

**PROBLEMS AND PRECONDITIONS OF HR-EDUCATION INTEGRATION
IN UKRAINE AND EU TO ACHIEVE MUTUAL ECONOMIC BENEFITS**

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Abstract: The core reasons determining necessity of education of professionals in the field of human resources management are analyzed. The main problems are highlighted regarding the possibilities of HR-managers education development basing on European standards and current business requirements.

Keywords: competencies, qualification, educational program, HR-manager, labour market, business.

Nowadays, education is one of the most important factors in economic development ensuring. According to the UN annual report, the countries competitiveness in the XXI century will be determined not by natural or even financial resources, but by the qualifications of the labour force [3].

Ukraine's entry into the world educational space predetermines development of domestic educational standards in line with the norms of the world community. After all, the processes of globalization require the formation of a united labour market and thus the universalization of education. The demand for specialists in the labour market is the most important criterion for the effectiveness assessment both for higher education and science sphere and for particular higher educational establishment. Now in Ukraine is actively pursuing reforms in the higher education sector and in the sectors whose operation is related to the provision of higher education professionals. Particularly, according to the Concept of higher education reform, which is available on the website of the Min-

istry of Education and Science of Ukraine, the main task of higher education reform is «to focus higher education on the quality of education and to ensure the demand for graduates of higher education institutions in the labour market» [2]. At the same time, the reform aims to change the approaches to university funding – the calculation formula will take into account such a key indicator as the level of employment of graduates.

Higher education is increasingly becoming a value in which students are ready to invest, not only in their countries of origin, but also through migration. However, the difficulties of the transformation period are evident in Ukraine in that the high competition of universities against the backdrop of a twofold decrease in the number of students does not always lead to competition in the quality of services, but mainly to price competition. At the same time, poor evaluation of the quality of university services by employers leads to the neglect of formal documents for higher education and the emergence of their own training centres, which is accompanied by additional costs of a business for non-peculiar functions.

HR-manager is an obligatory member of every company regardless of the field of activity, ownership or size. Employers' demand for qualified HR managers is increasing in the Ukrainian labour market. On the most popular Ukrainian job search web site (work.ua), the number of vacancies, belongs to the HR manager's profession, as of December 21, 2019: HR manager (560 vacancies), HR administrator (72 jobs), Personnel Manager (533 jobs), recruiter (467 jobs), etc. On the Ukrainian job search sites, there are vacancies for HRs not only in international companies represented in Ukraine, but also in foreign companies, in particular Polish ones. A large proportion of job vacancies in the labour market are not monitored, as they are filled by private recruitment agencies on the orders of employers and by an existing client base within the agencies. Part of such vacancies is filled under the contracts of cooperation of recruiting agencies and universities, which complicates the precise understanding of the scale of the need for a highly skilled HR-manager.

Training of HR-managers by Ukrainian universities are especially actualized due to the following reasons.

1. Low level of cooperation between universities and employers providing practical experience in the profession – some attempts at dual education are still widespread in Ukraine, as well as a low level of implementation of business-oriented approach to educational programs. As a result, the Ministry of Science and Education of Ukraine (MES) emphasizes the need to develop teaching skills and develop the architecture of adult education as a national priority when developing Erasmus+ joint projects with foreign universities (MES letter to universities No. 1/9-774 dated 20.12.2019).

2. HR managers are trained at a Master level in the context of increasing interest of foreign investors in Ukraine – in 2019, foreign direct investment in Ukraine amounted to more than US \$1.7 billion, the main investors being EU countries. Therefore, the further development of foreign capital companies in Ukraine and their existing standards of personnel management will lead to an increasing demand for professionals capable of working for European standards of doing business, including human resources management. Ukrainian students will not be able to acquire such skills without cooperation of domestic universities with European ones and without study of business cases and special software typical for European countries.

3. Large-scale flows of migrant workers to the EU are already characteristic of Ukraine today. According to E. Libanova, Director of the Institute of Demography and Social Research of the National Academy of Sciences, estimates of the total number of

Ukrainian labour migrants working abroad range from 1.5 to 5.0 million persons. Among the main countries of destination are Poland (38.9% of all migrants), Slovakia. At the same time, the labour market need of Slovakia is not limited to the simplest jobs for migrant workers: in 2018, 1382 Ukrainian migrants were recruited for senior management, specialists and administrative staff. In the face of growing labour market needs for skilled workers, which are exacerbated by the impact of their own migration losses to more developed countries, there is an increasing need for specialists trained according to European standards.

