

HUMAN RESOURCES AND THEIR PREPARATION IN THE SPHERE OF ENVIRONMENTALLY ORIENTED CRISIS MANAGEMENT IN THE CONTEXT OF A CIRCULAR ECONOMY

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Abstract: *The aim of this paper is to highlight the importance of Human Resources Preparation in the Sphere of Environmentally Oriented Crisis Management in the context of circular economy. Systems of administrative work adjust to the requirements of the times and new, modern forms of administrative work are introduced into practice. The classic model of personal management has developed into human resources management, which uses modernized methods and procedures resembling those in marketing. It is all related to a change of strategy – product oriented companies have transformed into marketing or customer oriented ones, often multinational enterprises. Certainly, the level and degree of a company's development varies in Slovakia. There are companies which have inherited a culture of effective business-making from their foreign investors. However, there are also such companies that have only recently received such an impulse and have just started this process of transformation.*

Human resource management requires flexible and qualified professionals who are able to efficiently react to an emerging crisis situation, as well as to understand the reasons of their possible development. The lasting effects of crisis situations, that occur due to environmental risks, can inflict huge damages upon a company. These crises represent a huge burden, and can threaten the long-term objectives of a company or even its sole existence. Rules for an environmentally oriented crisis management (their specific aims, activities and education) can be constructed so a crisis situation can be successfully managed, and thus can minimize the impact of a crisis.

Environmental education in the broadest sense of the word represents an institutionalized way of passing knowledge about an environment. It forms a complete mosaic of relationships among people, society and nature. An individual participates in a formal or non-formal way. Some representatives of formal institutions are pre-school institutions, schools of each type and universities. However, concepts such as sustainable development are not made practical only through specialized trainings and formal education. Behavioral changes in all components of a society are necessary (i.e., citizens, communities, institutions, media, advertising agencies, industry, public administration, etc.). An educator, once a participant in a social environment and a circular economy, is not just a teacher or a transmitter of ideas; he is mainly a manager of change, who leads target groups to a permanently sustainable development.

Various studies show that environmental education in the context of a circular economy may increase the scale of knowledge about an environment. Nevertheless, it is also necessary to know that notions about an environment are not related to awareness regarding the environment or behaviour of individuals in it.

Key words: *personal strategy, human resources management, risk, crisis, crisis management, environmentally oriented crisis management, circular economy*

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1. INTRODUCTION

Environmental education in the broadest sense is an institutionalized way of transmitting knowledge about an environment. It forms the overall mosaic of relationships between people, society and nature. Individuals acquire it in formal or informal way. The representatives of formal education are pre-school facilities, schools of each grade and third-age universities. However, training and formal education are not enough in order to make the concept of sustainable development perceptible. It is necessary to change the behavior of all the components of a society (citizens, communities, institutions, media advertising agencies, industry, public administration, etc.). The educator in, an environmental sense, is not only a teacher who is spreading the knowledge about nature or society, but he is primarily the facilitator of change, who leads the target groups to sustainable development.

Non-formal environmental education in the context of a circular economy represents all forms of extracurricular education conducted by non-governmental organizations, workplaces, business entities, social and cultural institutions, religious institutions, and-- in particular-- the family. Environmental education may increase the scope of knowledge about the environment, but it is essential to know that environmental knowledge does not have any fundamental relation to awareness of the environment or the behavior of individuals within it.

2. PERSONAL ORIENTATION IN THE CRISIS MANAGEMENT

The aim of personal orientation for the implementation of the crisis management within an industrial enterprise is to plan, organize, and direct the personnel of the enterprise-- to decide, communicate, and control the implementation of preventive measures to prevent crisis situations. It is an integrated process where the primary focus is put on important inputs related to human resources. This process involves the allocation of material and financial resources, and further on the consequences of internal and external changes and related strategies, objectives, plans and processes. The notion of competence is at the forefront. Personnel management focuses on skills and behaviors that enhance performance. It relates directly to those factors that contribute to high levels of individual capability and also to the collective employee contribution, and thus to the efficacy of the enterprise.

Today's management of personnel, regardless of which particular enterprise management model is applied, includes a set of mutually interconnected methods and functions, including [1]:

- identification of personal needs according to business goals,
- selection of qualified staff and their placement,
- increases in qualification, pre-training and continuous staff growth,
- awards of staff performance,
- identifying or conferring leadership/choosing the appropriate style of management,
- stimulation and motivation of environmentally relevant staff management,

3. NECESSITY FOR TEAMWORK IN CRISIS MANAGEMENT

To ensure that a crisis management is appropriately managed, teamwork and team responsibility of top, middle and executive management must be at the forefront.

The organization of a team and it's application can be summarized as follows [2]:

- a team should provide a flexible response to changes in internal and external environments,
- a team must become an evolving and self-learning organization,

- on the one hand, team organization requires high levels of formalization, but on the other hand, extensive informal cooperation among team members in the process of functioning is desired
- team organization places higher demands on qualifications but also on employee behavior in the context of interpersonal relationships,
- team organization requires changes in employees' job descriptions,
- team organization requires that leadership is provided by managers and that they are capable of enacting human resource policies, but this ability to lead people and enact policy is expected from every member of the team,
- managers are also designers of the team's organizational structure.

