

ASSESSMENT OF METHODS TO ENSURE PROFESSIONAL AND QUALIFICATION APPROPRIATENESS OF PERSONNEL

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Purpose Analyze the existing methods of ensuring the appropriateness of professional qualifications of personnel in business. **Methodology.** The article uses combinatorial sets, typological and statistical grouping to assess the methods for ensuring professional and qualification appropriateness of personnel in business. **Results.** In the article the author evaluates traditional methods of satisfying of personnel needs. Despite the absence of methods of dialogue implementation, the methods of cooperation between the employer and the state are characterized by significant cooperation potential. Specifically, on one hand the state has been required to recognize the personnel needs of employers; on the other hand, the state is accountable to employers since it has to report on expenditure of the budgeted funds accumulated through revenues from subjects of real sector of economy. Direct participation of businesses in resolving issues within higher educational institutions (HEI) - by ways of shaping the professional training of graduates, designing curriculums, and participating in HEI councils – is a controversial subject. Employers contribution to the state budget and as such they have the rights to demand the satisfaction their own needs with respect to the professional and qualification appropriateness of personnel. The need for a new method has been proven. This method will help employers 1) to formalize own personnel needs, 2) to combine information of many employers, 3) to disseminate information among subjects, and 4) to predict the need in personnel. **Originality.** Analysis of methods which ensure personnel professional and qualification appropriateness has identified a low level of cooperation between employer, the state, HEI and the individual. The priority is given to the method facilitates unification of interests of employers and the state. Other types of interests like employer's cooperation with HEI and the individual are recognized as secondary ones since they gradually lose relevance due to the cost, risks of cooperation with HEI and individuals, and the uncertain potential. **Practical value.** Practical value of this research is that its results can be used for further consolidation of interests of the state, individual, employer and higher educational institutions. References 9.

Key words: personnel, higher education (HE), higher educational institution (HEI), professional and qualification appropriateness of personnel

ОЦІНКА МЕТОДІВ ЗАБЕЗПЕЧЕННЯ ПРОФЕСІЙНО-КВАЛІФІКАЦІЙНОЇ ВІДПОВІДНОСТІ ПЕРСОНАЛУ

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Ринкова система господарювання є стохастичним процесом, коли навіть роботодавць стовідсотково не впевнений у результатах господарської діяльності та потребах у персоналі через декілька років. За цей період можливі освоєння виробництва нової продукції, відкриття нових ринків збуту, реорганізація (злиття, поглинання) та припинення діяльності підприємства. У статті автором оцінено традиційні методи задоволення кадрових потреб. Визначено, що традиційні та проектні форми та методи співпраці роботодавця з ВНЗ, державою та індивідуумом носять несистематичний характер. Їхні результати частково або повністю не задовольняють інтереси роботодавця стосовно підготовки фахівців конкретної кількості, професії та кваліфікації. Автором доведено, що необхідний новий метод, який допоможе роботодавцям, по-перше, формалізувати власні потреби у персоналі; по-друге, поєднати інформацію роботодавців один з одним; по-третє, розповсюдити інформацію серед суб'єктів; по-четверте, прогнозувати потреби в персоналі.

Ключові слова: персонал, вища освіта, вищий навчальний заклад (ВНЗ), професійно-кваліфікаційна відповідність персоналу.

PROBLEM STATEMENT. Development of market relations has caused a cardinal change in the system of higher education. A decisive factor in this change is the transformation of main ordering client and consumer of higher educational institution graduates. Nowadays it is not only the state but also a big number of businesses, firms, and corporations. Since employers provide solvent demand on the labour supply market, they define the essence and orientation of professional training by demanding graduates of with specific professional qualifications.

Since employers are the first to be interested in highly qualified personnel, it is the employer who is first to express their own needs. Hence, the effective operation of the employer determines ensuring

professional qualification appropriateness of personnel as a priority goal. It is impossible to accumulate information on the level of region or branch of economy if no employer clearly sets forth their own problems. At the same time neither the state nor HEI know exactly what information from the employer they need specifically. Which means the absence of social order of information. Incorrect input information ensure there is no quality feedback. We need to It is also true that employers do not provide adequate information that on their requirements for professional and qualification needs. On one hand, employers do not appear to understand their own requirements and have not provided a proper assessment of the reasons behind their dissatisfaction. On the other hand they

attempt to pass the responsibility for satisfying their personnel needs to the HEI. However, it is the employer who has to provide the initial information which reflects the current situation regarding the appropriateness of the professional qualifications of personnel. Therefore, it is required that existing methods of providing of appropriateness of the professional qualifications of personnel in the business are analysed.

