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FORMATION AND IMPLEMENTATION OF MODERN REGIONAL PERSONNEL POLICY

The article describes the modern features of state policy in matters of integrated development of regions, considers the problems of the formation and usage of human resources in the region. The article highlights scientific approaches to understanding the essence of state personnel policy. The goals and principles of the state personnel policy have been substantiated. The article indicates that the formation of an effective personnel policy is a rather complex, contradictory process, because there are many problems and shortcomings in the domestic personnel policy that require effective solutions. The approaches to staffing the development of the regional economy are analyzed. The role of educational institutions of the region in the formation of human resources is considered.

Key words: *human resources, regional development, personnel training, state power, local authorities, state personnel policy, management activities, public administration.*

Problem statement. Radical changes in all spheres of public life in Ukraine over the years of independence, including in personnel policy, lead to increased attention to understanding these changes, analyzing existing problems and identifying ways to further resolve them. Of particular importance is the analysis of the problems of the formation and implementation of the state personnel policy in the regions of the state, since the

success of the implementation of the state policy as a whole depends on the human resources. This analysis makes it possible to assess the effectiveness of the state personnel policy, to determine new directions and priorities.

Analysis of recent research and publications shows that a deep analysis of the state personnel policy in general and personnel processes and technologies is contained in the works of domestic scientists, in particular: V. Averyanov, G. Atamanchuk, V. Bordenyuk, S. Vdovenko, Z. Gladun, N. Honcharuk, A. Demin, A. Krupchan, A. Krusyan, A. Kucherenko, Y. Lebedinsky, P. Lyubchenko, V. Malinovsky, T. Motrenko, P. Nadolny, S. Seregin, D. Stechenko, S. Dubenko, N. Lipovskaya, V. Oluyko, T. Pakhomova, A. Obolensky, V. Tsvetkov and other scientists.

The purpose of the article is to study the theoretical foundations of the modern regional state policy of Ukraine.

Presentation of the main material. At the present stage of development of the statehood of Ukraine, the solution of the issue of high-quality staffing of socio-political and socio-economic spheres of life in Ukraine has become one of the priority tasks. The development and implementation of modern personnel policy in Ukraine in all spheres of social activity requires an effective personnel system, including a set of personnel institutions and organizational structures that carry out integral management of personnel processes in order to achieve certain priorities for the development of society.

According to leading statesmen and experts, at present, there is a slowdown in the pace of development of the Ukrainian economy, which is due to a number of factors.

In the first place are the internal problems of the country associated with structural and institutional constraints [1].

There is a low quality of public management decisions and a similar quality of implementation of investment projects. The state connects the prospects for long-term, strategic development with the improvement of the business climate in the country, therefore, it is ready, in connection with the emerging demographic situation in the regions, to assume the costs of retraining and relocation to new jobs of the economically

active part of the population [5].

In the context of an active transformation of economic relations, caused by structural and technological shifts and digitalization, constant challenges and interventions of the world economic community, affecting the production, technological and socio-economic parameters of business entities, the main approaches to understanding various economic categories are changing. It shall be required to develop new solutions capable of providing high-tech production and increasing the competitiveness of the products of Ukrainian organizations. Research into the formation of the optimal structure of the human resources of territorial entities is becoming timely and significant, since the implementation of the state economic policy of Ukraine is impossible without an effective system of personnel strategy management. The object of the study was the process of formation of personnel policy at the level of territorial entities. The purpose of the study is to summarize the main directions of the formation of personnel policy to improve the strategy to ensure the professional replacement of the economically active population of the region and the transfer of professional experience. The scientific article examines topical issues of the formation of the human resources potential of the region, emphasizes the need to form a consistent strategy for human resources management, based on the stated priorities of socio-economic development.

Today the regions act as independent subjects of international relations, and regional associations provide the necessary conditions for increasing the role of Ukraine in the world economy, strengthening national competitiveness, protecting public relations from negative challenges.

