunteers' performance
	3. American Volunteers sharing their experience, skills and knowledge with local partners in Ukraine	3. Volunteers' performance depends on effective training before service and volunteer support during service
	4. Support of Ukrainian government and the variety of local communities	
External Origin (Attributes of the Environment)	OPPORTUNITIES	THREATS
	1. Ukraine is in desperate need of assistance from democratic countries	1.External factors (like war in Ukraine) that influence the safety of the program
	2. Ukraine is a strategic partner for the US Government and PC Ukraine is in agency's priority	2. Health threats due to Covid-19
	3. Ukraine is big in territory for placement of many volunteers	

Source: Composed by author based on his own research

As we see from SWOT-analysis of Peace Corps Ukraine the strengths of Peace Corps Ukraine is the support of local government and variety of communities that invite Peace Corps volunteers. Volunteers who do variety of projects helping to strengthen the

local communities and the service they provide on grassroots level. Among the listed weaknesses is the dependability of program's effectiveness on volunteers' performance. The effectiveness of volunteer's performance comes from the training and especially pre-service training of Volunteers. The agency's strategic goals are to constantly improve Volunteer's performance and support so the great attention is given to that aspect.

To continue to meet the Peace Corps' mission of advancing world peace and friendship, the FY 2022-2026 Strategic Plan outlines three strategic objectives that will enable return to service in new and strengthened ways. These objectives are to: Reimagine Service, Advance Equity, and Deliver Quality [48].

The agency uses performance goals to assess progress on strategic goals and objectives and to drive performance improvement.

Let us look at strategic objective # 1: Reimagine Service.

The task is to respond to host country priorities by returning skilled Volunteers to service and expanding service models.

The rationale of this strategy is that due to the evacuation of all Volunteers due to the COVID-19 pandemic Peace Corps received an opportunity to rethink how it engages with the world. Therefore, Peace Corps has chosen the following strategies:

1. Continually assess and adapt to emerging global trends and issues and identify appropriate means to address evolving host country needs.
2. Pilot, scale, and institutionalize service models to respond to emerging host country priorities [48, p.11].

The other objective for 2022-2026 is to Deliver Quality, where Performance Goal 3.1 will be focused on the shared responsibility for a safe and productive service among staff and Volunteers. The task will be to evaluate the program and develop, modify, and update agency policies, guidelines, or practices.

Peace Corps is an independent program of the US government. It comes from nonprofit sector and it does not generate any income. Peace Corps creates benefits to the society by addressing educational and social problems, thus its economic value is measured by impact it has through its projects. Peace Corps Ukraine fulfills its

performance goals and is considered to be one of the most effective program compare to other Peace Corps post.

Volunteers are placed in different regions in Ukraine in smaller communities. There are usually around 400 Volunteers serving in the country on average.

Volunteers in Peace Corps Ukraine start their service with 3 months of Pre-Service Training (PST), which usually takes place outside of Kyiv, where the main office is located. For Pre-Service Training the agency hires additional short-term staff who provides language, technical, and cross-cultural training to Peace Corps trainees. These short-term personnel is responsible for 80% of pre-service training for Trainees.

During this training Peace Corps Trainees (PCTs) learn the language and receive practical trainings that equip them with knowledge and skills needed for their future service as Peace Corps Volunteers. During Pre-Service Training PCTs live with a local Host Families not far from one another and undergo an extensive language and technical assistance training that prepares them for further 2-year service in Ukraine. Trainees are grouped into clusters (language group of about 5-7 Trainees and a Language and Intercultural Facilitator). Two clusters located in neighboring communities (or in the same one) will form a link. A Technical and Intercultural Facilitator (TCF) is responsible for one link. LCFs live in the training communities with volunteers. Together with other Peace Corps programming staff, TCFs facilitate technical training modules and session and be conducted from the office.

Peace Corps Ukraine performance results are measured by number of people that are reached out and trained throught the program. This corresponds to the first goal of PC. Progress towards this performance goal is measured by the number of projects with the help of Logical Project Framework tool.

Peace Corps Ukraine monitores its performance indicators and reports them to HQ annually. Region set targets for number of endorsed projects each year.

The data of 2016-2019 is used because of temporary suspension of the program worldwide and unability to adequatly display the Peace Corps Ukraine's performance results otherwise. The table 2.3 shows the impact of Peace Corps Ukraine program during 2016-2019.

Table 2.3 - Performance indicators of Peace Corps Ukraine during 2016-2019.

Indicator	2016	2017	2018	2019	Growth rate in 2019 compare to 2016, %	Absolute deviation in 2019 compare to 2016
Total number of PCVs	178	268	461	440	147,19	262
Total annual outreach by 3 projects	9839	14280	24650	22620	129,90	12781
Total annual outreach per 1 PCV	55,28	53,28	53,47	51,41	-6,99	-3,87
Total annual cost factor per PCVs	21360000	32160000	55320000	52800000	147,19	31440000

Source: Composed by author based on [52], [53].

The table displays the number of PCVs that served in each year and the number of total people reached through their service. We see that the smaller number of volunteers in country in 2016 gives smaller outreach compare to 2019 when the number of PCVs in country increased. Number of total people reached divided by number of PCVs in country in that year calculates the outreach by PCV. Annual cost factor per PCV in Peace Corps Ukraine is 120,000.00 UAH. That is the amount Peace Corps spends on Living allowance per PCV. Based on this we can define the cost factor per number of PCVs in a given year.

Given the central role of Volunteers in advancing the Peace Corps mission, there can be a significant impact on agency operations when Volunteers leave service before completing two years of assignment. These earlier than expected departures are collectively referred to as "early terminations" (ET).

The annual ET rate is calculated for each year as the number of volunteers who left PC early divided by the total number of volunteers who served at any time during the fiscal year. Resignations consistently account for the largest number of early terminations. It is suggested to do the additional calculation of ET rates during pre-service training (PST). In this case the ET rate is calculated right after the training is over divided by the total number of volunteers who served at any time during the fiscal year. The table 2.4 shows a comparison of ET rates for PCVs and for PCTs.

