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## IMPLEMENTATION OF MODERN TOOLS OF ADAPTATION OF PERSONNEL: UKRAINIAN AND FOREIGN EXPERIENCE

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**Summary.** The approaches to organization of the process of adaptation of personnel in companies of Ukraine and other countries of the world, on which effective systems of training and development are formed, are analyzed. The principles of determination of the place and the role of the process of adaptation of personnel in the personnel management system are explored. The new methods and tools of adaptation of personnel, as well as priority directions of adaptation are proposed.

**Анотація.** Проаналізовано підходи до організації процесу адаптації персоналу в компаніях України та інших країн світу, на яких формуються ефективні системи навчання та розвитку. Досліджено принципи визначення місця та ролі процесу адаптації персоналу в системі управління персоналом. Запропоновано нові методи та інструменти адаптації персоналу, а також пріоритетні напрями адаптації.

*Key words:* personnel management, personnel adaptation, personnel recruitment, personnel training and development, curriculum, coaching.

*Ключевые слова:* управление персоналом, адаптация персонала, подбор персонала, обучение и развитие персонала, учебная программа, коучинг.

One of the important components of maintaining a highly competitive enterprise is the ability of personnel management to provide the creation of conditions for selection and retention of workers with the necessary qualifications. In this sense, adaptation of personnel plays an important role. It is one of the components of the personnel management system as a whole.

A working practice of enterprises shows that at present a high percentage of layoffs in organizations occurs at the first month of work of new employees. It was determined that most industrial accidents occur at the first month of work.

Вышеизложенное требует создания действенной системы адаптации персонала, которая обеспечит устранение большинства проблем, возникающих в начале работы. Many directions of professional adaptation are often considered as a prerequisite for personnel management in various countries of the world. It is connected with a widespread use of the principles of professional adaptation by foreign enterprises.

In the whole, in leading countries the state of professional adaptation was analyzed in works of scientists such as Warr P., Clapperton G. [1, 2], B. Frolenoka, O. Dukule [3] and others. In the works of these authors, we trace a gradual transition from a simple statement of the facts of successful professional adaptation of foreign workers to the search for ways to interpret the known achievements in the field of professional adaptation and in other less favorable realities.

In addition, generalization of a significant number of recent publications in periodicals indicates a

growing interest of scientists and managers in the development and use of the so-called HR-management (human resource management), a kind of direction for personnel management, focused on ensuring professional adaptation of personnel taking into account international achievements in this sphere [4, 5, 6, 7].

Consideration of this problem is substantiated in the studies of N. Patutina [8], A. Kharchishina [9] and the research of the Lviv business school of the Ukrainian Catholic University "Unique models of corporate training and personnel development" [10].

M. Armstrong considers that an introduction of employees to the organization is important and draws attention to four main objectives of the introduction:

- to mitigate previous stages, when, probably, everything seems to the beginner incomprehensible and unfamiliar;
- to develop quickly a friendly attitude towards the company for a new employee, with the aim of making him more likely to stay in it;
- to get a complete result from a beginner in the shortest possible time;
- to reduce likelihood of a dismissal of a new employee as soon as possible [11].

According to A. Fowler, in most cases, employees leave in the first months after entering an organization. At the same time, the employer's expenses include:

- expenses for the adoption of a new employee;
- introduction costs (training, etc.);
- expenses for temporary replacement;
- expenses for additional control and correction of errors.

The studies of M. Armstrong showed that such

expenses make up to 75% of the annual remuneration of his/her work. For staff, expenses can easily reach the level of 50% of the payment. If 15 out of 100 workers, receiving an average of \$ 125,000 per a year, are released during the year, total costs can amount to up to \$ 90,000 - 7.5% of the total wage [11].

The purpose of the article is to analyze directions of modern tools for adaptation of personnel, as well as the experience of implementation in Ukrainian and foreign companies.

Adaptation of personnel in an organization is a necessary link in personnel management. A transformation of a candidate to an effective employee of a particular enterprise requires from a newcomer to overcome his/her uncertainty and fear of losing a job, to cope with the tasks, demonstrate a sufficient level of professional competence and experience, become a part of the team and find a common language with the immediate supervisor.

And only companies that have a wide and varied experience in hiring and a well-designed and an effective system of adaptation of personnel recognize the need for efficiency in determining whether the candidate meets the requirements of the position and, accordingly, reducing costs, which are usually inevitable. An experienced employer understands that there are no ideal workers, and every hiring is a compromise between expectation and reality.