Currently, in accordance with the implemented state policy of balanced spatial development, the regions of Ukraine are forming new centers of industry, agricultural production, recreation, education, science, etc. [3].

The spatial development strategy, including the scheme of settlement and distribution of productive forces shall be designed to ensure sustainable integrated development of the country's regions. The vast territories and potentials that Ukraine

possesses allow it to claim a leading role in the world economy, but a constructive solution to the problems of priority development of regional integration processes is required [7].

A number of problems, as the experience of the leading countries of the world demonstrates, can be solved thanks to the development of an economy based on knowledge and requiring a qualitatively new level of continuous, lifelong learning and advanced training.

The solution of the last problem, as foreign experience shows, largely depends on the formation of an effective regional innovation system, which is an institutional environment favorable for innovation, uniting state, private, scientific and educational, public potentials in the process of interaction for the implementation of investment activities.

For example, in the United States, investment in a person is three times higher than productive investment, and the experience of American firms convincingly demonstrates that for every \$ 35,000 they invest in education, they bring in a profit of \$ 1 million [2].

The main goal of the state personnel policy in the regions is to provide state authorities, local self-government bodies, state enterprises and other institutions and organizations in the region with highly professional, law-abiding, proactive, patriotic management personnel of a new type, capable of taking responsibility and successfully solving the urgent and regional problems [4].

The human resources of the region is a combination of labor and intellectual resources that ensure the achievement of the goals of the long-term socio-economic development of the region. The creation of conditions for the formation and development of the human resources of the region should be carried out through the interaction of public authorities, educational organizations, business entities [4,5]. The formation and development of human resources involves the implementation of a set of measures, which should include stimulating the reproduction of labor resources in the region, the effective use of labor potential, improving the training and retraining system, and it is also

necessary to pay attention to improving the quality and mobility of the labor force in the labor market.

The systemic development of personnel management in the region, at present, is seen not so much in the competent selection of professional personnel as in the possibility of creating and developing new human resources, which, in modern conditions, can quickly and competently overcome the factors that impede the process of reviving domestic production and the active development of economic ties. Undoubtedly, the implementation of these tasks is impossible without creating a new system of interaction between the regional and municipal executive authorities, and the education system, implemented at various levels.

The modern system of management of territorial entities is a clear sequence of actions, the main of which shall be reflected in the Strategy for the socio-economic development of the region, which is the main guideline for long-term development.

But so far there are unresolved issues related to the quality of the educational reform being carried out in the country, the results of which directly affect the pace of innovative development. The study made it possible to identify the following problem areas:

- It is necessary to overcome the gap between the system of educational institutions and the real needs of the economic life of the regions, branches of the national economy, and science.

- The administrative approaches currently prevailing in the reform of the education system should be harmonized with the active participation of civil society and business representatives.

- An algorithm for determining the value of an educated person has not been formed, which makes it possible to identify the level of the innovative component of his thinking, the ability to create and use new technologies that meet the requirements of our time.

- - The advantages of new information and communication technologies in

mastering the integration processes of mastering knowledge and also personalizing and differentiating training shall be introduced inadequately to modern requirements.

- A system has not been built that covers broad strata of the population and provides, on the one hand, the differentiation of the dissemination of knowledge, and on the other hand, the personalization of education for the most gifted people.

To solve these problems, it is worth creating a system that combines classical higher professional education, where the main role shall be played by the fundamental theoretical base, inextricably linked with practical training, and business education, focused on practical activities, in which creativity shall be aimed at achieving a high professional level with broad horizons of thinking and mastering modern technologies for making managerial decisions.

In any case, investment educational programs should be aimed, taking into account the constant growth, the volume of information and the speed of its updating, at the continuous process of updating knowledge throughout the entire active economic activity of a person.

Progressive forms of organizing the educational process shall be required to create a kind of socio-economic coordinate system that provides a person with high professional qualities, innovative thinking, an objective opportunity for self-realization.

