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ENHANCING EMPLOYEES' PROFESSIONAL DEVELOPMENT IN THE HOSPITALITY INDUSTRY

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The lack of a comprehensive legislative framework to regulate and standardise employee training and professional development makes it impossible to implement a well-balanced state policy for employee professional development. As a result, the skill levels of a significant number of employees in Ukraine do not meet the requirements of the modern market, and the system for improving staff qualifications and mechanisms for employee professional development require further improvement and state legal support [1]. Unlike some countries, which have relevant laws regarding the financial support of employee training, in Ukraine, the responsibility for funding such training rests solely with the employer. Therefore, a significant number of small and medium-sized enterprises, organisations, and companies are unable to upgrade their staff's qualifications to meet the growing demands of modern manufacturing and the service sector [1].

Thus, it is advisable to identify progressive ideas and proposals that merit the implementation of a comprehensive system for specialists' professional development within the context of continuing professional education for adults.

It is obvious that at the national level, a series of priority measures should be implemented regarding the professional development of specialists in any field of activity, including the domestic hotel industry, including improvements to the regulatory and legislative framework and the introduction of legally regulated financial support for employee training and professional development.

Having analysed the experience of some famous hotel chains in professional employee development, recommendations for improving the professional development of specialists at the organisational and top-management levels have been developed (Fig. 1).

