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## **PROFESSIONAL STANDARDS: ESSENCE, SIGNIFICANCE, PROSPECTS OF CREATION AND USE**

*This article is devoted to methodological and methodical aspects of professional standards. The peculiarities of professional standards for personnel management and labor economics specialists development are justified.*

**Keywords.** Professional standard, methodology, methods, competence approach, specialist, management, personnel, labour economics, module, element.

**Introduction.** Formation of a knowledge economy, further intellectualization of labour, information production and services, improve their innovativeness enhance quality requirements of human resources, competitiveness staff organizations, including graduates of higher education institutions in «Personnel Management and Labour Economics». Under these conditions becomes important issue to clarify the nature and importance of professional standards (PS), their development and use.

*Analysis of recent research and publications.* Recently, the disclosure of the nature and value of professional standards, justification of specific recommendations for their development studied by L.I Korotkova, L.B Lukyanova, G.I. Luk'yanchenko, T.N. Desyatova, M.I. Palchuk , N.P. Parshina et al. Meanwhile, many significant issues related to professional standards, particularly specialists with higher education, are still unresolved.

**Problem.** The aim of the article is to elucidate the significance and importance of professional standards, justification of methodological and methodical approaches to professional standards of HR professionals and labour economics and directions for its use in the labour market and the education market.

**Results.** Modern organizations needs the HR managers who can develop strategy and HR policies, can plan, organize and implement recruitment processes, adaptation of new employees, training and evaluating staff development and training of reserve managers, motivation and more.

This requires from the HR managers thorough knowledge and practical skills in the fundamentals of the economy, production, management, industrial relations, sociology, psychology, education and labour laws. They should have complete basic degree in relevant field of study (bachelor or master).

Training of specialists with the higher education shall be performed according to requirements of standards of the higher education. According to the law of Ukraine «About the higher education» it is determined that system of standards of the higher education constitute state standard of the higher education, industry standards of the higher education and standards of the higher education of higher educational institutions [1]. Until recently industry standards of the higher education contained the following components:

- educational and qualification characteristics of graduates of higher education institutions;
- educational and professional programs of preparation of students;
- diagnostic aids of quality of the higher education.

The educational and qualification characteristic of the graduate of higher education institution reflects the purposes of the higher education and professional training, determines a place of the specialist in structure of industries of economy of the state and the requirement to his competence, other socially important qualities, system of production functions and standard tasks of activities and abilities for their implementation.

According to the law of Ukraine «About the organizations of employers, their associations, the rights and guarantees of their activities» significantly raised a role of employers, their associations in the sphere of the higher education, provided entering of such concept, as «the professional standard». In this regard, changes were made to p. 13 of the law of Ukraine «About the higher education». The professional standard

determines competence of the graduate of higher education institution, system of production functions and standard tasks of activities, knowledge, the skills necessary for their implementation by new edition of specified article.

According to the law of Ukraine «About the organizations of employers, their associations, the rights and guarantees of their activities» it is determined that the professional standard is the requirements approved in accordance with the established procedure to knowledge, abilities and skills of graduates of higher educational institutions, are determined by employers and form a basis for forming of qualifications. Professional standards correspond to levels national and an industry framework of qualifications and are grouped in industry signs [2, 11].

Thus, in practice there was a compelling need in development of the professional standard of the human resources manager on the basis of competence-based and modular approaches. As still in Ukraine there is no experiment on development of similar regulating documents therefore, in our opinion, it is necessary to find out methodological problems and methodical approaches to development of the specified standard.

Technique of creation of the professional standard of human resources managers on the basis of competence-based and modular approaches shall determine general rules of development of professional standards of new generation. It is necessary to carry that this profession is general for all types of economic activity to features of development of a technique of the professional standard.

Characteristic sign of a technique is that creation of the professional standard is based on competence-based and modular the approaches providing development of profiles of professional competence on group of positions in the respective sphere of professional activity and contains their possible names, and also that professional activity shares on structural elements (modules, labour processes, functions), on each of which are established relevant requirements to knowledge, the complex and disaggregated abilities.