EXPERIMENTAL PART AND RESULTS OBTAINED. Utilization of traditional methods of satisfaction of personnel needs indicates immaturity of employer, absence of top-priority instrument of interaction with HEI, state and individual.

The first method – employer's address the State Employment Service (SES). The main mission of the Service is to provide employers with the service of recruitment of personnel. The Service is mandated to interact with employers in matters of identifying current and prospective needs within the labor force, professional training and the filling of existing vacancies [1]. According to article 50 of the Law of Ukraine "On Employment of Population", all employers are mandated to provide timely and in full to territorial branches of the central executive authority information on labor force requirements (i.e. vacancies) [2]. Information about vacancies is provided to the regional employment center located close to businesses. However, such information is provided by the employer only after the event occurs – i.e. only when specialists are required.

A disadvantage of this method is a lack of financing of the SES by the Fund of General Statutory Public Unemployment Insurance of Ukraine. As a result the SES is unable to provide qualitatively and fully a list of the declared services. Insufficient research of situation on the market of professions and specialties by local employment centers at the time of professional training and retraining of the unemployed leads to a decrease in the efficiency of the utilization of the Funds' money. As employers are not confident in the results of any cooperation with the state employment agencies, they are compelled to: turn to paid services of private personnel agencies (i.e. recruitment agencies); who conduct an independent search for personnel by posting information about open vacancies on their web-pages; or by publishing information about personnel needs in other media, etc. However, the abilities of private recruiting agencies are limited as they do not give any guarantees of employment and sometimes simply copy advertisements from the internet.

The second method – designing and placing a state order within the HEI. The efforts of the state are aimed at the removal of drawbacks of the previous instrument. The state is trying on a legislative level to regulate the interrelation and continue the cooperation with the employer for satisfying mutual needs. The Law of Ukraine "On forming and placing a state order on the training of specialists, scientific, academic and labor force, continuous training and retraining" declares that securing at the state level of priority of employer's need when the state order is placed without contest in case of specific agreement on providing

educational services between the HEI and the ordering customer [3]. But this practice of cooperation between the employer and HEI makes the HEI leadership take on the task of searching for places for graduates, which is very uncharacteristic task for higher education; whose strengths lie in educational issues. That is why the results of agreements are unsatisfactory.

Ukraine does not have a special regulatory procedures for the criteria, methods and mechanism of forming of a state order [4]. Formally, general and legal foundations of the state order are regulated by the Order of the Cabinet of Ministers "On Procedures of Formation and Placement of State Orders of Supplies for State Needs and Execution Control" and also by annual orders of the government that approve the volume of the state order for the year and the scope of funding. The functions of the special authorized central body of executive power in issues related to the formation of the state order and its execution control have been vested in the Ministry of Economic Development and Trade of Ukraine, and the state order of training of specialists are defined in the Order of the Minister of Economy of Ukraine of 10.03.2005 "On Approval of Criteria of Forming of the State Order on Supplies for the State Needs" (revised on 09.17.2009) [5]. These functions are: influence on increasing the of education potential of Ukrainian people (the indicators of this criterion are: enrollment of students on state-budget studies; total quantity of students that enrolled in HEI through all sources of funding; proportion of students enrolled in HEI on state-budget studies to the total numbers of enrolled students); satisfaction of requirements of specialists within higher education with consideration to specifics of public life (the indicators of this criterion are: in the area of higher education – number of students per one instructor; in other areas – part of specialists with higher education who are employed); price of educational services for the training of a specialist at the cost of budget funds (the indicators of this criterion are: average annual price of training of one specialist in various education qualification levels (junior specialist, bachelor, specialist, master), forms of training, areas of training) [5].

