

УДК 331.108

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Modern Approaches to Organization of Personnel Professional Development at Enterprise

The article discloses approaches of scientists to the definition of the concept of professional development. The reasons of negative situation in professional development at enterprises of Ukraine were analysed. Measures for improvement of the present-day situation have been developed

professional development, professional studies, level of qualification

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Сучасні підходи до організації професійного розвитку кадрів на виробництві

У статті розглянуто підходи науковців до визначення поняття професійного розвитку, проаналізовано причини негативного стану професійного розвитку на виробництві в Україні та розроблено заходи покращення існуючої ситуації

професійний розвиток, професійне навчання, рівень кваліфікації

Problem statement and its actuality. Constant social and economic development of Ukraine needs continuous solving of important issues concerning increasing labour quality, forming powerful industrial complex, revival of production, prestige of working professions and social security of workers. The prospects of competitiveness of domestic enterprises depend on the effective government policy in providing personnel professional development. World practice shows that requirements to knowledge, professional skills of a worker rise and become more complicated.

The analysis of recent research and publications. The issues of professional development of personnel was investigated by national and foreign scientists: N.Bekker, D. Bohynya, V.Brokbenk, J. Graham, O. Grishnova, G. Dmytrenko, P.Drukker, A. Egorshina, V. Kolesova, O. Kuznetsova, O. Levchenko, E. Libanova, V. Lych, D. Parson, V. Savchenko and other leading specialists assert that professional development is one of important elements in development of modern enterprise, that is why it is necessary to define the modern activity in organization of professional development of personnel at enterprises of Ukraine.

Objective is to investigate the present-day approaches to the organization of professional development of personnel at enterprises, to find out their influence on social and economic situation in the country, to define reasons that restrain professional development of personnel as a component in the system of development of enterprise and to work out measures for improvement of organization of professional development of personnel at enterprises.

Main material. In the present day development of personnel is one of important conditions for successful operation of any enterprise. The system of professional development of personnel at an enterprise is directed to bring the level of qualification of workers to the requirements of production, best possible satisfaction of the personal interests of workers related with self-realization, increase of labour efficiency, and on this basis providing

competitiveness of products (work and services). The system includes professional training of personnel; attestation of personnel according to Profession Classification which belongs to the corresponding professional and position categories; certification of personnel; forming of reserve of management of enterprises, establishments and organizations [1].

To our mind, effective realization of continuous professional development of personnel in everyday activity of an enterprise can take place only under condition of preliminary realization of theoretical and methodical provision of this process. Taking into account the above-mentioned it is necessary to consider interpretation of the concept "professional development" from the points of view of different scientists and from a legal side. Table 1 presents formulations of the concept "professional development" that belong to the different specialists.

Table 1. Definition of the concept "professional development" in published resources

#	Definition	Author/source
1	Professional training of workers is a process of the purposeful formation of special knowledge in workers, development of necessary skills and abilities that enable to promote the labour productivity, to carry out functional duties with maximum quality, master new types of professional activity that includes primary professional preparation, retraining and in-plant training of workers according to the necessities of production [5]	The law of Ukraine "About professional development of workers" [5]
2	Systematically organized process of continuous professional training of personnel to prepare them to implement new productive functions, professional and qualification promotion, forming of reserve of management and improvement of social structure of personnel [10, p. 17]	Savchenko V.A. [10]
3	Process of training of employees to implement new productive functions, to hold positions, to solve new tasks. The process is aimed at overcoming discordance between requirements to a worker and qualities of a person [2, p. 191; 12, p. 31]	Vesnin V.R., Shekshnya S.V. [2,12]
4	Acquisition by a worker new competences, knowledge, abilities and skills that he/she uses or will use in professional activity; a process of preparation, retraining and in-plant training of workers which is aimed to implement new productive functions, tasks and duties at new posts [6, p. 101]	Krushelnytska O.V. [6]
5	Efficient provision and organization of process of training to achieve and also improve skills and abilities, to expand volume of knowledge, increase competence; capacity to study enthusiastically at all levels of organization that assists in continuous increase [11]	Nort K. [11]
6	An integral and active process of improvement connected with working activity knowledge and skills using of wide spectrum of educational methods and strategies [4, p. 20].	John-Matthews D. [4]
7	Complex of the interrelated measures aimed at the increase of competitiveness of personnel by acquisition of new knowledge, abilities, skills, experience in the process of training, in-plant training, retraining with the aim to adapt to new conditions of activity, to provide personal interests of development and	Cherchik L.M. [11]