In a technique the method of the analysis of labour processes by means of the description of their structure of demanded professions and qualification levels shall

be implemented; competence-based approach to determination of content of general and professional powers for the qualification levels approved with the National Qualification Frame (NQF) and an industry framework of qualifications (IFQ) a method of modeling of the professional standard, structure and which content the most suitable for creation of the curriculum and programs of professional training in higher educational institutions of the master in the specialty 8.03050501 «Personnel management and labour economics».

For the purpose of simplification of translation of requirements of the professional standard in educational and identifications of the integrated blocks of qualification requirements to each of four qualification levels when structuring content of the professional standard it is necessary to use competence-based and modular approaches and to enter the concept «module of a labour activity» (MLA) as autonomous structure of labour functions and competences of the specialist with the higher education of the appropriate qualification level.

Compound of MLA of the professional standard which represents the independent block of a work type and labour processes necessary for their accomplishment, functions and competences, are determined the competence module (CM). Unit of the professional standard is the element of the module of competence (EMC) - is the complete unit of the professional standard, containing the developed characteristic of specific labour function, process and the list of competences necessary for its accomplishment, subjects and means of labour (fig. 1).

The technique is developed on algorithm which performs the description of each stage for use by the entities, public organizations, the industry professional organizations of employers and hired employees, state bodies of management in the sphere of economy, social policy and education, higher educational institutions and other legal entities and physical persons when designing professional and educational standards of the various industry direction; the solution of questions of advanced training of human resources managers, ensuring life-long professional education for the purpose of providing their competitiveness in the labour market.