Table 2.4. Annual early termination rates for PCVs and PCTs during volunteer service in Peace Corps Ukraine

Indicator	Resignation for PCTs			
	2016	2017	2018	2019
Arrived	140	140	140	110
Early terminated service:	5	6	10	8
<i>Resignation</i>	4	6	9	7
<i>Medical separation</i>	1	0	1	0
<i>Administrative Separation</i>	0	0	0	1
Total ET rate in %	3.57	4.29	7.14	7.27
Resignation rate %	2.86	4.29	6.43	6.36
Average resignation rate % per smaller and bigger input	3.57		6.40	
Average resignation rate during PST in 2016-2019 in %	4.98			
Indicator	Resignation for PCVs			
	2016	2017	2018	2019
Total number of PCVs serving	178	268	461	440
Early terminated service:	7	10	18	16
<i>Resignation</i>	6	9	17	14
<i>Medical separation</i>	1	1	1	1
<i>Administrative Separation</i>	0	0	0	1
Total ET rate in %	3.93	3.73	3.90	3.64
Resignation rate %	3.37	3.36	3.69	3.18
Average resignation rate during service 2016-2019 in %	3.40			

Source: Composed by the author based on Peace Corps Ukraine data

As we can see the resignation rate for PCTs is higher than for PCVs. The the agency gives high attention to improvement of volunteers' performance as it's core goal #1 is to provide trained volunteers to people from host countries in meeting their needs, and the strategic goal 1 for 2022-2026 is aimed to strengthen local capacity. If Peace Corps Ukraine volunteers end their service early, their termination reduces agency's ability to contribute to the project goals and objectives that have been set by the Peace Corps Ukraine. This, in turn, can affect Peace Corps Ukraine's overall performance results.

2.3 The analysis of Human Resource Management system of Peace Corps Ukraine

Since Peace Corps is an independent agency of the United States government, it operates in Ukraine under inter-government agreement between the two governments [54]. The operations of Peace Corps Ukraine are governed by US policies and as well as Ukrainian policies. These policies define the responsibilities and conduct of Volunteers and agency's employees.

The Office of Management at the HQ provides administrative, staff professional development, and general operations support to all agency's overseas posts. Their task is to establish and manage the Peace Corps' personnel policies and practices regarding the maintenance and administration of the Peace Corps' personnel recruitment and selection program, personnel folder recordkeeping system, payroll services and timekeeping, management-employee and labor relations program and employees' benefits program. However, some policies are country-specific. Most of Peace Corps Ukraine personnel policies are also in compliance with Ukraine labor law [55].

The primary objective of personnel management in Peace Corps Ukraine is to help in achieving organizational goals ensuring that the organization has the most talented, skilled and engaged people it needs. This lays in hiring the best quality staff, creating a positive climate.

The organizational chart of Peace Corps Ukraine is in attachment A.

Peace Corps Ukraine consists of 4 departments: Executive, Medical, P&T and Management and Operations Department.

Heads of departments are Parent Country Nationals, thus United States Direct Hires (USDH). USDH are limited to a maximum of five years of employment with the agency.

There is no Human Resource Department in Peace Corps Ukraine. The function of Human Resource Manager is executed by the Administrative Unit or also referred to as Management and Operations Unit. Director of Management and Operations (DMO) or the Deputy DMO are responsible for the personnel management operations of Peace Corps Ukraine.

The DMO supervises other administrative staff who is responsible for recruitment, selection and hiring hr function, as well as tracking time and attendance, leave, personnel filing, salary payments and termination of staff. Some functions of personnel management are shared by heads of all departments, including Country Director who supervise their direct subordinates. Heads of all departments are responsible for motivation, performance evaluation, and staff development of their subordinates. Heads of departments participate in personnel selection for their units, they draft position description and requirements to candidates.

Below is the analysis of main functions of human resource management in Peace Corps Ukraine:

1. Workforce planning.

The function of workforce planning in Peace Corps Ukraine is to define the required number of skilled professionals needed for the organization. Personnel planning in Peace Corps Ukraine is shaped by the organizational strategy and ensures the right number of people with the right skills deliver short and long-term organizational objectives.

In Peace Corps Ukraine the basis of the forecast is connected with projects and the number of Peace Corps Volunteers and Trainees in country.

Peace Corps Ukraine offers two kinds of employment: full-time employment and short-term employment.

Peace Corps Ukraine has 56 long-term local personnel that work in the main office in Kyiv and provide ongoing support to PCVs. The office is located in Kyiv. The number of staff stays relatively the same. The analysis of number and structure of personnel for 2016- 2019 is provided in table 2.5

Table 2.5 -Long-term staff analysis of Peace Corps Ukraine for 2016-2019

Long-term personnel	Year				Absolute growth in 2019
	2016	2017	2018	2019	
USDH	3	3	3	3	0,00
Supervisory & Managerial	5	5	5	6	1,00
Professional	31	30	31	31	0,00
Operational & Technical	16	16	16	16	0,00
Total number	55	54	55	56	1,00

Source: composed by author based on Peace Corps Ukraine data

There hasn't been much changes in the structure of personnel management in Peace Corps Ukraine during these years. The number of staff stays relatively the same. There was 1 additional vacancy added in 2019. For the additional vacancy to be added it has to be approved by the Office of Human Management at HQ. Very small number of employees leave the organization therefore the turnover rate for long-term staff is low. The employee turnover rate is provided in the table 2.6

Table 2.6 -Employee turnover rate for long-term staff of Peace Corps Ukraine for 2016-2019.

Indicator	Long-term turnover rate				Average % for 2016-2019
	2016	2017	2018	2019	
New hires	1	2	2	2	
Terminated	2	3	1	1	
Average number of employees	54,5	53	54	54,5	
Hiring Rate, %	1,83	3,77	3,70	3,67	3,25
Annual Turnover Rate, %	3,67	5,66	1,85	1,83	3,25

Source: composed by author based on Peace Corps Ukraine data

Low-turnover rate of permanent staff indicates that full-time staff feels valued and satisfied with their employment.

The agency hires additional short-term staff for 3 to 4 months once or twice a year to conduct pre-service. The forecast for short-term personnel depends on the size of the group that arrive for the pre-service training. The size of pre-service training depends on Peace Corps Ukraine's decision. The analysis of short-term staff of Peace Corps Ukraine for 2016-2019 is provided in the table 2.7.

Table 2.7 -Short-term staff analysis of Peace Corps Ukraine for 2016-2019

Short-term personnel	Year			
	2016	2017	2018	2019
PST Coordinator/CI Dev	1	1	1	1
Lead TCF/Cluster Developer	1	1	1	1
PST Lang Assistant/CI Dev	1	1	2	2
Admin Assistant/CI	1	1	1	1
Admin Clerk/CI	1	1	1	1
PST Driver_Kyiv	1	1	2	2
TCF/Cluster Developer	1	1	2	2
TCF	7	7	14	11
LCF	14	14	28	22
Total number	28	28	52	43

Source: composed by author based on Peace Corps Ukraine data

Pre-service training staff employment lasts only 3 to 4 months depending on the position. PST coordinator/cluster developer and admin assistants are hired for 1 month longer compare to other pre-service short-term staff as they need to develop new sites for PCTs placement and do preparation for the upcoming training.