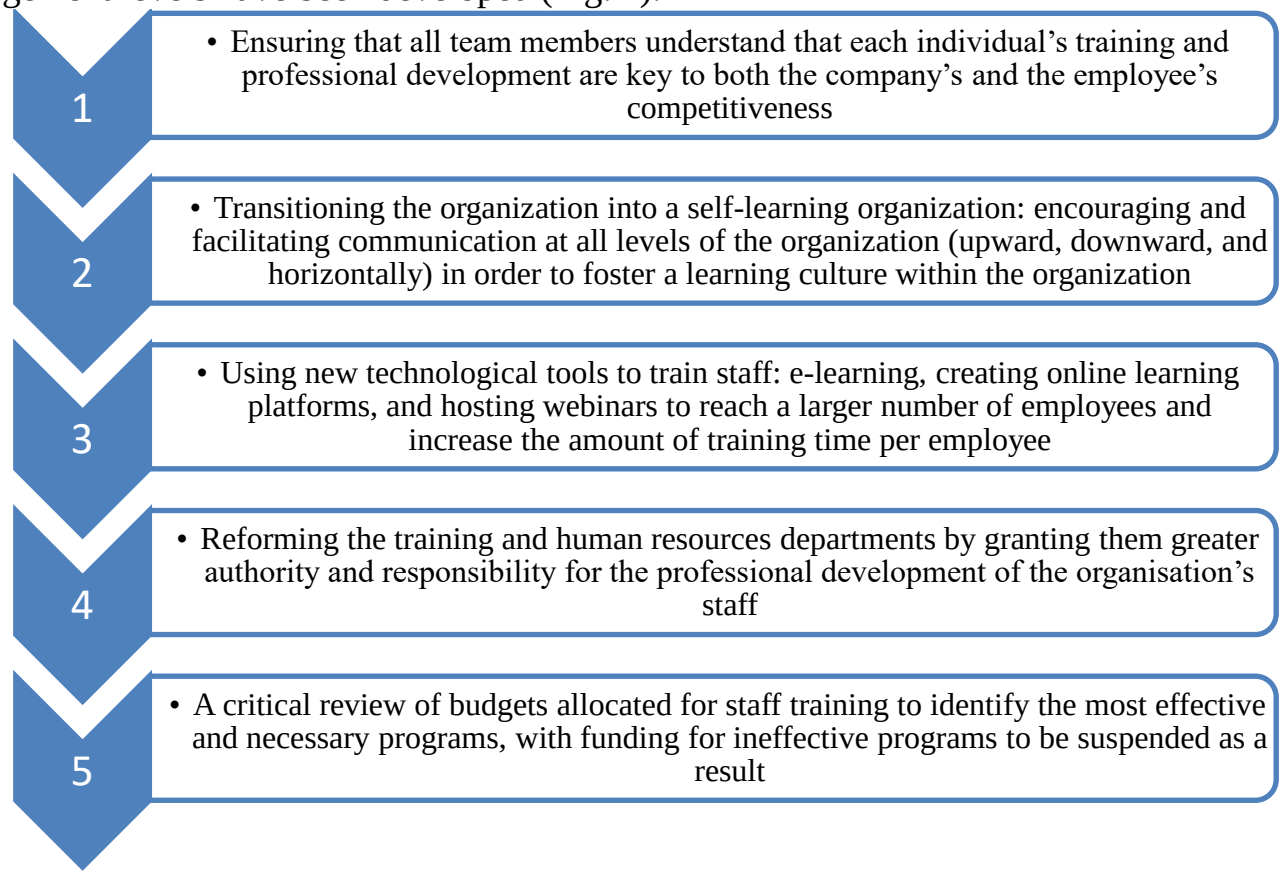

Fig. 1. Ways to improve training and professional development for hotel staff [2; 3; 4; 5].

Based on the literature studied [1-5], the following propositions for all team members of the domestic hotel enterprises are proposed:

formalise the establishment of a staff training and professional development system in internal regulatory documents, specifically in the hotel's HR policy or staff training regulations, which should address the following issues (who to train; what to teach; how to teach; how to evaluate training effectiveness);

ensure that training programs and their objectives align with the company's strategic goals. Since training requires employees to clearly understand the role of training and professional development in enhancing their competitiveness and, consequently, the company's competitiveness, programs must be designed with the company's competitive advantages in mind;

emphasise the benefits of training by demonstrating the existing system for recruiting employees, retaining them within the company, and fostering their career growth through the educational opportunities offered by the hotel enterprise or the corporation;

account for the demands of society and the labour market, as well as the characteristics of the generation that dominates it, i.e., focus on the socialisation of staff training and professional development;

ensure that employee training covers such important topics as workplace safety, first aid, fire safety regulations, sanitation and hygiene standards, as well as other topics specified in regulatory documents;

promote and widely implement the exchange of experience, cross-training, and all types of employee rotations;

consistently and creatively utilise the significant educational potential of informal learning and employee self-education, keeping in mind that there is no one-size-fits-all formula for training and professional development;

develop and implement a wide range of educational opportunities for team members, ranging from training outside the organisation to on-the-job training and training within the organisation itself, and from training focused on the long term to short-term courses and workshops designed to address specific issues in the organisation's operations;

when designing training programs, focus primarily on future development rather than on correcting shortcomings, that is, implement the principles of foresight and openness;

ensure that staff professional development is socially oriented, meaning they have a positive social impact on the community in which they operate;

develop partnerships with external educational institutions to expand educational opportunities for staff training and professional development;

maintain the necessary balance between theory and practice, developing not only technical and operational skills but also general competencies and soft skills, including the development of managerial qualities even for non-managerial positions, such as critical thinking, the ability to make responsible decisions and be accountable for them, and so on.

To sum up, it is worth noting that the components of professional development, such as training, retraining, and continuing education, are of great importance to individuals and their roles in society and the workplace. They ensure the continuity and consistency of education. In other words, employees have the opportunity to develop professionally, acquire new knowledge, and improve their skills and abilities throughout their lives. They become competitive and adaptable, which meets the demands of scientific and technological progress and market conditions.

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СИНЕРГІЯ ТУРИЗМУ, ГОСТИННОСТІ ТА КРЕАТИВНИХ ІНДУСТРІЙ У МЕРЕЖІ КРЕАТИВНИХ МІСТ ЮНЕСКО: ДОСВІД МІСТА ХАРКОВА

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Ключові слова: креативні індустрії, туризм, гостинність, муніципальна дипломатія, ЮНЕСКО, креативні міста, Харків, штучний інтелект.

У сучасних умовах глобалізації та трансформації міських економік зростає роль синергії туризму, сфери гостинності та креативних індустрій як ключового чинника підвищення конкурентоспроможності міст. Особливого значення набувають міжнародні мережі співпраці, які забезпечують обмін знаннями, інноваційними практиками та сприяють формуванню сталих моделей розвитку територій та дестинацій.

Однією з провідних платформ такої взаємодії є мережа креативних міст ЮНЕСКО, яка об'єднує понад 350 міст із більш ніж 100 країн світу [1]. Мережа спрямована на інтеграцію культури та творчості у стратегії