4. CIRCULAR ECONOMY

A company's main priority within a circular economy is saving resources and using them efficiently. This efficiency is achieved via a high level of production while maintaining low resource consumption and low (or ideally zero) emissions production. This includes prevention and reduction of waste-- consequently, pollutant sources are recycled when resources are returned back to the economic cycle, which is still increasingly a matter of urgent and practical importance. [3]

The circular economy is characterized as a type of shared economy that emphasizes the reuse of products, as opposed to taking them out of the economic cycle of consumption and production. At the same time reuse has a beneficial effect on ecology, and a better use of materials and energy embodied in products [4].

The goal of a circular economy is to use fewer resources by more efficient practices, waste prevention, re-use, repairs, reprocessing and recycling. [5], [6]

5. PREPARATION OF HUMAN RESOURCES IN THE FIELD OF ENVIRONMENTAL ORIENTED CRISIS MANAGEMENT IN THE CONTEXT OF A CIRCULAR ECONOMY

The preparation of human resources within the company's education system is a very important and demanding activity of human resources management and must show the following main characteristics:

- must have the character of systematic education,
- must be based on the company's strategic plan,
- must be carefully planned and implemented effectively.

This strategy means a new division of management and executive work within the company. Therefore the creation of a new organization and its occupation by competent staff is considered to be one of the main implementation activities. The organization is complemented by the selection, training, retraining and placement of personnel in several key positions. The most important task of environmental education is to raise awareness of problems about nature, the environment and as well as the whole planet. It is necessary to achieve ecological thinking and its application in everyday life.

The table presents a methodical process proposal for the preparation of human resources with individual steps described in more detail.

Stages of the methodological process of human resource allocation		
Stages	Tasks by securing each stage	Responsibility
1	Concentration of requirements in all fields (EMS, QMS, OHAS, FP,...) including the preparation of human resources for the field of circular economy	Personnel manager, who collaborates with a head of sections and a crisis manager (or managers)
2	The planning of educational activities, processing of educational needs, the content and the scope of educational activities, determination of the quantity and structure of the participants, time schedule, accepting education programs for companies	Personnel manager and crisis manager
3	Activation of participants in education, determination of the place and time of education, selection of form and method of education and the control of the process of education	Personnel manager and crisis manager
4	The control of educational processes, keeping the top management of the company regarding the education processes informed	Personnel manager in co-operation with the head of the department and crisis manager
5	The evaluation of the education program	Personnel manager and crisis manager

Table 1. Proposal of a methodical procedure for the preparation of human resources in the field of environmental crisis management in the context of the circular economy

Ad. 1) Identification of the need for education

The company in this operational block needs to concentrate educational needs in all areas (EMS, QMS, BOZP, PO, courses, retraining, ...), where the individual areas will be focused on by environmentally-focused crisis management in the context of a circular economy.

The next step will be to analyze the development goals of the company, the evaluation of human resources (and their activities analyzed), and the motivation of activities and processes of decisive sections of the company (material/technical provision, financial provision, provision of lecturers, etc.).

Ad. 2) Planning of educational activities

In this operational block the training needs will be elaborated, the content and scope of educational activities, the number and structure of the participants, the decision on the budget of the training, the timetables and the adoption of the company's training programs will be determined. The output will be a training program that will also include activities in the field of environmental crisis management in the context of the circular economy.

Ad.3) Implementation of educational activities

In this operational block, specific learning steps will be developed. This involves the activation of the participants in the educational process, determining the place and time of education, choosing forms and methods of education, selecting lecturers and monitoring the course of education.

The selection of the participants in the educational process will be carried out by the human resources manager in cooperation with the relevant heads of organizational units of the company.

This course in the field of crisis management will be provided not only by internal lecturers, but also by external lectures from universities and companies with experience in crisis management problematics (SR and from abroad). Educational goals will be promoted in periodicals, at conferences, and on websites. The process will be monitored and conducted by human resources managers based on information and evidence regarding the process of educational activities.

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Ad.4) The educational activity process control

This will be carried out by the head of organizational sections, personnel managers and individual lecturers.

The top management will be regularly informed by personnel managers regarding the educational activities process.

Ad.5) The evaluation of the educational program

In this block it is necessary to set evaluation criteria (eg. the fulfillment of tasks by EOKM in the context of the circular economy, and/or the quantity of tasks, deadlines for the completion of tasks, evaluations for individual capabilities and characteristics), and to determine evaluation methods (eg. analytical scoring methods, or non-analytical summary methods).

The evaluation of the educational activities will be carried out in the form of tests and questionnaires, while the results of each activity must be recorded and archived in a demonstrable manner.

Conclusion

Proper and effective crisis management depends not only on the appropriate composition of the crisis team, but also on their ability to make the right decisions and to make the best use of all available options. It is necessary to be aware that the emergence of a crisis is a reality, and that

they must be followed by planned and prepared procedures, methods, and techniques in order to be resolved. Crisis management must be an integral part of all management activities and processes. A circular economy is a sustainable development strategy that creates functional and healthy relationships between nature and human society. The perfect closing of material flows in long cycles opposes our current linear system, where raw materials are transformed into products, are sold and, after their use, are incinerated or landfilled.

In this context, it should be noted that the transition to an environmentally-friendly economy will not be easy and requires that substantial attention will be paid to address problems of waste, recycling, reducing dependence on classical energy sources, and prioritizing other alternatives and measures to protect the environment. It will be necessary to invest in the research and promotion of green innovation. Innovations cannot focus primarily on production processes, but change must also take place in the creation of new business models. Nonetheless, the most important part of the whole process is education, through which companies must reflect their ecological thinking into corporate production.

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