Although most of training staff works on short-term contracts and their employment lasts for 3-4 months, many of them return for the next training. They are viewed as "permatemps" by Peace Corps Ukraine, thus no additional recruitment or selection function is applied. The analysis of employee turnover rate for short-term provided in the Table 2.8.

Table 2.8 - Employee Turnover Rate for short-term staff of Peace Corps Ukraine for 2016-2019

Indicator	Short-term turnover rate				Average % for 2016-2019
	2016	2017	2018	2019	
Total needed for the project	28	28	52	43	
Number at the beginning	23	22	24	40	
New hires for the project	5	6	29	6	
Terminated after the project	6	4	13	12	
Hiring Rate, %	21,74	27,27	120,83	15,00	46,21
Employee Turnover Rate, %	26,09	18,18	54,17	30,00	32,11

Source: composed by author based on Peace Corps Ukraine data

As pre-service training staff is hired for short-term projects the turnover rate is defined towards the number of staff at the beginning (not the average, as it will not show the exact picture). Based on this data we see that turnover rate for short-term staff is high. It has especially increased in 2018 and 2019 when the agency moved from two pre-service trainings per year to one pre-service training with twice-bigger number of PCTs in one pre-service training. Therefore we could conclude that longer gap in employment causes the higher turnover rate for short-term staff as people tend to seek for longer employment.

2. Recruitment, selection and termination of personnel.

PC recruiting efforts are directed towards hiring and contracting for talented and qualified staff whose employment is in the best interest of Peace Corps Ukraine, and who have the potential to expand their skills and knowledge. Qualification standards have been developed for each position. New staff members are competitively selected based on matching their qualifications to a particular position. These qualifications include the applicant's education, work experience, personal skills, English and other language abilities, and other conditions that must be met to satisfactorily perform the duties of the position.

Competition and Selection. Peace Corps usually announces all full-time and part-time vacancies through written notices and/or publications in newspapers, in order to give equal opportunity to any qualified candidate. In most cases, first consideration is given to

the internal candidates if their qualification meets the requirements. Other sources used are: advertising, social media, Peace Corps Ukraine and the US embassy websites. Peace Corps does not do outsourcing of its personnel.

Peace Corps will interview a reasonable number of candidates for every position opening. Final selection of full-term staff is made in consultation with the Country Director. Selection and final decision on short-term training staff position is made after approval of the Training Director. The candidate should also receive security clearance prior to job offer. Therefore, the hiring process from vacancy announcement of an application to selection and actual job offer may take up to three months.

Let's calculate the cost to fill one vacancy by estimating average time spent by the involved personnel. To fill short-time vacancy of training staff requires commitment of several staff: the Training Director, DMO or Deputy DMO and admin assistant.

The Training Director does the workforce planning of new short-term staff and participates in the selection process (interviews) as well as conducts basic training after the position is filled. At least about 4 to 5 people need to be interviewed for one short-term position to be filled.

Admin assistant prepares vacancy announcement, advertises the vacancy, collects applications and arranges interviews.

Deputy DMO participates in the interview, does the scoring for the interviewer and prepares a job offer to the candidate.

Adaptation.

The staff responsible for adaptation of personnel is a direct supervisor and the deputy DMO. Their responsibility is to introduce agency's policies, to organize meetings with all departments so they could learn about processes, etc. Adaptation period usually lasts 2 weeks.

Besides meeting the professional requirements there are expectations and standards for appropriate conduct from personnel. Staff members are expected to be honest, reliable, trustworthy, and of good character and reputation. Engaging in criminal, dishonest, immoral, or notoriously disgraceful conduct, or other conduct prejudicial to the US Government may result in separation.

Important aspect of adaption is team-building activities within departments and staff retreats as well as weekly all staff meetings, however short-term staff usually does not participate in all staff meetings or staff retreats.

There is no adaptation for short-term staff as they are hired just for the project. This influences their performance, especially new employees who are overwhelmed with new assignments.

Termination of Employment or Contract. A staff member who is terminated by Peace Corps is entitled to written notice. A staff member who voluntarily resigns is requested to give Peace Corps at least 15-days written notice. Advance notice of separation will comply with the requirements of the local labor law. The staff member who decides to end an employment with Peace Corps Ukraine usually does final interview with the head of his department. Short-term employees don't do such interview because they simply don't know whether they will return due to the long gap between next contract will be offered to them.

3. Performance Management.

Performance assessment of long-term staff in Peace Corps Ukraine is conducted twice a year, as a mid-year and end-of-year cycle. Performance evaluation is completed with a Performance Appraisal formal tool used by staff and the Supervisor to discuss and record performance for the position. An evaluation form should be used as documentation of feedback on the performance provided under contract as well as of expectations for the upcoming period. The supervisor may receive input on this form from other staff members. Appraisals are used to document successful performance, to determine a staff member's suitability for continued employment, to support compensation increases, to document eligibility for another position, and to identify training needs.

Each subordinate is obligated to fill out a performance evaluation form where he/she must select most critical duties from his/her personal services contract's statement of work and add a brief summary of the selected elements. Subordinates must evaluate their performance and behavior, add any comments, suggestions and forward it to their supervisor for the feedback and grading. Following the completion of the form subordinates are to arrange a review meeting with their supervisor and discuss their

performance. Once discussion is complete, a subordinate has opportunity to provide a written statement describing his/her perspective on their performance of the critical job elements during the rating period. The completed performance evaluation form is to be signed by a subordinate, a supervisor and the country director. The official copy is to be kept in an employee's personnel folder and can be referred to whenever needed.

Having the performance review twice a year allows the employees to meet with their supervisor more often as well as gives opportunity to set a mid-year and annual plan for new achievements, improvement, professional development goals, etc. If an employee's performance or behavior needs some improvements all these areas are discussed with a supervisor as well as documented so it can be referred to during the next evaluation cycle.

Such performance assesment is not applied to short-term staff.

4. Training and Development.

Peace Corps Ukraine strives to provide the best in professional development for all permanent staff to ensure optimum support of Peace Corps Volunteers and effective program implementation for the Ukrainian Government and people, and the United States Peace Corps.

Peace Corps Ukraine encourages staff members to seek opportunities to improve their skills and enhance their abilities to perform official duties. Pending approval and availability of funds, Peace Corps may pay all or part of the tuition for staff to enroll in courses and workshops directly related to their jobs offered through educational institutions. The Peace Corps supports and encourages its entire staff to participate in these trainings and educational opportunities. This option is not available for short-term staff. However, short-term staff participates in online courses on Learning Space portal.

Periodically, staff may be required or invited to participate in Peace Corps-sponsored training. This may be in the form of workshops, conferences, and/or formal training sessions. All official expenses during these trainings will be paid by Peace Corps Ukraine. Staff should discuss their needs with their supervisors and include training needs in annual performance plans. Unfortunately, these practices of human resource management do not apply to short-term employees.