Adaptation of new employees should be one of the main tasks of a recruitment department. 49% of Ukrainian enterprises attaches great importance to the organization of this process. Such attention to new employees is justified, because quality of their work depends on how quickly and painlessly they get used to their new environment and understand their responsibilities.

There are no universal recipes; each company has its own methodology. Therefore, the most popular way of introduction of a new employee to the team and job responsibilities is mentoring. This method is used by 36% of enterprises that organize events to adapt new employees. A mentor assigned to a new employee, who introduces him/her to a course of work on working, organizational, corporate and other issues. As practice shows, this method works very well even after years.

A quarter of enterprises (26%) conducts study tours that are aimed at introducing of new employees to the corporate culture, norms and values of the enterprise. About 23% of organizations offer new employees free training and advanced training, as many respondents reported that they conduct seminars and introductory trainings for new personnel.

15% of enterprises conduct personal conversations with their immediate supervisor or HR specialist, during which new employees receive useful information and answers. The same number of enterprises provides new employees with individual job plans [12].

Among the activities to adapt new employees conducted by Ukrainian enterprises, there were also curators from the HR department (9%) and testing that allows assessing how successfully an employee is

mastering in a new place (8%). A number of companies introduce employees into the profession (8%) and briefing (4%). Enterprises organize corporate events to represent (8%) and instruct (4%) new employees. 4% of enterprises organizes corporate events where they represent new employees and conduct internships. 3% of enterprises give new employees a work plan for a trial period and carry out certification at the end of the trial period. However, not all Ukrainian enterprises pay enough attention to new employees. More than a third (37%) of enterprises do not consider it is necessary to carry out activities to adapt new personnel [12].

As noted A.V. Lobza, K. Yurchenko at CJSC Agro-Soyuz, LLC "Metallurgical Plant Dneprostal" a tool to adapt personnel is mentoring. In the Public Joint-Stock Company of the commercial bank "Privat Bank," a group-coaching technology is used for employees of the contact center direction.

As experience shows, now in Ukraine such tools as an adaptation sheet, "Welcome training," a corporate brochure and a beginner's kit are used in large enterprises that are interested in attracting highly qualified specialists, developing of an enterprise and improving of performance indicators.

Coaching, as a systematic process, includes organizational, social, psychological and economic methods that contribute to the disclosure and maximization of a potential of an individual and a team in the professional sphere, create conditions for the permanent development and professional growth of personnel, lead to innovations and a qualitatively higher level of employee responsibility. Experience in applying of this management style by such companies as: "Kraft Foods", "Xerox", "Nokia", "Procter and Gamble", "Mary Kay", allows stating the fact that coaching:

- provides high standards for completing tasks;
  - supports a participatory management system;
  - creates an atmosphere that stimulates creativity, the generation of new ideas;
  - is a reliable foundation of corporate culture, as it manifests itself through support, cooperation and partnership;
- helps the company gain new competitive advantages.

Let us analyze professional adaptation in various world companies. The human capital development program of "Kyivstar" (one of the leading mobile operators and Internet providers in Ukraine with about 6,000 employees) was founded in 2004. The goals and priorities of the program are determined by the strategy of the company, and the program itself is considered as a tool to improve the effectiveness of employees.

At the initial stage, the main focus of the program was functional training: a personnel development manager worked individually with heads of departments, and his/her own training was carried out in accordance with the needs of a single unit. At this stage of training, it was mainly aimed at the development of highly specialized knowledge and skills of employees.

It soon became apparent that with this format of work, ordinary employees did not have an opportunity to choose and influence a topic of training, and self-training did not always take into account individual needs of an employee. As a result, it was decided to create a separate area for staff training. A functional training program has appeared. Subsequently, three more programs were added – development of competencies, development of talents and personnel reserve. Today, the Kyivstar Human Capital Development Program provides for two key forms of work with personnel: self-development and coaching (mentoring). The self-development block involves not so much help from personnel development specialists as support and creation of conditions for professional and personal growth. The coaching and mentoring unit is aimed primarily at adapting of personnel in the company, and also provides for further consultations and feedback, stimulates the exchange of experience and mutual assistance.