#	Definition	Author/source
	realization of company objectives [11, p. 6].	
8	Complex of all organizational and economic measures at enterprise in the field of personnel training and retraining. In broad understanding development of personnel also embraces the issue of professional adaptation, estimation of candidates for vacant positions, constant periodic assessment of personnel, planning business career, professional promotion and many other [3, p. 16].	Grishnova O.A. [3]
9	Staff and economic function directed to assist staff members of all hierarchical steps to receive qualification which is necessary for implementation of current and future professional requirements [11].	Hentse I. [11]
10	Complex of informational, educational and connected with real workplaces elements that assist in-plant training of workers at enterprise according to the tasks of enterprise development and capabilities of employees [11, p. 6].	Tomm N. [11]
11	A process of training and in-plant training of personnel aimed to develop intellectual potential of workers [11].	Shmidt G. [11]

The analysis of definition of the concept "professional development" shows that authors have their own approaches to the definition. On the one hand it is the "system", and on the other hand it is the "process". The system equates the complex of processes that cooperate and the concept "process" characterizes the sequence of activities directed to the final result. Quite narrowly the process of professional development is considered by Shmidt G. who states that it is training and in-plant training of personnel; V.A. Savchenko characterises this concept broader taking into account career growth due to professional training and formation new company management at an enterprise; classifies professional training of workers according to types, character and forms of professional training. O.V. Krushelnytska and O.A. Grishnova use the definition "professional development" in broad sense beginning from training workers to their retraining; ways that include professional adaptation of a worker, selection of candidates for vacant positions, personnel attestation, planning of business career; professional promotion. K. Nort and I. Hentse do not concentrate their attention on the component elements of professional development; they concentrate exactly on final result of continuous process of development for implementation of current and future professional requirements. I. Hentse considers development of personnel as one of functions in management that is directed to support all levels of management at an enterprise. In August, 2012 an act Ukraine "About professional development of workers" was passed. The law contains quite limited interpretation of the term from the point of view of process of training.

Thus, having considered the viewpoints of scientists concerning the concept "professional development" it is possible to make a conclusion that it is a process of organizational and economic measures of an enterprise in the sphere of training, increase of capabilities and skills of personnel, retraining, control of this process, providing official and professional interests of development and realization of aims of enterprise activity.

According to the Law of Ukraine "About professional development of workers" an enterprise must independently provide itself with finance for professional development of personnel. So as it becomes an additional financial load this article of expenses does is not

realised in Ukrainian realities. According to Taxation Code of Ukraine [8] the mechanism of granting privileges, grants and subsidies to the enterprises that wish to carry out professional training of workers does not work correspondingly. Foreign experience shows that economically developed countries have been using the above-mentioned mechanism for a long time. Therefore we consider it necessary to apply such measures in the Taxation Code of Ukraine. For the accumulation of the money directed to professional training of economically active population of working age it is necessary to make alteration and additions in the Budgetary Code of Ukraine that allow social partners to create special funds for organisation of professional training of personnel at an enterprise.

Countries with a market economy consider professional development of personnel as a super-profitable, and costs that are paid for personnel development are considered to be investments. About 10% of wage-fund goes to training, retraining and in-plant training of personnel. These costs serve as the capital investments of an organization in the development of workers. In Ukraine of expenses on professional training of personnel is less than 1% of the wage-fund. Periodicity of in-plant training of workers in Ukraine is about 12 years where as the law states the norms of taking in-plant training which is once a five year period. Factors that determine modern tendencies in the sphere of professional development may conditionally be divided into external and internal. External factors include absence of purposeful government strategy and politics in the sphere of professional training of personnel, imperfection of normative and legal legislation, lack of methodical materials at enterprise in relation to organization of process of training of personnel at an enterprise, tax pressure from the side of the state. Internal factors directly touch management of enterprise, trade unions and workers: low level of stimulation of professional development of workers, types of management, strategic goals of an enterprises, absence of carefully developed staff policy, old equipment that does not cause motivation from the side of management as well as from the side of a worker to increase professional level, flow of personnel at an enterprise, shortage of facilities for capital investments in human capital.