Peace Corps Ukraine endeavors to provide wages and benefits equivalent with those customarily paid by competitive markets and surrounding areas. However different benefits, such as: Health Insurance, annual merit step increase granted based on performance results, Performance Awards are applied only to permanent staff.

Peace Corps Ukraine personnel management functions are not automated and it requires lots of additional time efforts from different responsible staff as well as leaves place for human factor when some functions may be forgotten or completed with delay.

In order to find out the level of satisfaction on personnel the agency conducts annual Host Country Staff Survey for permanent staff. It is a short, confidential, voluntary survey designed to learn more about the agency's impact in the posts where it operates by gathering input from host country staff and assessing the rate of achievement of reaching Peace Corps Goals. Among other questions, the survey includes questions covering staff training, development impact, and job satisfaction.

The HCSS recorded 76% response rate in 2021 of its total permanent staff. According to the survey full-time staff reported that they were satisfied with their job training, office environment and benefits. The results of the survey are provided in table 2.9.

Table 2.9 - Host Country Staff survey results

#	Characteristics	Satisfaction level, %
1	Feel valued by the agency	83%
2	Satisfied with their overall job training	83%
3	Feel that members of their team work well together	90%
4	Believe that they are treated fairly by senior staff	90%
5	Satisfied with teamwork, team-building	91%
6	Satisfied with benefits, incentives and work-life balance	85%
7	Have enough resources to develop their job skills	83%
8	Staff training and development	83%
9	Satisfied with leadership	88%

Source: Composed by the author based on Peace Corps data

Therefore, we can conclude Peace Corps Ukraine has an effective personnel management system for permanent staff however, the short-term personnel management system is not developed at all despite the fact that Peace Corps Ukraine is fully dependent on short-term staff commitment in terms of pre-service training.

2.4 Formation of alternatives for development of personnel management for Peace Corps Ukraine

The analysis of the human resource management system of Peace Corps Ukraine helped to identify the problem with the short-term staff human resource management. We see that human resource management system in Peace Corps Ukraine covers all aspects for successful performance for permanent staff. Peace Corps Ukraine has great policies and practices in terms of human resource management. However, not all these practices apply to short-term staff especially in terms of training and development, performance management, motivation and maintenance. However, short-term staff should also receive security clearance prior to being granted a contract. Therefore, it may take 2-3 months to fill a position whose employment would last for 3-4 months.

Due to the duration of this short-term period of employment and lack of motivational aspects, it is hard to find good qualified staff for temporary employment that would result in longer cooperation. This influences the overall performance of the program in Ukraine given the fact that Pre-Service Training gives the start for the 2-year service of PCVs. The quality of pre-service training depends on short-term staff who forms 80% of the training personnel. In order to make the quality of training program more efficient, in order to find good qualified staff, and to provide a better training we need to develop human resource management for short-term staff. Peace Corps Ukraine would benefit from the development of human resource management system for short-term staff as the training influences PCVs overall performance.

Comparing early termination rates for trainees during PST with early termination rate for volunteers during PCV service, we see that the termination rate during PST is higher and constitutes 4,98% for PST compare to 3,40% for PCVs (see Table. 2.3). This shows us that more volunteers resign after the pre-service training and the improvement of this area corresponds to PC performance goal targets.

It's also worth mentioning that Posts has freedom in choosing what practices suits their countries best. Peace Corps gives freedom to Posts in deciding how to conduct pre-service trainings and which number of trainees to invite. Peace Corps Ukraine often pilots different innovations.

Peace Corps Ukraine should decide the best option for the size of the new group that needs to be invited, thus the number of short-term staff to be hired.

As the program started to resume after to 2 years of suspension worldwide, Ukraine faced new obstacle due to war. As one of Peace Corps main commitments is safety of Peace Corps Volunteers it's important to provide relatively safe environment for PCVs placement.

The training is usually conducted in a close proximity to Peace Corps office so other full-time staff could visit trainees. Former pre-service trainings were conducted in Irpin or Zhytomyr. Taking into the account the current situation in Ukraine with the full-scale war with Russia, these sites for training are no longer available, consequently are not considered for placement. Peace Corps Ukraine office is located in Kyiv. Due to peculiarities of the program staff needs to provide a direct assistance to PCVs whenever required. As volunteers will be placed in all possible regions in Ukraine after the training, the main office will continue operating from the capital. As Western Ukraine is considered relatively safe with still existing infrastructure and educational institutions with many internally displaced people living in western region and many sites and host families available for placement of volunteers, it has been decided to conduct the pre-service training in Lviv.

Therefore, the alternatives suggested for the personnel management development of Peace Corps Ukraine are the following:

Alternative #1 – Conduct one pre-service training (PST) per year inviting a group of 120 PCVs in one input. Offer short-term contracts to pre-service training staff employees, however provide different benefits, training and development opportunities so they feel valued, improve their motivation, performance and commitment to Peace Corps Ukraine. This alternative suggest opening a permanent office in Lviv.

For this alternative, we need to hire 42 short-term staff where, 6 short-term employees will be offered with 4-months employment contract and 36 short-term employees will be offered with 3-months employment contract. The table 2.10 shows the number of short-term staff that needs to be hired for the alternative #1 given that group arrives in one input of 120 Peace Corps trainees.

Table 2.10 - Short-term staff that needs to be hired for alternative #1

Position	Number of staff per PCT	Total staff per 120 PCTs	3-months contracts	4-months contracts
TCF	1 per 10	12	12	
LCF	1 per 5	24	24	
Training assistant	1 per 60	2		2
PST coordinator	1 per 60	2		2
Driver	1 per 60	2		2
Total		42	36	6

Source: composed by the author based on Peace Corps Ukraine data

The suggested changes to short-term contracts are:

- to complete performance evaluation at the completion of each contract;
- to provide staff development opportunities for each short-term contractor based on their successful performance and pay for one training they chose per year that is equal to 50% cost of their monthly pay;
- to implement performance awards system to short-term staff, where they can be eligible for an award following their successful performance of up 10% of their monthly salary;
- to increase basic compensation offering a merit step increase at 10% to those short-term employees who return for the next pre-service training;
- to offer short-term staff an opportunity for getting permanent job offer when there is a vacancy available.

Alternative #2 – Conduct three smaller pre-service trainings (PST) per year inviting 40 trainees every 4 months, therefore it will give us the same total numbers of PCVs as

in alternative #1. Offer full-term contracts to pre-service training employees, making them permanent staff and apply benefits package applicable to permanent staff at Peace Corps Ukraine. For this alternative, we need to hire 15 staff where they will be offered full-time employment contracts. This alternative also suggest opening office in Lviv. The table 2.11 shows the number of short-term staff that needs to be hired for the alternative #2.