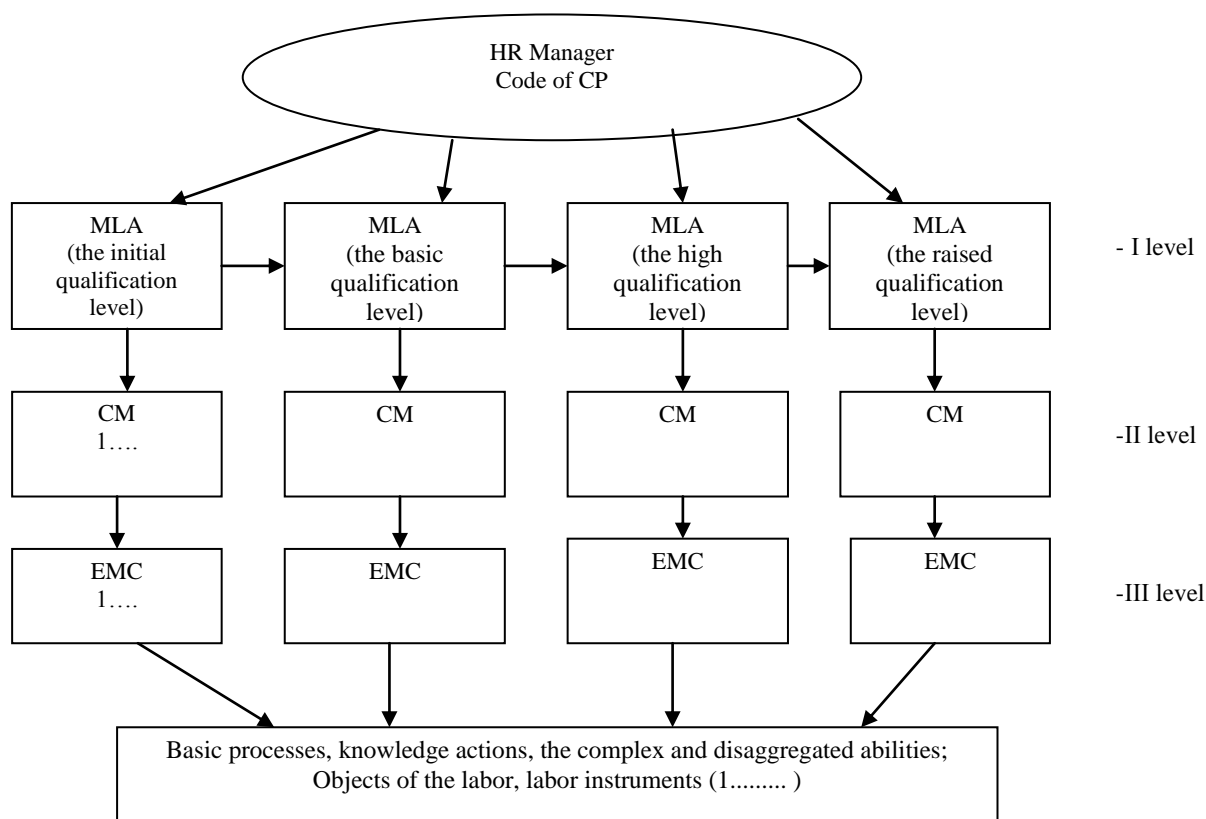


Fig. 1 Hierarchy of modules of the professional standard of the HR manager

In case of development the technique of the professional standard for the human resources manager it is reasonable to consider the saved up positive foreign and domestic experience in this sphere, in particular: L.I. Korotkova, L.B. Lukyanova, G.I. Lukyanchenko's et al. collective monograph «Professional standards: theory and practice of development» [3]; Desyatov T.M., Palchuk M.I., Parshin N. P. «Professional standards: theoretical aspects and technique: methodical benefit» / Under the editorship of Nichkalo N.G. [4]; The technique of development of professional standards. National agency of qualification's of development. Russian union of industrialists and entrepreneurs [5]; The technique of development of professional standards of a sewing profile (on the example of a profession «Tailor») on the basis of competence-based approach [6]; Mel'nik S.V., Matrosov E.L., Stashkin T.A., Kosukhina T.V. «Methodical recommendations about development of professional standards on competence-based approach» [7].

The professional standard of the human resources manager is intended for:

- carrying out assessment of qualification and certification of human resources managers, and also graduates of educational institutions of the higher education;
- forming of the state educational standards and programs of all levels of the higher education, including personnel training in education organizations, and also for development of educational and methodical materials to these programs;
- the solution of a wide range of problems in the field of personnel management (development of standards of the entity, systems of motivation and stimulation of the personnel, job descriptions; certifications and personnel certifications, etc.);
- carrying out procedures of standardization and unification within types of economic activity (establishment and maintenance of single requirements to content and quality of professional activity, coordination of names of positions, etc.) [4].

The use of the professional standard of the human resources manager in labour sphere will promote:

- the forming and maintenance of high professional level of the human resources manager according to requirements of modern innovative production;
- the increasing of efficiency of work and competitiveness of human resources managers in the labor market;
- the determination and forming of requirements for human resources managers and their preparations in higher educational institutions;
- proved personnel recruitment of human resources managers;
- to carrying out certification and certification of qualifications of human resources managers;
- development of professional mobility of human resources managers.

In the sphere of the higher education the professional standard of the human resources manager to be used in case of:

- the development of the educational standard of the human resources manager;
- the development of curricula and programs of professional training of human resources managers in higher educational institutions;

- for determination of evaluation methods, certifications and accreditations of all types of professional training of human resources managers, according to requirements of economy of knowledge.

The professional standard of the human resources manager will allow:

*- for the associations to employers, hired employees and to state bodies of management:*

- to raise a labour productivity and production efficiency and services, to strengthen to the entities the competitiveness in the domestic and world markets;

- to reduce costs for personnel recruitment, effectively to perform personnel clerical work and to carry out professional training of workers on production, to provide motivation of the personnel, to promote the solution of conflict situations in the sphere of the social and labour relations;

- to update knowledge effectively, abilities and practical skills of human resources managers, to raise level of their qualification;

*- for hired employees and their associations:*

- to determine abilities and the knowledge necessary for managers of the personnel;

- to estimate needs of employers on professional training of human resources managers in higher educational institutions more adequately;

- to perform planning of labour career and vocational promotion of employees of service of the personnel in the organizations;

- to increase mobility of human resources managers in the organizations.

Technique of creation of the professional standard shall determine general rules of development of content and structure of the professional standard of the human resources manager based on competence-based and modular approaches, according to algorithm which provides consecutive accomplishment of research works within seven stages (fig. 2):

It is necessary to put a method of the functional analysis in a basis of development of the professional standard of the human resources manager in case of distribution of the employers of labour processes recommended by associations for

the purpose of proved creations of levels of qualifications of a profession and their comparison to NQF, forming of standard requirements for types of competences; formations of elements of modules of competence with determination of specific result of a labour activity; certifications of units of PS and their recognition in the labour market and the market of educational services; implementations of the concept of continuous professional training of human resources managers.

