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**FEATURES OF DEVELOPMENT OF COMPETENCES OF
ORGANIZATIONAL STAFF IN AN INCLUSIVE ECONOMY**

The formation of an inclusive economy in Ukraine involves not only ensuring economic growth but also creating conditions for broad participation of the population in production and economic activities, as well as equal access to education, employment, resources, and opportunities for professional development. This approach shifts the emphasis from quantitative indicators of economic growth to the quality of human capital and the ability of different social groups to realize their economic potential [1, 2]. In modern studies, investments in human capital are identified as one of the key factors of inclusive development in Ukraine.

At the organizational level, this necessitates a rethinking of the role of personnel. An employee in an inclusive economy is not only a performer of certain labor functions, but an active participant in the creation of economic and social value. Accordingly, the competitiveness of an organization increasingly depends on its ability to form an environment in which employees with different levels of training, experience, age, social status, and other characteristics receive real opportunities for professional development and the realization of their potential [3].

The development of adaptive competencies is of particular importance. Ukrainian organizations operate amid high uncertainty, technological change, a transformation in the employment structure, and the need for rapid economic recovery [4]. In this context, an employee must be able not only to perform current

professional tasks but also to continually update their knowledge, master new technologies, change professional roles, and adapt to new organizational conditions.

The second important direction is the digitalization of personnel competencies. Digital technologies transform production and management processes, the structure of professions, models of added value creation, and requirements for human capital. The modern economy increasingly relies on data, knowledge, digital infrastructure, and technological innovations, which increases the importance of employees' digital competencies [5].

The basic digital competencies of personnel should include information and digital literacy; the ability to work with digital platforms, analytical tools, and artificial intelligence; digital communication; cybersecurity awareness; and the ability to use digital technologies to solve professional tasks. What is important is not the possession of a separate digital tool, but the employee's ability to integrate technologies into professional activities [6].

The third component is social-communicative and inclusive competencies. An inclusive organization must ensure effective interaction between employees, regardless of their individual characteristics and life experiences. Therefore, the importance of emotional intelligence, empathy, tolerance, teamwork skills, non-violent communication, conflict management, and the ability to work in diverse teams is increasing.

The fourth group is innovative and entrepreneurial competencies. An inclusive economy expands the possibilities for human participation in creating economic value. Therefore, an employee must be able to show initiative, generate and implement new ideas, work with problems, use design thinking, participate in project activities, and create innovative solutions.

The fifth component is the set of competencies for continuous professional development. In the context of rapid technological transformation, knowledge quickly loses its relevance, so organizations must move from a periodic training model to a lifelong learning system. This involves individual employee development trajectories, micro-learning, mentoring, knowledge sharing, internal educational programs, and regular competency assessment.

An important feature of the Ukrainian context is the need to combine professional development with social and labor inclusion. Organizations must create conditions that enable diverse population groups to engage in economic activity, particularly internally displaced persons, veterans, people with disabilities, older workers, and other groups who may face barriers in the labor market. Thus, the development of competencies must perform not only an economic but also a social function.

For an organization, this means transitioning from a traditional personnel management system to a competency-inclusive model of human capital development. Its basis can be five interrelated components:

1. Competence diagnostics – determination of the current and promising competence profile of employees;
2. Individualization of development – formation of personal trajectories of professional training;
3. Digitalization of training – use of online education, digital platforms, simulations, and AI tools;
4. Inclusive organizational environment – elimination of barriers for professional realization of different groups of employees;
5. Performance assessment – determination of the impact of competence development on productivity, innovation, staff involvement, and organizational sustainability.

Therefore, the development of personnel competences in the context of the formation of an inclusive economy of Ukraine should be considered as a strategic mechanism for simultaneously ensuring economic efficiency and social inclusion. Its peculiarity lies in the combination of professional, digital, socio-communicative, innovative, and adaptive competences. Digital innovations, in this case, serve not only as technological tools but also as drivers of human capital development and organizational adaptability.

For Ukraine, such a model is particularly important in the context of post-war reconstruction, technological modernization, and European integration. Its implementation will simultaneously increase labor productivity, organizational competitiveness, the quality of employment, and the level of involvement of different population groups in economic activity. That is why the development of personnel competencies should be considered as one of the micro-level mechanisms for the formation of an inclusive economy of Ukraine.

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