Table 2.11 - Short-term staff needed to be hired for 40 trainees

Position	Number of staff per PCT	Total staff per 40 PCTs
TCF	1 per 10	4
LCF	1 per 5	8
Training assistant	1 per 60	1
PST coordinator	1 per 60	1
Driver	1 per 60	1
Total		15

Source: Composed by the author based on Peace Corps Ukraine data

This alternative suggest the implementation of human resource management practices such as:

- to complete performance evaluation at the completion of each contract;
- to provide staff development opportunities for each short-term contractor based on their successful performance and pay for one training they chose per year that is equal to 50% cost of their monthly pay;
- to implement performance awards system to short-term staff, where they can be eligible for an award following their successful performance of 50% of their monthly salary;
- to increase basic compensation offering a merit step increase at 3% on annual basis following successful performance;
- to provide health insurance coverage to the employee.

CHAPTER 3.

DEVELOPMENT OF PERSONNEL MANAGEMENT FOR PRE-SERVICE TRAINING OF “PEACE CORPS UKRAINE”

3.1 Assessment of economic effectiveness from implementation of alternative variants for Peace Corps Ukraine

Let us define economic effectiveness from implementation of alternative variants for Peace Corps Ukraine.

Alternative #1 –New permanent sub-office in Lviv for the pre-service training of Peace Corps Ukraine inviting one group of 120 trainees that will come in one input.

For this alternative, we need to hire 42 short-term staff where, 6 short-term employees will be offered with 4-months employment contract and 36 short-term employees will be offered with 3-months employment contract. This alternative suggest the development of human resource management for short-term staff that should influence their performance, motivation and commitment in a positive way. The cost of employee wages and benefits for alternative #1 is provided in table 3.1.

Table 3.1 – The cost of employee wages and benefits for alternative #1 for Peace Corps Ukraine

#	Position	Basic comp. per month	CIT 18%	Military taxes 1,5%	Merit step increase 10%	Total exp. per month	# of months	Total expenses per 1 staff	Cost budget (award, prof.dev)	# of staff	Total expenses per 12 months
1	PST coord.	20000	3600	300	2390	26290	4	105160	15774	2	241868
2	Training assistant	15000	2700	225	1792,5	19717,5	4	78870	11830,5	2	181401
3	LCF	18000	3240	270	2151	23661	3	70983	14196,6	24	2044310,4
4	TCF	18000	3240	270	2151	23661	3	70983	14196,6	12	1022155,2
5	Driver	13000	2340	195	1553,5	17088,5	4	68354	10253,1	2	157214,2
	Total	84000	15120	1260	10038	110418	18	394350	66250,8	42	3646949

Source: Composed by author based on his own research

As Peace Corps Ukraine operates under inter-government agreement between Ukraine and the USA, Peace Corps Ukraine does not pay social security contribution as it pays it's own social benefits package to the employees and only Corporate and Military taxation is applied to Peace Corps Ukraine employees.

Therefore, the cost of personnel expenses for 42 short-term pre-service training personnel salaries and benefits is 3,646,949 UAH. This includes 36 short-term personnel with 3 months contracts and 6 short-term personnel with 4 months contracts.

This includes cost budget for employee's professional development, which is equal to 50% cost of employee's one month's pay, 10% award for successful performance paid at the end of pre-service training and merit step increase up to 10%.

Given the fact that there has not been pre-service training in Peace Corps Ukraine due to temporary program suspension since 2019 we need to conduct recruitment and selection for all short-term staff. We can estimate cost of filling one vacancy based on the following data presented in Table 3.2.

Table 3.2 - Estimated cost per one vacancy filling in Peace Corps Ukraine

Minimum estimated cost of recruitment to fill one short-term vacancy			
	Total hours	Pay rate per hour	Total time cost
Training manager	4	250.00 UAH	1, 000.00 UAH
Deputy DMO	4	250.00 UAH	1, 000.00 UAH
Admin assistant	3	150.00 UAH	450.00 UAH
			2, 450.00 UAH

Source: Composed by author based on his own research

The cost of vacancy announcement could be estimated at Kyiv Post price per vacancy announcements, which is usually the only paid source utilized by Peace Corps Ukraine. The estimated price is 4840 UAH per vacancy announcement. The cost of hiring expenses for alternative #1 is provided in the table 3.3.

Table 3.3 - Hiring expenses for alternative #1

Alternative #1	Number of people to be hired	Cost per one vacancy to be filled	Total cost
Salary on recruitment	42	2,450.00	102,900.00
Vacancy announcement cost			4,840.00
Total expenses			107,740.00

Source: Composed by the author based on his own research

Let's look at the office expenses for alternative #1. Even though short-term training staff is hired just for 3-4 months depending on the position, we would need to pay rent for the whole year as we need a permanent office for future pre-service trainings. The office (rent, utilities and equipment) expenses are displayed at table 3.4.

Table 3.4 – Office equipment and rent expenses for alternative #1 for Peace Corps Ukraine

	Item	Cost per 1 unit in UAH	Total units	Total months	Total cost
1	computer	20000	16		320000
2	printer	16000	2		32000
3	desk	5000	16		80000
4	chair	3000	16		48000
5	cell phone	10000	42		420000
6	furniture	2000	16		32000
	Expenses for equipment	56000			932000
1	office rent	50000		12	600000
2	office utilities	7500		12	90000
3	Internet	500		12	6000
4	Phone services	200	36	4	28800
5	Phone services	200	6	3	3600
	Expenses for rent and utilities				728400
	Total expenses				1660400

Source: Composed by author based on his own research

The expenses for office equipment in alternative #1 is 932,000.00 UAH. This includes workplaces for 16 short-term staff, as 26 short-term staff (LCFs and drivers) work at clusters with trainees and they don't need any office equipment. Cell phone and phone service is going to be paid for all short-term staff. The expenses for office rent and utilities is 728,400.00 UAH. The total office expenses for Alternative #1 is 1,660,400.00 UAH.

Therefore, we can estimate the total expenses for the alternative #1 that includes the cost of employee wages and benefits, hiring expenses, equipment, office rent and utilities. The total expenses for alternative #1 is 5,415, 089.00 UAH.