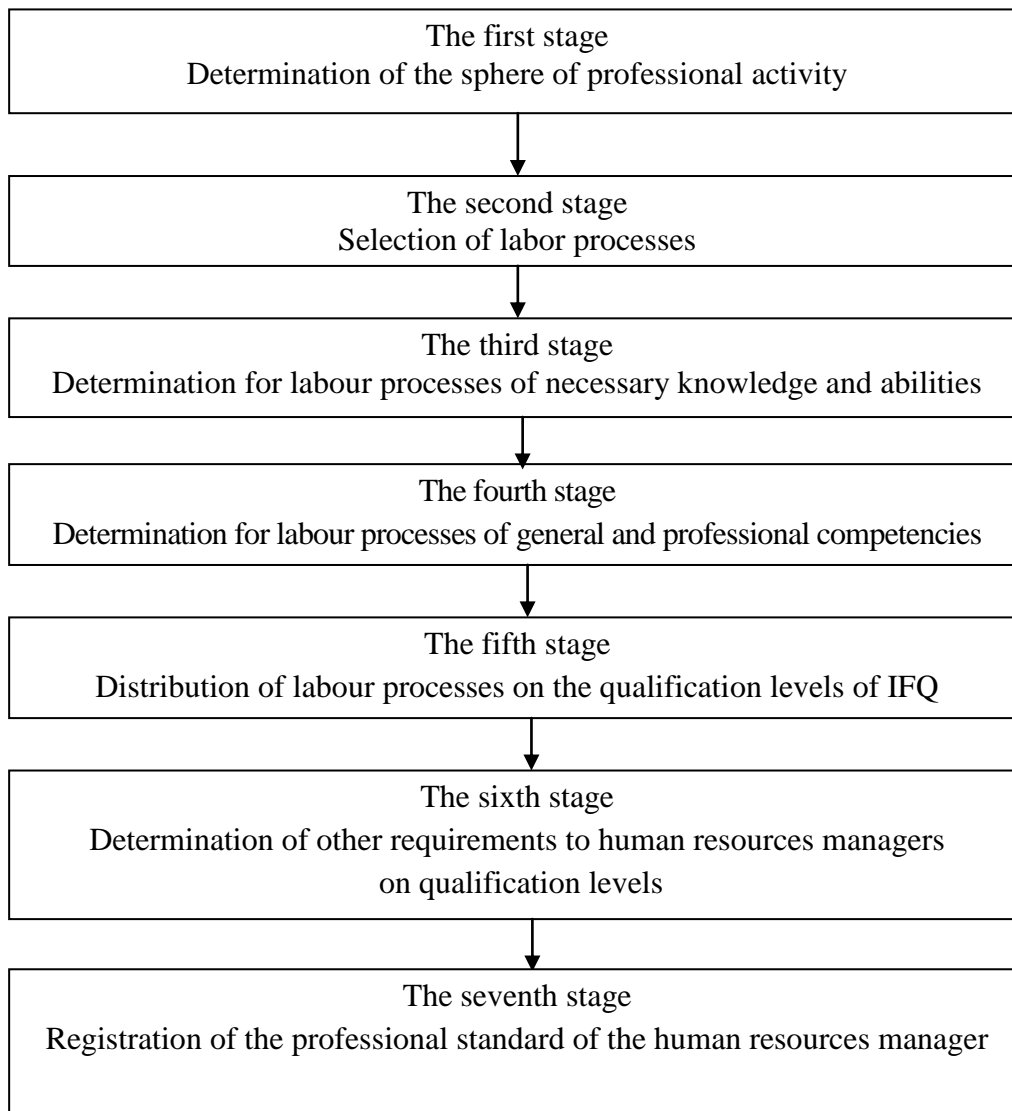


Fig. 2. Algorithm of forming the content of the professional standard for the human resources manager

At the first development stage of content of PS for determination of the sphere of professional activity of the human resources manager specification symbols of the



National qualifier of Ukraine «The qualifier of professions» SC 003:2010 are used [8].