That is why fundamentally new approaches to the activities of the teaching staff and university administration shall be required.

Today, when the way of life and human thought processes have changed information and communication technologies, it is useful to ponder the words of the innovator who radically changed the socio-economic landscape of everyday life and brought us to a new civilizational level, Steve Jobs: 'People don't know what they want until you show it to them.' [8].

One can endlessly observe the decline in the authority of the teaching staff and complain about this. But if earlier the teacher spent a lot of work and time on working through the mass of printed materials, today most of the actions are automated and

available for students in information and communication networks. And the main tasks of the teacher are the search for the necessary information, the adaptation of knowledge to real conditions, which gives this knowledge value.

Yes, the task of the teacher - “to teach to learn” - has become easier due to the informatization of society, but, paradoxically, at the same time, it has become as complicated as possible. The student and the teacher are in one unlimited information field, but the latter must be better oriented in this dynamic, constantly changing world, must be a “gourmet”, able to find the most important and relevant information, discarding information waste. Its main task is to teach the student to think by forming innovative thinking that has practical value.

The task is feasible only under one condition, if the teacher himself is a person and has an informal authority. And this must be confirmed by everyday work and practical achievements in the chosen direction of educational and scientific activities.

One of the mandatory, in our opinion, modern requirements is the presence of its own website for each representative of the teaching staff. As a rule, the site should provide information about the teacher (education, advanced training, information about places of work, achievements, etc.), a list of published works, materials for participation in scientific projects, topical articles, foreign publications, manuals, monographs, etc. The information on the site must be constantly updated, which ensures its active use both by the educational and business community and by students in the educational process, communication with the teacher [6].

But the teacher's website is only a small component of the intellectualization of the activities of the teacher and the student in the general process of informatization of education. A unified information and communication system is capable of providing global coverage, breakthrough development of integration trends in the cognitive process, combining the advantages of individualization and differentiation of learning, initiating synergy of impact.

Creation of informal, lifelong relations between Alma Mater and former students

will create an atmosphere of mutual understanding and trust and also conditions for building a permanent system of increasing (renewing) knowledge. And to show that today and in the future it is relevant and ‘what they want’ (according to S. Jobs) university teachers who meet modern innovative requirements, support, inter alia, thanks to a unified information system, relationships with graduates and tracking trends in changing situations in the economy, society, business, government [9].

To achieve a multiplicative, and perhaps even a synergistic effect, the author considers it necessary to develop a program for attracting personnel (both from abroad and from other regions) at the stage of their receiving higher or secondary vocational education. This program will provide educational institutions with additional students, and enterprises will receive highly qualified specialists in the future. Obtaining a prestigious, and most importantly, a demanded education can also be used as an incentive to attract young specialists.

The research results lead to the following conclusions:

- In accordance with the policy of balanced spatial development, it shall be required to adopt state programs for training personnel for the new economy, coordinated with federal and regional needs.
- A strategy of transition from manual to strategic and further to institutional shall be needed implemented at all levels, in all priority areas of activity.
- It is necessary to form samples of the highest achievements for the teaching staff, representatives of the authorities of society, business and, most importantly, people receiving education.
- Diverse and effective use of information and communication technologies is designed to give the educational process a synergistic effect of intellectualization of scientific and educational activities and the commercialization of its results.
- The quality of knowledge should become the basis for the professional management of international relations, government structures, enterprises, households and also the basis for career growth, personal self-realization, and, ultimately, the

country's competitiveness.

Conclusions. Ukraine's striving to comply with the European level in all spheres of the state's activity requires significant transformations, in particular, concerning the improvement of the personnel policy of the regions.

At the solution to a question of a staffing, aspects related to the regional education system deserve special attention, since specialists trained by educational institutions not only update and supplement labor resources, but are also a promising source of them, especially since the key role in the formation of an innovative economy called the knowledge economy. certainly belongs to science and education. The quality level of the region's human resources is directly related to the level of education of the active part of the region's workforce.

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