Alternative #2 – Open a permanent sub-office in Lviv for the pre-service training of Peace Corps Ukraine. Cut the pre-service training to 3 smaller inputs, inviting 40 trainees every 4 months. For this alternative, we need to hire 15 staff where they will be offered full-time employment contracts and all benefits package applied to permanent staff. The cost of employee wages and benefits for alternative #2 is in the table 3.5

Table 3.5 – The cost of employee wages and benefits for Alternative #2

#	Position	Basic comp. per month	CIT 18%	Military taxes 1,5%	Merit step increase 3%	Health Insurance	Total expenses per month	# of months	Cost Budget (award, prof.devel)	# of staff	Total expenses
1	PST coordinator	20000	3600	300	717	750	25367	12	15220,2	1	304404
2	Training assist.	15000	2700	225	537,75	750	19212,8	12	11527,65	1	230553
3	LCF	18000	3240	270	645,3	750	22905,3	12	13743,18	8	2198908,8
4	TCF	18000	3240	270	645,3	750	22905,3	12	13743,18	4	1099454,4
5	Driver	13000	2340	195	466,05	750	16751,1	12	10050,63	1	201012,6
	Total	84000	15120	1260	3011,4	3750	107141	60	64284,84	15	4034333

Source: Composed by author based on his own research

The cost of employee wages and benefits for 15 long-term is estimated at 4,034,333.00 UAH. It includes salaries and benefits, such as cost budget for health insurance, professional development equal to 50% cost of their one month's pay, 10%

award for successful performance paid at the end of the year and merit step increase up to 3% to the month's salary.

The cost of hiring expenses for Alternative #2 is provided in the table 3.6.

Table 3.6 - Hiring expenses for Alternative #2

Alternative #1	Number of people to be hired	Cost per one vacancy to be filled	Total cost
Salary on recruitment	15	2450	36,750.00 UAH
Vacancy announcement cost			4, 840.00 UAH
Total expenses			41,590.00 UAH

Source: Composed by author based on his own research

The expenses for office rent, utilities and equipment for alternative #2 are shown on table 3.7.

Table 3.7 – The office rent, utilities and equipment expenses for alternative #2

	Item	Cost per 1 unit in UAH	Total units	Total months	Total cost
1	computer	20000	14		280000
2	printer	16000	2		32000
3	desk	5000	14		70000
4	chair	3000	14		42000
5	cell phone	10000	15		150000
6	furniture	2000	14		28000
	Total for equipment	56000			602000
1	office rent	50000		12	600000
2	office utilities	7500		12	90000
3	Internet	500		12	6000
4	phone service	200	15	12	36000
	Total for rent and utilities				732000
	Total expenses				1334000

Source: Composed by author based on his own research

The expenses for equipment in Alternative #2 is 602,000.00 UAH. This includes workplaces for 14 long-term staff. The expenses for rent and utilities is 732,000.00 UAH. The total office expenses for Alternative #2 is 1,334,400.00 UAH.

Therefore, we can estimate the total expenses for the alternative #2 that includes the cost of employee wages and benefits, hiring expenses, equipment, office rent and utilities. The total expenses for alternative #1 is 5,409, 923.00 UAH.

Let us compare two alternatives and see which one is better cost saving. These data is provided in the Table 3.8.

Table 3.8 – Comparison of costs for two alternatives for Peace Corps Ukraine

№	Alternative 1	Expenses	Total Budget
1	Permanent sub-office in Lviv; Pre-Service training with one input of 120 PCVs; Short-term staff with 3 months contracts- 36; 4 months contract-4. Add benefits	Wages & Benefits	3 646 949,00
2		Hiring expenses (salary on recruitment)	102 900,00
3		Vacancy announcement cost	4 840,00
4		Equipment expenses	932 000,00
5		Office rent & utilities	728 400,00
	Total expenses		5 415 089,00
	Alternative 2	Expenses	Total Budget
1	Permanent sub-office in Lviv; Pre-Service training with 3 inputs of 40 PCVs in each; Long-term staff - 15.	Hiring expenses (salary on recruitment)	36 750,00
2		Vacancy announcement	4 840,00
3		Wages & Benefits	4 034 333,00
4		Equipment expenses	602 000,00
5		Office rent & utilities	732 000,00
	Total expenses		5 409 923,00
	Budget savings from Alternative #2		5 166,00

Source: Composed by author based on his research.

Alternative #2 gives us better cost savings and its 5,166.00 UAH cheaper compare to alternative #2. Therefore, we can conclude that the alternative #2 with 3 smaller inputs of trainees and full-time employment is less expensive. Moreover, alternative #2 allows us to offer full-time employment to pre-service training staff applying all human resource management practices available to permanent staff in Peace Corps Ukraine that should result in improvement of employee and organizational performance in general.

As it was mentioned in Chapter 2.3 Peace Corps Ukraine is a nonprofit organization and it doesn't generate any monetary revenue. Its value is measured by general impact of the program by PCVs. Peace Corps program funded by the US government. If we estimate the expenses on PCVs per PCV's cost factor, which is UAH 120,000.00 per one PCV it gives us total cost expenses of 14,400,000.00 UAH per group of 120 PCVs. As PCVs continue to fully fulfill Peace Corps performance goal we can say that the money spent on Peace Corps Volunteers (PCVs) are viewed as value which PCVs bring to the agency by complying with Peace Corps performance goal.

However we should also take into the account the PCTs early resignation rate when projecting the value Peace Corps can gain from the group of 120 PCVs. The projected annual resignation rate is shown on table 3.9.

Table 3.9 - Annual resignation rates for PCTs during Pre-service training

Indicator	Resignation during PST				Absolute deviation in 2018/2019 compare to 2016/2017
	2016	2017	2018	2019	
Arrived	140	140	140	110	-
Early terminated service:	5	6	10	8	-
<i>Resignation</i>	4	6	9	7	-
<i>Medical separation</i>	1	0	1	0	-
<i>Administrative Separation</i>	0	0	0	1	-
Total ET rate in %	3,57	4,29	7,14	7,27	-
Resignation rate %	2,86	4,29	6,43	6,36	-

Average resignation rate % per different number of inputs	3,57	6,40	2,83
Projected resignation rate per 120 PCVs per different number of inputs	4	8	4

Source: Composed by author based on his own research

We see that when there was one PST training per year in 2018-2019 the average resignation rate was 6,40%. In 2016-2017 when there were two PST trainings per per year the resignation rate was 3,57%. This gives us 2,83% higher resignation rate from one PST training compare to two PST trainings.

If we project the number of trainees who will resign during one PST per year based on data from 2018/2019 (which corresponds to the alternative #1) it shows us that 8 PCVs will resign out of 120 PCTs, this gives us 112 PCTs. If we project the number of trainees who will resign during two PSTs per year based on data from 2016/2017 (which corresponds to alternative #2) it shows us that 4 PCVs will resign out of 120 PCTs, this gives us 116 PCTs.

Therefore we can say that the value from Alternative #1 could be estimated at 13,440,000.00 UAH where and value from Alternative #2 could be estimated at 13,920,000.00 UAH.