For example, the position «The manager on the personnel» belongs to the section 1 «Legislators, the Highest Government Employees, Heads, Managers (Managing)», divisions 14 «Managers (managers) of the entities, organizations, the organizations and their divisions», a class 147 «Managers (managers) in the sphere of real estate transactions, delivery in employment and services to legal entities», a subclass 1477 «Matching, providing and personnel use managers (managers)», groups 1477.1 «Matching, providing and personnel use managers (managers)».

In case of development of PS of the human resources manager it is offered to allocate 5 such MTA:

- matching and personnel hiring;
- personnel clerical work, staff accounting;
- personnel development, knowledge management and talents;
- job management and salary;
- social and labour relations and social responsibility.

Seven sections shall comprise model of the professional standard, namely:

I. General provisions.

II. Passport of the professional standard.

III. The description of modules of a labor activity of the initial, basic, high and raised qualification levels.

IV. Types of diplomas, certificates and the certificates issued on the basis of the professional standard.

V. Developers of the professional standard.

VI. Coordination letter.

VII. Examination and registration of the professional standard.

General provisions contain the main data on content of PS of the human resources manager, the direction on which it can be used.

The passport of the professional standard of the human resources manager shall consist of five divisions in which are reflected the following information:

- the profession general description is provided in the first section;
- in the second and third divisions it is specified the section, subsection, a class, a subclass and group to which positions of employees of services of the personnel according to the «The qualifier of professions» SC 003:2010;
- in the fourth the sphere of professional activity of the human resources manager to which his modules of a labor activity belong is described;
- in the fifth section qualification levels of a profession and their communication with existing regulating documents are specified.

Interrelation of MTA, NFQ and IFQ it shall be performed based on requirement descriptions to knowledge, the complex and disaggregated abilities of each skill level. For example, MTA «Personnel Development, Knowledge Management and Talents» is carried to the seventh, the eighth and ninth NFQ levels because these levels include: mastering by students, listeners, graduate students and doctoral candidates the specialized conceptual knowledge, purchased in training process and/or professional activity at the level of the latest developments of science and equipment which are a basis for original thinking and innovative activities, in particular in a context of research work. Critical judgment of problems in training and/or professional activity and on the verge of subject domains.

According to what, the human resources manager of an initial skill level shall assume management of complex actions or projects, responsibility for decision making in unpredictable conditions, responsibility for professional development of individuals and/or groups of persons, a capability to further training with high level of autonomy.

Comparing MTA of the professional standard to levels of qualifications of IFQ, developers to offer the positions recommended at each IFQ level and to provide their coordination with the NFQ levels.

In developed model of the professional standard on the basis of competence-based approach (on the example of the human resources manager) modules of a labour activity should be distributed according to NFQ and IFQ, namely: NFQ - for

the sixth - the ninth; IFQ - for the sixth - the ninth levels, corresponds to a place of the higher education in system of professional qualifications.

The description of modules of a labour activity of the human resources manager consists of the following divisions: the card of the module of a labour activity, the general list of CM and EMC of the professional standard, the list of general powers, the list of professional competences, the description of CM and EMC of the initial, basic, high and raised skill levels.

The MTA card shall be intended for the description of the labour processes existing within a certain field of activity of the human resources manager, consists of seven columns and is developed for each qualification level (tab. 1).

*Table 1*

**The card of the module of labour activity of the HR manager**

1.	Description of labor processes	
2.	Possible places of employment	
3.	Terms and labour	
4.	Requirements of professional, business and personal, motivational communication skills of employee	
5.	Necessity of the documents proving qualifications	
6.	Requirements for practical experience, continuous training	
7.	Admission conditions to work	

In the fourth section of PS information on document types which confirm received competence of the human resources manager is provided.