In reality, HEI forward to the Ministry of Education and Science of Ukraine their indicators of the quantity of students that they are capable of training; after that the Ministry of Education and Science of Ukraine (their ordering customer), based on HEI requests, send to the Ministry of Economic Development and Trade of Ukraine a proposition on desired indicators of state order. After the adoption of a government order and conveyance of any adjustments, the agency issues the order approving the scope of the state order for each individual HEI. Frequently, HEO add to the requests of the state order supporting letters from employers specifying real-world requirements for specialists of specific professions and qualifications. A deficiency of this method is evidenced by the fact that HEI can overstate their abilities to train specialists, and the letters from employers work in the favor of HEI rather than that of employers. The motive of employers is to

preserve jobs for employees and to preserve the volume of state funding. In December of 2010, the Chairman of the Association of Employers of Ukraine and the Chairman of the Association of Rectors of Higher Educational Technical Institutions (HETI) signed Memorandum on strategic cooperation. The memorandum stipulates measures that provide both parties with abilities to participate in the formation of the state order of specialists according to the real needs of the employment market. It is anticipated that HETIs will have the flexibility to design curriculums and training programs of specialists in areas of cooperation with high-tech businesses as part of their joint innovation activities. The parties agree to conduct joint activities to help increase the popularity studying technical specialties amongst young people. Employers in their turn are prepared to ensure training and practical work for students with businesses belonging to employers' organizations [6]. But in general such practice of formation of the order can not be justified. It leads to factual disregarding of institutional transformation of Ukrainian economy in the state order.

The third method – participation of employers in the training process. The main contingent of the labor force with higher level qualifications enter the manufacturing process from education. An advanced system of higher education provides the level of labor force training to the highest qualifications. Under such conditions the assessments of the employer are reliable and adequately reflect the level of training of specialists in HEI. These methods foresee the involvement of employers in the training process (lectures, practical classes, the management of practical work and diploma projects); the participation of business in the design of new courses and curriculums; grading of the quality of training programs and graduates by employers; establishing cooperation with departments of assistance of graduate employments. However, direct participation of employers in the training process is of formal-declarative nature. Employer wish to receive qualified specialists without any investment.

Today HEI invite employers to meet with graduates at job fairs. Students get the chance to communicate with employers, to ask about conditions and compensation, about full-time and part-time employment and career growth; they also have the chance to fill in forms for personnel reserve for industry specific enterprises. Some employers after getting the idea about future specialists at the job fairs attend the defense of diploma projects and complete employment agreements with graduates. State Employment Service specialists participate at the fair: they provide information about the labor market in the region and country, acquaint with SES social services and help students in resume writing. Employment Service also offers students computerized professional testing to identify individual skills and aptitudes to various types of professional activities. Due to such fairs, HEI graduates receive the first experience of communicating with employers and begin to understand what is required by the labor market. But

the effectiveness of such events is hard to forecast. Neither employment services, not HEIs conduct zealous work of monitoring the numbers of graduates who received employment after the job fair. Testing for professional aptitude is available before enrolling in HEI or during the process of training, but not after its completion. Options of practical training of graduates (practical work), two-sided (student – employer) or three-sided (student – HEI – employer) agreements are gradually losing relevancy. Employers rarely take to direct investment of the students training because they are not sure in the results of this training. Direct spending on higher education is unjustified and risky.