Let us evaluate the economic efficiency of both alternatives to open a new office for Pre-Service Training for Peace Corps Ukraine. These data is shown on table 3.10.

Table 3.10 - The economic efficiency of both alternatives

#	Expenses	Alternative #1	Alternative #2	+-	Budget for 2023 Alternative #1	Budget for 2023 Alternative #2	+-
	Wages&Benefits						
1	PST coordinator	241 868,00	304 404,00	62 536,00	241 868,00	304 404,00	62 536,00
2	Training assistant	181 401,00	230 553,00	49 152,00	181 401,00	230 553,00	49 152,00
3	LCF	2 044 310,40	2 198 908,80	154 598,40	2 044 310,40	2 198 908,80	154 598,40
4	TCF	1 022 155,20	1 099 454,40	77 299,20	1 022 155,20	1 099 454,40	77 299,20
5	Driver	157 214,20	201 012,60	43 798,40	157 214,20	201 012,60	43 798,40
	Total	3 646 948,80	4 034 332,80	387 384,00	3 646 948,80	4 034 332,80	387 384,00

Office Equipment							
1	computer	320 000,00	280 000,00	-40 000,00	64 000,00	56 000,00	-8 000,00
2	printer	32 000,00	32 000,00	0,00	6,40	6,40	0,00
3	desk	80 000,00	70 000,00	-10 000,00	0,00	0,00	0,00
4	chair	48 000,00	42 000,00	-6 000,00	0,00	0,00	0,00
5	cell phone	420 000,00	150 000,00	-270 000,00	84 000,00	30 000,00	-54 000,00
6	furniture	32 000,00	28 000,00	-4 000,00	0,00	0,00	0,00
	Total for equipment	932 000,00	602 000,00	-330 000,00	148 006,40	86 006,40	-62 000,00
Rent and Utilities							
1	office rent	600 000,00	600 000,00	0,00	600 000,00	600 000,00	0,00
2	utitlies	90 000,00	90 000,00	0,00	90 000,00	90 000,00	0,00
3	Internet	6 000,00	6 000,00	0,00	6 000,00	6 000,00	0,00
4	phone service	32 400,00	36 000,00	3 600,00	32 400,00	36 000,00	3 600,00
	Total for rent and utilities	728 400,00	732 000,00	3 600,00	728 400,00	732 000,00	3 600,00
Hiring expenses							
1	Vacancy announcement	4840,00	4840,00	0,00	4 840,00	4 840,00	0,00
2	staff recruitment expenses	102 900,00	36 750,00	-66 150,00	47 550,09	1 194,38	-46 355,72
	Total hiring expenses	107 740,00	41 590,00	-66 150,00	52 390,09	6 034,38	-46 355,72
	Total expenses	5 410 248,80	5 405 082,80	-5 166,00	4 570 905,29	4 853 533,58	282 628,28
	*Income	13 440 000,00	13 920 000,00	480 000,00	13 440 000,00	13 920 000,00	480 000,00
	Economic efficiency from alternative #2			485 166,00			197 371,72

Source: Composed by author based on his own research

* Income is measured by Peace Corps program outreach.

For 2023 budget prognosis we applied direct amortization method for equipment (computers, printes and cell phone) for 5 years.

Hiring prognosis was made based on short-term and long-term average hiring coefficient of 46.21% and 3.25% which shown on table 2.8 and table 2.6.

Therefore, we can conclude that the economic efficiency from alternative #2 in 2023 will be 197,371.72 UAH.

3.2 Assessment of possible risks from implementation of alternative variants for Peace Corps Ukraine

Let's evaluate risks that from alternative #1 for opening large office and 1 input of PCVs. This assessment is done with the help of Probability and Consequence Matrix as shown in Table 3.11.

Table 3.11 Probability and Consequence Matrix for alternative #1

#	Parameter	Probability	Consequences	Result	Risk level
1	Unability for find qualified personnel	3	4	12	Medium-High
2	Lack of sites for placement of PCVs	4	4	16	Medium-high
3	Safety issues	3	3	9	Medium
4	Unbility to fill out vacancies	2	3	6	Low-Medium
5	Not enough time for training of new staff	4	3	12	High
6	Lack of motivation from staff	2	2	4	Low-Medium
7	Low quality of training	3	4	12	Medium
	Total risk level	3,0	3,3	14,2	Medium-High

Source: Composed by the author based on his own research

The risk level of the alternative # 1 is Medium-High with possible probability and critical impact. The risk from alternative# 1 is higher because there is higher chance not to find the needed amount of required short-term qualified personnel and sites for PCVs placement.

Let's evaluate risks that from alternative #2. This assessment is done with the help of Probability and Consequence Matrix as shown in Table 3.12.

Table 3.12 Probability and Consequence Matrix for alternative #2.

#	Parameter	Probability	Consequences	Result	Risk level
1	Unability for find qualified personnel	1	4	4	Medium
2	Lack of sites for placement of PCVs	2	4	8	Medium
3	Safety issues	3	3	9	Medium
4	Unbility to fill out vacancies	1	3	3	Low-Medium
5	Not enough time for training of new staff	3	3	9	Medium
6	Lack of motivation from staff	1	2	2	Low
7	Low quality of training	2	4	8	Medium
	Total risk level	1,9	3,3	8,6	Low-Medium

Source: Composed by the author based on his own research

The risk level of the alternative #2 is Low-Medium with Low probability and Low-Medium impact as it's easier to find the smaller number of full-time employees and the smaller number of sites for PCV's placement. Therefore, the alternative #2 has lesser risk and is recommended for implementation.

3.3 Corporate social responsibility practices in "Peace Corps Ukraine"

According to the definition by the United Nations Industrial Development Organization Corporate Social Responsibility "is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders" [56].

It has two major aspects:

- 1) Working on the environmental, community and social issues with business
- 2) Working on making the business ethical and the workplace employee-friendly [57].

Therefore, we can divide them into external and internal corporate social responsibility practices.

External social responsibility of companies aimed towards the community, society and the planet, while the internal responsibility is aimed towards their own workforce [58].

The internal Corporate Social Responsibility practices align with the ethical dimension of human resource management where the social responsibility is exercised through care for employees and ethical attitude towards their needs.

Corporate social responsibility issues cover such spheres as:

- environmental management
- eco-efficiency
- economic responsibility
- philanthropic responsibility
- labour standards and working conditions
- employee and community relations, social equity
- gender balance, human rights, good governance
- anti-corruption measures

Although Peace Corps Ukraine does not participate in Global Reporting Initiative, all Peace Corps Ukraine project sectors fall under corporate social responsibility practices and align with Peace Corps first goal "to help the peoples of [interested] countries and areas in meeting their needs for trained manpower" [48, p.8].