In order to increase competitiveness of the Ukrainian specialists with higher education it is necessary to introduce the system of national qualifications. On October 31, 2012 the draft project of Conception of the National System of Qualifications appeared. A scope of qualifications is the basis of the national system of qualifications that in its turn presents a complex of mechanisms of legal and institutional regulation of demand on qualifications of workers from the side of labour-market and suggestion of qualifications from the side of the system of education and training.

The system of qualifications includes the list of spheres of professional activity according to the types of labour activity with pointing out level of qualification; professional standards and procedure of their registration; a catalogue of qualifications with pointing out the results of necessary education and training; system of providing of quality of qualification (procedures of assessment and confirmation, i. e. certification of qualifications, acquired during formal education, informal education and working experience) [9].

The scope of qualifications provides systematic approach to the contents of qualifications and their distribution to levels [7], that in its turn allows to determine requirements to the educational standards and to the programmes of professional education and to bring them to conformity with the requirements of sphere of labour. The scope of qualifications also allows making reasonable comparisons of qualifications and diplomas issued by different countries that in its turn are actual in the situation of the activated labour migration. Development of project of Conception of the national system of qualifications and National scope of classifications has a several advantages and disadvantages that have considerable influence on professional development of personnel at an enterprise (Table 2).

Table 2 – Advantages and disadvantages of the project of Conception of the national system of qualifications and National scope of classifications on professional development of personnel at enterprise