4. Ukraine has actively been developing business partnerships. According to the Ministry of Family, Labour and Social Policy of Poland, 95.5% of the total number of employment permits was issued for Ukrainian citizens. In 2019, 18% of Polish firms hire workers from Ukraine; in the structure of employees, Ukrainian employees of middle and upper management levels comprise 20.9% and 3.9% respectively [1]. The transport and logistics sectors are actively developing in Slovakia. The continuation of the construction of the highway D1, which is part of the Pan-European Corridor V, has allowed to significantly intensify the development of the Ukrainian-Slovak business. Intending to engage with Ukraine in one of the largest international projects (China's Belt and Road Initiative), we can forecast an increase in demand for new logistics centres employees in the near future, transport and trade enterprises. This exacerbates the shortage and further need to educate HR managers able to meet the growing needs of recruiting and other HR management functions in the new international cooperation environment, which requires knowledge of the labour markets and business environment of neighbouring countries. In Romania, with the introduction of a simplified tax system for IT companies, IT clusters are being actively developed. More and more migrants from Eastern Europe, including Ukraine, are becoming more involved. The role of HR managers in such companies is growing significantly due to the availability of new recruiting opportunities for IT professionals from Ukraine. The outlined trends in the three Program Countries occur against the backdrop of significant losses of their own population due to increased migration to Western European countries. Therefore, the development of joint business and the training of HR-managers capable of working not only in Ukraine but also quickly adapting to the labour markets of foreign countries, requires the improvement of educational programs of Ukrainian universities.

(5) The national market for educational services in HR education is being pressured by the new demands of the adjacent labour markets. In particular, educational reform in Ukraine is carried out at the same time as medical reform, which also implies a change in the educational standards of educating of leaders of different levels. According to the order No. 1977 «On Amendments to the Handbook of Qualification Characteristics of the Occupations of Employees» of the Ministry of Health of Ukraine dated October 31, 2018, new qualification requirements for the education of health care managers and their deputies were established which require the management skills, incl. HR-management. In this regard, the number of adult university students having already received one university degree and majoring this time in HR management has increased at the universities of Ukraine. Such innovations and increasing demand for lifelong learning require the appropriate competence of teachers, their orientation not only on the internal labour market, but also on international requirements, in view of the implementation of the Association Agreement with the EU by Ukraine and the confirmed desire for further use of the European experience in HR management in different areas.

6. The reform of the public service, approved in the form of the Strategy for the Reform of the Public Administration of Ukraine (Order No. 474-p of the Cabinet of Ministers of Ukraine dated 24.06.2016), is ongoing in Ukraine. Accordingly, the creation of a special unit in each government body, i.e. personnel management and HRMIS (Human Resource Management Information System) skills service. This reinforces the need to train qualified HR managers capable of fulfilling modern functional responsibilities both in the private and public sectors and requires the universities education of to be improved.

However, current market situation allows to reveal problems in finding job for graduates, particularly, the negative conjuncture confirms by the results of job vacancies analysis for Masters in HR-management due to the requirements of employers. Thus, actual opportunities to develop HR-managers training should be found. Such training should allow successful employment in Ukrainian and foreign companies, reducing the problems of demand mismatch and quality of training. Part of such problems is inherited in the Eastern partnership countries historically, from the former practice of developing rigid higher education standards, low proportion of free choice disciplines and poor consistency with employers' requirements, including their vision of specialist competencies rather than a list of theoretical topics in the structure of academic disciplines.

The HR manager education market is very sensitive to these problems as new HRM technologies emerge very quickly and it is very difficult for universities to meet the growing and rapidly changing demands of employers, especially those with a Master's degree, with a high research component in performing professional tasks.

At the present stage of the development of higher education in Ukraine, one of the priorities is to approximate the quality of educational services to European standards, in particular the use of progressive practices of interaction with employers in order to form meaningful components of training. Therefore, universities need to develop educational programs and curricula to train Masters in HR-management based on the competences formed through communication with business experts, which shape the demand for this category of workers in the labour markets of Ukraine and EU countries. No less important is to involve business representatives in the formation of training cases, which will reflect the real practical situations of business activity and ensure the implementation of the «learning by doing» concept using international experience.

To sum up, increasing economic affairs integration of European countries and Ukraine demands development of training of specialists according to European standards and current business requirements. Consequently, to improve the content and organization of the Master's program «HR-management» according to European experience, the actual business needs must be identified basing on employers' survey. It will allow to form the list of competencies for professional HR-manager training which will be ready to work both in Ukraine and EU.

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