PC programs support the Government of Ukraine's reforms to strengthen civil society and encourage more civic participation and engagement at local levels.

As it was said, volunteers in Peace Corps Ukraine work on three project sectors: Education, Youth Development, and Community Economic Development. They also do projects related with the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) and participate in SPA/LGL/PCPP/VAST programs funding different local communities' projects in Ukraine.

Data for 2019 is used as there has been a partial temporary program suspension of Peace Corps Ukraine projects due to Covid-19 restrictions.

Peace Corps Ukraine works in partnership with the Ministries of Education and Science, Youth and Sports, and Communities and Territories Development of Ukraine, supports the Government of Ukraine's decentralization and educational reforms.

The social issues addressed by Peace Corps Ukraine agency fulfilled by two programmatic sector of Peace Corps Ukraine: TEFL and YD projects. These are considered to be educational programs.

Education is the Peace Corps' largest program area. Volunteers work in elementary, secondary, or postsecondary schools, in higher institutions where they teach English or any other subjects. They also work in schools as resource teachers or teacher trainers, facilitate clubs and camps and create community and school-based resource centers. PC Ukraine continues to support Ukraine's education reforms, train teachers, and support schools in rural communities. There were 222 PCVs serving in 22 oblasts of Ukraine on TEFL and YD projects in 2019.

Community or economic responsibility is practiced by Peace Corps Ukraine CD project, which aims to support Ministry of Economy of Ukraine and strengthen local governments and non-governmental organizations to bolster civil society, increase citizen engagement, accountability, and decentralization reforms.

In this programmatic sector Peace Corps Volunteers work with nongovernmental organizations, and municipalities and encourage economic opportunities in local communities. They work with entrepreneurs and business owners to develop and market their products, help communities take advantage of technologies, consult with local businesses and conduct seminars on starting a business, strategic planning, organizational development, etc.

There were 49 PCVs serving in 18 oblast of Ukraine on Community Development project in 2019.

Another important initiative of Peace Corps Ukraine is PEPFAR project which supports key populations and children and youth living with/Affected by HIV. There were 100 PCVs working on PEPFAR projects in Ukraine in 2019.

PEPFAR projects in Ukraine are completed in coordination with the the Government of Ukraine, civil society leadership, Global Fund and UNAIDS [59].

Apart from main programmatic sectors, PCVs work USAID's SPA programs and fund projects for local communities. In 2019 SPA/LGL/PCPP/VAST programs funded 90 projects in Ukraine for the total amounts of \$281,321.00.

Apart from that, Peace Corps Ukraine participates in such environmental initiatives, as: recycling, waste reduction, go green, eco friendly, and others.

In regards of the internal Corporate Social Responsibility practices Peace Corps Ukraine practices the following initiatives:

- treats people equally in terms of the opportunities for selection, employment, learning and development provided for them, promotion or reassignment;
- offers as much security of employment as possible;
- provides a working environment that protects the health and safety of employees
- acts in the interests of providing a reasonable balance for employees between their life and their work;
- protects employees against harmful practices at work, like bullying, harassment;
- protects employees against any type of discrimination because of race, color, sex, religion, marital status, union membership, gender expression, parental status, political affiliation, genetic information, sexual orientation, national origin, age (40 or over), gender identification, or disability;
- develops positive employment relationships;
- The Peace Corps Ukraine is committed to maintaining high standards of conduct in the workplace.

CONCLUSION

Based on the research of this Master's thesis I have completed the following tasks:

- the analysis of theoretical aspects of human resource management in international non-profit organization;
- the analysis of Peace Corps human resource management system and organization's performance results;
- the analysis of the impact of pre-service training on Peace Corps Ukraine performance goal achievement;
- identified alternatives for personnel management development for pre-service training (short-term) staff;
- defined the best cost-effective alternative for development of personnel management for Peace Corps Ukraine;
- provided risk assessment of the suggested alternatives.

I have come to the following conclusions:

The first chapter of this thesis contains theoretical and methodologic aspects of human resource management in international organization. Combining views of different researches, we can conclude that the purpose of human resource management is to maximize the productivity of an organization by optimizing the effectiveness of its employees. Organization's human resource management system should be developed based on organization's strategic goals. Human resource management achieves organizational objectives through the development of personnel with a help of generally agreed HRM functions and practices. In my thesis I have also pointed out the differences of human resource management in international organizations as we should take into account some cultural, managerial, geographical and legal differences.

It's also important to differentiate human resource management in nonprofit organizations from for-profit enterprises taking into account its special personnel structures, such as: part-time, full-time employment and volunteer service; analyze motivational differences and influence of turnover rate of short-term employment on organization's performance in non-profit sector.

The second part of the research contains the justification of the hypothesis of development of human resource management for pre-service training program of Peace Corps Ukraine as it gives the start to volunteer's service. The Analysis of Peace Corps Ukraine internal environment shows that the program's effectiveness is measured by volunteer's performance, which is influenced by pre-service training. Due to durability of short-term contracts, which is, 3 to 4 months there is a high turnover rate among training staff, as people tend to seek longer employment. The agency would benefit if a better personnel management system is developed for pre-service training employees so that they feel more valued by the organization.

Therefore, **according to the results of the study** there were formulated alternatives for development of personnel management for pre-service training of Peace Corps Ukraine.

Alternative #1 suggests opening permanent sub-office in Lviv with one PST training per year offering short-term employment contracts but adding benefits package and development and training package to pre-service training employees.

Alternative #2 suggest opening permanent sub-office in Lviv with 3 PST trainings per year. This alternative #2 allows us to offer full-time employment to pre-service training staff including them into human resource management system of Peace Corps Ukraine that should result in improvement of employee and organizational performance in general.

However, in both alternative Peace Corps Ukraine receives the same number of employees, alternative #2 is less costly for implementation. In addition, as alternative #2 gives better outreach, the economic efficiency from alternative #2 for next year is higher compare to alternative #1.

The third part of the thesis contains evaluation of economic efficiency, risk assessments social corporate practices applied by Peace Corps Ukraine. As Peace Corps is committed to safety of Peace Corps Volunteers it's important to provide relatively safe environment for PCVs placement. The risk assessment of two alternatives shows that smaller PST program has fewer risks for the program to resume.

The results obtained can be used for improvement of personnel management system for pre-service training of Peace Corps Ukrain. This will improve Peace Corp's organizational performance corresponding with the strategic performance goals of the Peace Corps HQ for 2022-2026.

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APPENDICES

Appendix A

Organizational chart of “Peace Corps Ukraine”

PC Ukraine
Organizational
Chart