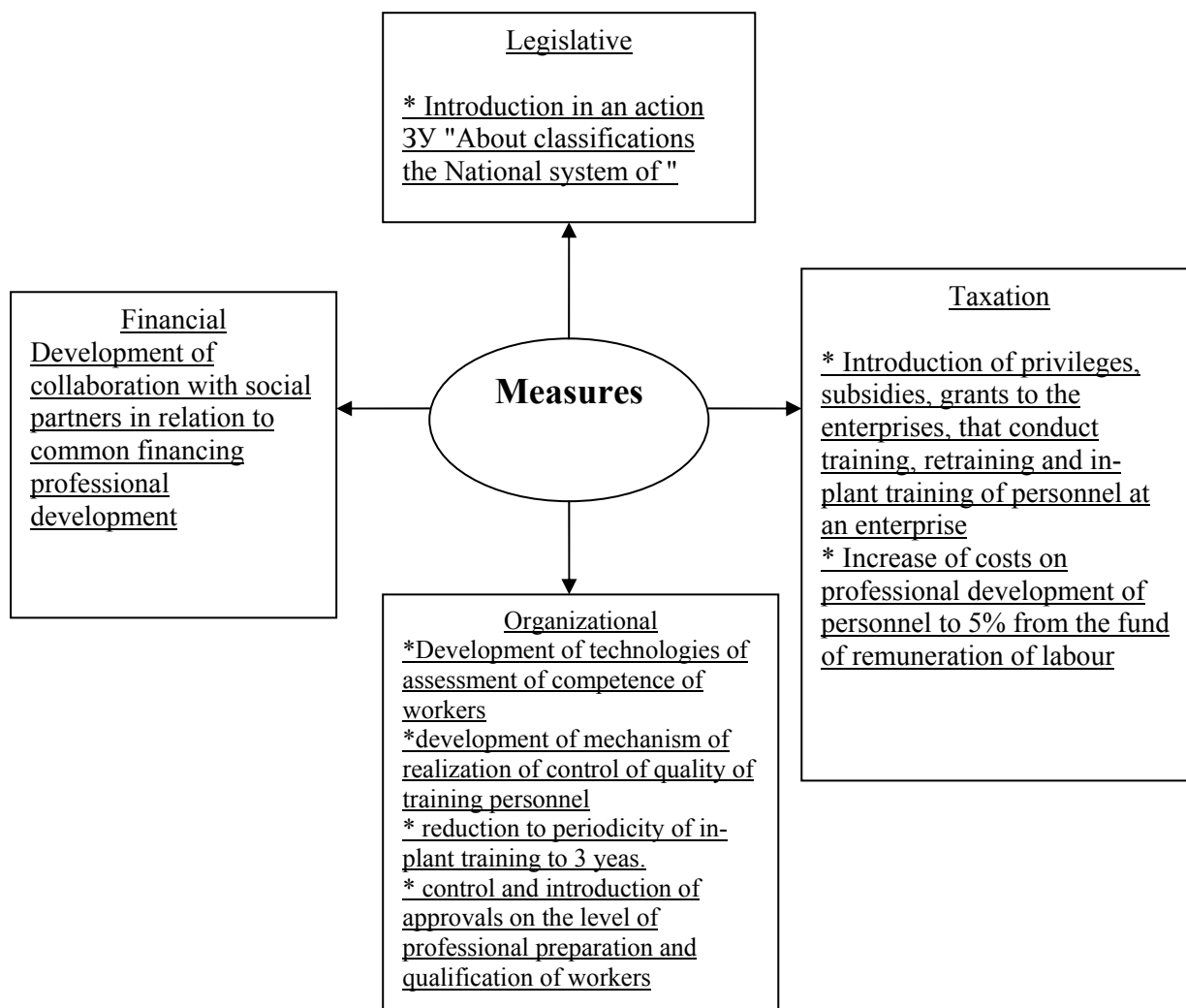
	National system of qualifications	National scope of classifications
disadvantages	Development of effective national system takes place without bringing in a large number of employers, trade unions, profile specialists and structures (centres of employment, authorities for management of labour and social defence, economy, regional development, scientists and others);	Scope of qualifications and project of Conception of the national system
	financing the development of the national system of qualifications is not concentrated, insignificant, and it is ineffective because of absence, in the first turn, prospects of development of economy outlined at state level on the whole and professional and higher education, in particular; secondly because of lack of order of development of state and branch standards of higher education;	the levels of classifications are marked only, without opening their maintenance, correlation with the European scope of classifications;
	employers do not almost find out activity in updating professional standards;	the lists of directions and specialities of higher education are superfluously gone into details and do not correspond to the needs of labour-market;
	modern structure of industry standards is superfluously complicated and regulated and limits possibilities of educational establishments in relation to modification of the programmes of training in accordance with the queries of labour-market.	absence of requirements of tool that will allow setting correlation of levels of National with European scopes of classifications.
	absence of requirements of tool that will allow setting correlation of levels of National scope with European scopes of classifications.	by means of Scope of classifications not only description of the system of classifications but also modernisation of the system of professional education and training of personnel, increase of access of citizens to qualifications
advantages	increase of level of competence of workers;	as compared to the European scope of qualifications and Scope of qualifications of European area of higher education the National scope takes into account integral competence
	providing international transparency of admitting qualifications acquired in Ukraine.	bringing in international technical and financial help.

The source is compiled by the author using data [7] and [9].

Taking into account the conducted analysis of the Law of Ukraine "About professional development of workers", experience of countries with developed market economy, study of positions of the National scope of classifications and project of Conception of the national

system of qualifications it is necessary to work out measures in relation to the improvement of organization of professional development of personnel at an enterprise (Figure1).

* Making alteration to the Law of Ukraine "About professional development of workers" in relation to the terms of realization of attestation of workers



Picture 1 – Measures in relation to improvement of organization of professional development of personnel at an enterprise

Introduction of the above-mentioned measures will promote: firstly, to reduce financial load of enterprises that conduct training and in-plant training of workers; secondly, the change in the tax law will give the possibility for businessmen to increase expenditures on professional development of personnel without imposition of corresponding sanctions for exceeding possible percentage of the fund of remuneration of labour payment, thirdly, development of effective mechanisms of control of quality of training of personnel will give the opportunity to spend money on professional development of workers, fourthly, as foreign experience shows countries with the developed market economy conduct in-plant training of personnel every three years and in some countries every 1,5 year; that is why reducing the periodicity of in-plant training of personnel at the Ukrainian enterprises to 3 years will assist the increase of professionalism of workers; fifthly, introduction of control of realization of measures in relation to professional development of personnel and introduction of sanctions

for a failure to observe of these requirements will stimulate management of enterprises to adhere to the current legislation.