The fourth method – design of passports for professions and professional standards. In 2011, the lead financial industrial group of Ukraine “SKM” initiated the project aimed at designing modern professional standards – passports of professions. The partners of the project were the ministry of Education of Ukraine, British Council, Confederation of Employers of Ukraine, and Analytical Center “BEST”. Passports of professions are the documents that describe in detail and establish a unified approach for all market participants, illustrating the level of competence that a specialist should have. One of the main tasks of professional standards is to create for young people choosing HEI, or already receiving education, an image of their future profession and to provide an idea as to what specific tasks they will be working on at their work place, what relevant knowledge and skills they already have, and what knowledge and skills they still have to acquire. Provision is made that the passports of professions will ensure increased motivation for the students to learning and the knowledge that they acquire will no longer be an abstraction and will help to start the career [7]. The passports will clearly identify what a specialist has to know and be able to do for the employer to hire him and for the specialist to be able to have respectable compensation and possibilities for career development. Today professional standards have been designed for eight specialties in three branches: metallurgy, energy industry, and journalism. Based on these passports of professions, the Ministry of Education of Ukraine designed educational standards that will become grounds for training programs in 23 pilot HEIs. The pilot HEIs will have to design training programs with respect to the requirements of professional standards. It is expected that the passports of professions will help eliminate the imbalance found in the current labor market between demand and supply of specialists; where the knowledge and skills of graduates do not correspond to the requirements of the employers. However, the design of these passports relates only to the problem of ensuring of effectiveness and performance of the higher education. Professional standards are not connected with licensing volume or state order, in other words, with the potential of HEIs. The passport cannot determine the number of HEI graduates in a specific profession or the qualifications required by the employer. Professional standards are only capably of satisfying employers' interests without resolving the problem of a shortage of specialists.

Attempts to demonstrate acute need in cooperation but they are not supported by efficient instruments of realization. The instruments of cooperation between employer and other links that had been tested by time are now losing their efficiency, and the majority of new ones are approximate and needs testing. Each link of cooperation between employer, HEI and individual is functioning separately from another and the appropriate information exchange is not happening. The state often acts as initiator of three-way dialogues “employer – state – HEI” since it has capabilities and tries to save employer’s interaction with the HEI [8].

So, although there is an absence of dialogue methods, the methods of interactions between employer and the state are characterized by a significant potential for cooperation. Specifically, on one hand, the state has all the capabilities to inventorying of the labor requirements of employers (statutory regulation, operation of SES), and on the other hand, the state reports to employers since it has to answer in regards to budget funds expenditure that have sources in receivables from the subjects of real sector of economy. Direct participation of business in resolving of HEI problems – by forming demands to professionals training of graduates, designing of curriculums, involvement with HEI councils – is quite

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debatable in general. Employers pays to the budget and has all grounds to demand satisfaction of own needs in ensuring professional and qualification appropriateness of personnel.

CONCLUSIONS. Traditional and projected forms and methods of building the dialogue between the employer, the state, higher educational establishment and individuals are of a non-systemic nature. Their results do not satisfy, partially or completely, the interests of the employer in regards to the training of specialists in sufficient numbers with professional qualifications. The main drawback that degrades the efficiency of existing forms and methods of interaction and information exchange is in coordination of employers’ action. The joint efforts should have more significant results. Productivity of traditional instruments of cooperation between employer and the state, HEI and individual is constantly changing, the results of their application are hard to predict and are gradually decreasing. There is in the require for a new method of cooperation to help employers 1) shape their own needs in personnel, 2) combine employers’ information, 3) disseminate the information among the subjects, and 4) forecast personnel needs in business.

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ОЦЕНКА МЕТОДОВ ОБЕСПЕЧЕНИЯ ПРОФЕССИОНАЛЬНО-КВАЛИФИКАЦИОННОГО СООТВЕТСТВИЯ ПЕРСОНАЛА

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Рыночная система хозяйствования является стохастическим процессом, когда даже работодатель стопроцентно не уверен в результатах хозяйственной деятельности и потребностях в персонале через несколько лет. За этот период возможно освоение производства новой продукции, открытие новых рынков сбыта, реорганизация (слияние, поглощение) и прекращение деятельности предприятия. В статье автором оценены традиционные методы удовлетворения кадровых потребностей. Определено, что традиционные и проектные формы и методы сотрудничества работодателя с вузами, государством и индивидуумом носят несистематический характер. Их результаты частично или полностью не удовлетворяют интересы работодателя

по підготовке спеціалістів конкретного количества, професії и кваліфікації. Автором доказано, что необхідним новий метод, который поможет работодателям, во-первых, формализовать собственные потребности в персонале; во-вторых, совместить информацию работодателей друг с другом; в-третьих, распространить информацию среди субъектов; в-четвертых, прогнозировать потребности в персонале.

Ключевые слова: персонал, высшее образование, высшее учебное заведение (ВУЗ), професійно-кваліфікаційне відповідність персоналу.

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