According to the offered system, each employee of service of the personnel (in a higher educational institution, on production, etc.) has opportunity in time convenient for it to begin, continue and finish training process and to receive the relevant document on education, including: for mastering by separate CM and EMC - the certificate, for a full range of CM on each of qualification levels (initial, basic, high or raised) - the appropriate certificate, for the first and second MTA on an initial skill level - the diploma of initial level (bachelor) for a full range of MTA at a basic

level of qualification - the diploma of a basic level (master), on a high skill level - the diploma of high level (the doctor of philosophy), on the raised skill level - the diploma of the raised level (doctor of science). It is expected that the flexible structure of PS of the human resources manager will create possibility of obtaining on its base after passing of training of necessary education documents of various types (diplomas, certificates, certificates).

In the section V. «Developers of the professional standard» - information on the PS developers (the organization name, a surname of the head), and also the list of the organizations participating in development of PS is provided.

The letter of coordination of the professional standard also is provided in the section V with the relevant organizations and executive bodies.

Examination of the professional standard of the human resources manager is performed on the following indicators:

- compliance of content and structure of the professional standard to the European approaches and specifics of the chosen professional activity;
- representativeness (on quantitative and high-quality parameters) selections of the organizations attracted to development and professionals;
- reference correctness nutritious certain section, subsection, class, subclass and group of professions;
- completeness of the description of modules of a labour activity of a profession of the human resources manager, CM and EMC;
- adequacy of the designed new qualification levels of the human resources manager to the NFQ and IFQ levels;
- compliance of content of modules of competence and their elements to needs of employers and hired employees;
- sufficiency of general and professional powers for forming of personal qualities of the modern employee of service of the personnel;
- suitability of the professional standard for development of curricula and programs of higher educational institutions on the basis of competence-based and modular approach;

- possibility of use of the professional standard for implementation of ideas of personal development and training during life;
- possibility of use of the professional standard as a link between the sphere of work and the sphere of the higher education;
- flexibility of structure and content of modules of competence and their elements for timely introduction of amendments, additions and changes according to requirements of the labour market;
- possibility of implementation on the basis of PS of certification of the purchased competences of specialists following the results of mastered (one or several) elements or competence modules.

Meanwhile in case of development of the professional standard there were difficulties of the methodological order, connected with creation and structure of the SC 003:2010. So, the operating Qualifier of professions actually doesn't contain a profession of the human resources manager, and contains the name of 44 positions of employees of services of the personnel of the domestic organizations, in particular, positions of the manager (managing director) on the personnel, the professional on personnel development. To this list it is possible to add still 6 positions of workers of higher educational institutions and research institutions.

Besides, there are some more positions of employees of service of the personnel in state bodies. For example, positions: the head of department of personnel operation of the office of the regional state administration, the deputy head of department - the head of department of personnel work, the chief specialist of department of personnel work of the central executive body etc. To develop such labour-consuming regulating documents as professional standards on such quantity of positions from the economic point of view it is inexpedient. Therefore it is necessary to be determined with the occupation title in a field of activity of employees of services of the personnel.

In our opinion, the name of specialty on which domestic higher educational institutions perform training of specialists for services of the personnel of the organizations of Ukraine can be such occupation title. It is the specialty «Personnel

Management and Labour Economics» in the Economy and Entrepreneurship direction. On the basis of the professional standard «Personnel Management and Labour Economics» then profiles of professional competence of positions of employees of services of the personnel of the organizations shall be developed. They shall be used for determination of requirements of the specific organization to level of professional competence of the person which will be or already holds a position of the employee of service of the personnel.

Experience of such work is saved already up in a number of foreign countries, and also in public service of Ukraine. The order of National agency of Ukraine concerning public service according to the Law of Ukraine «About public service» approved Methodical recommendations about development of profiles of professional competence of positions of public service in state bodies, authorities of the Autonomous Republic Crimea or their device [8].

**Conclusions.** Improvement of quality of preparation of students in «Personnel management and labour economics» provides shift of accents from the process of preparation and training terms on separate subjects on results of training, forming at future graduates of educational institutions of those competences who will be necessary for them for effective activities on the workplace. With respect thereto standards of the higher education shall be developed on the basis of professional standards.

However development of professional standards while is performed mainly in the vocational training sphere. In Ukraine there is no sufficient experience of development of similar regulating documents in the sphere of the higher education therefore PS need to find out thoroughly methodological problems and methodical approaches to development of professional standards in this sphere, in particular, in «Personnel management and labour economics».

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