Conclusions. Thus, modern economic terms encompasses different approaches to the definition of the concept "professional development" as many-sided process that embraces professional training and planning of internal organisational career of workers. The adopted law of Ukraine "About professional development of workers" has formal character and does not take into account the real situation at Ukrainian enterprises. Foreign experience shows that professional development of a worker is a profitable investing to an enterprise. Having defined basic factors of negative influence on professional development of workers we worked out measures to improve legislative, financial, organisational and tax system that will assist development of competitiveness of personnel at an enterprise and improve national economy on the whole.

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Сучасні підходи до організації професійного розвитку кадрів на виробництві

Метою статті - це дослідження сучасних підходів до організації професійного розвитку кадрів на виробництві, з'ясування їх впливу на соціально-економічну ситуацію в країні, визначення причин, що стримують професійний розвиток кадрів як складової системи розвитку підприємства та розроблення заходів щодо вдосконалення, організації професійного розвитку кадрів на виробництві.

Розглянувши погляди науковців на поняття «професійний розвиток» можна зробити висновок, що це процес організаційно-економічних заходів підприємства у сфері навчання, підвищення вмінь та навичок персоналу, його перепідготовки і перекваліфікації, контролю за цим процесом, забезпечення власних службово-професійних інтересів розвитку та реалізації цілей діяльності підприємства. Прийнятий Закон України «Про професійний розвиток працівників» має формальний характер та не

враховує реальної ситуації на українських підприємствах. Закордонний досвід свідчить про те, що підвищення професійного розвитку працівника це прибуткове інвестування підприємства.

Визначивши основні фактори негативного впливу на професійний розвиток працівників розроблено заходи щодо покращення законодавчого, фінансового, організаційного та податкового характеру, що сприятимуть росту конкурентоспроможності кадрів на виробництві та покращення національного господарства в цілому.

професійний розвиток, професійне навчання, рівень кваліфікації

Одержано 14.10.13

УДК 658.330

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Інноваційно-активні підприємства: сутність та фактори впливу на їх розвиток

У статті визначено сутність поняття інноваційно-активні підприємства, узагальнено підходи до їх оцінки, а також виявлено зовнішні фактори впливу на їх розвиток. Встановлено, що інноваційну активність доцільно розглядати як комплексний процес, спрямований на створення, виробництво та удосконалення нових видів продукції, послуг, технологій, організаційних форм, поява яких на ринку може дати додатковий дохід.

інновації, інноваційно-активні підприємства, зовнішнє середовище, фактори

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Инновационно-активные предприятия: сущность и факторы влияния на их развитие

В статье определена сущность понятия инновационно-активные предприятия, обобщены подходы к их оценке, а также выявлены внешние факторы влияния на их развитие. Установлено, что инновационную активность целесообразно рассматривать как комплексный процесс, направленный на создание, производство и совершенствование новых видов продукции, услуг, технологий, организационных форм, появление которых на рынке может дать дополнительный доход.

инновации, инновационно-активные предприятия, внешняя среда, факторы

Постановка проблеми. Аналіз різних аспектів розвитку підприємств в Україні дозволив визначити, що вирішальну роль сьогодні відіграє інноваційний процес. Інтенсивний розвиток інноваційно-активних підприємств в сучасних умовах забезпечує основу стійкого економічного росту. Підтвердженням цього слугують численні дослідження фахівців. Економічне зростання на основі використання інновацій надає можливість стверджувати вченим-фахівцям про інноваційний тип розвитку економіки на відміну від застійного, еволюційного, екстенсивного. Курс на інноваційний розвиток в Україні означає, що перехід економіки в новий якісний стан має здійснюватися завдяки активізації інноваційно-активних підприємств, що дозволить реорганізувати національну економіку. В Україні для реалізації стратегії інноваційного розвитку є в наявності всі необхідні передумови, серед яких слід назвати науково-технічний,