The OJSC “MTS Ukraine” is the second largest mobile operator in Ukraine. The company has been operating since 1992. In 2003, the entire block of shares was purchased by the Russian company “Mobile Tele Systems” (MTS). The largest mobile operator of the Russian Federation was rebranded in 2007, the number of employees of the company amounted to more than 3200 people.

A feature of training at MTS Ukraine is that training is divided into several types, and in particular, professional (training aimed at developing professional knowledge and skills necessary for employees to perform specific work functions) and integration (aimed at increasing the employee’s involvement in the organizational culture). From the point of view of the personnel adaptation process, of course, this approach is progressive, because it provides for elements of social and psychological adaptation that are not widespread in domestic enterprises.

In 2008, the Directorate of the Development of Human Resources of the OJSC “MTS Ukraine” launched the Comprehensive Program of Replacing Vacant Positions with Internal Reserves from Customer Service Centers. This is a multi-level talent pool program for specialist positions. Operators of Subscriber Service Centers, who plan to connect their career with “MTS Ukraine,” attend this program. A development program has been developed for them, with the help of which they gain knowledge about a direction within the company that interests them. In terms of the process of staff adaptation, the program opened up a new opportunity for the heads of structural divisions of the company, namely – to find and develop a candidate “for a vacancy”, quickly fill vacancies and, most importantly, conduct quick and highly effective professional adaptation of an employee even before the actual start of work.

Another program of the Human Resources Development Directorate of the OJSC “MTS Ukraine” is “An Intern.” It also relates to the process of adaptation of personnel, although the priority should still be to attract promising employees from outside the

company. In the frameworks of this program, the company uses a mentoring method to adapt personnel. The program “Professionals of the Future” is similar in its tasks, but slightly different in a content, which is aimed at 4-year students of the specialty “Telecommunications” of higher educational institutions.

The personnel selection component prevails in this program (actually head hunting), a personnel adaptation element is included at the final stage; the program winners get the opportunity to take an internship in one of technical departments of the company [13].

With regard to foreign experience, in the United States of America adaptation issues are dealt with in all enterprises. The only difference is in a program, for medium and large organizations, it is more in-depth. In small enterprises, it is a responsibility of a practice manager, sometimes due to the work of the union. The program includes both oral information about the company, its features, and written and graphic procedures. In medium and large enterprises, this is the responsibility of the HR manager or line managers. The program may include general (information regarding general acquaintance with the company, organization policy, labor remuneration, labor protection and trade unions) and special (acquaintance with the workplace, employees) information.

The peculiarity of the Japanese model of personnel adaptation lies in the desire of the company’s management to attract young people who have recently graduated from school to work, do not have working skills, experience and influence of the concepts and culture of other companies.

An initial stage of training future employees is an adaptation course. Its duration is about two months. A mentor with broad powers is assigned to each young specialist. Mentor’s duty is adaptation of a ward, familiarization with the workplace, assistance in solving problem or conflict situations. The specificity is that a mentor, as a rule, is a graduate of the same university as his/her ward. On the first day of acquaintance with the enterprise, the employee receives a package of documents, including brochures, guides, and rules for the employee. It may contain various kinds of information, for example, important components of the personnel policy of a company, company policies regarding discrimination, smoking, etc. Each employee has an opportunity to familiarize themselves with them and draw appropriate conclusions.

In Japanese firms, special attention is paid to the social and professional adaptation of personnel. The company has a specially designed program that is the basis to train workers. A significant place in it is given to a corporate culture. The organization’s task is to familiarize it, and as a result, to form an opinion and a sense of belonging to a general atmosphere of the company [14].

The implementation of the adaptation system is a complex and time-consuming task, the solution of which affects the reduction of personnel management

costs, staff turnover, improvement of its performance indicators, the formation of a positive attitude towards work, the team and the manifestation of loyalty to the enterprise as a whole.

For a more successful entry into the position of employees it is necessary to develop:

- activities of adaptation;
- list and content of documents that are issued to employees for the period of adaptation;
- conduct adaptation training for beginners.

In addition, it is important to directly control the adaptation process, receiving feedback from both the employee and his line manager during the trial period.

Successful adaptation of personnel will help to save costs on finding new employees, reduce staff turnover, staff development, employees' satisfaction with work and create a positive attitude towards work, staff and the enterprise as a whole. It is proposed the formation of an effective system of personnel adaptation at enterprises and its constant monitoring.

The use of already known areas of professional adaptation requires a detailed analysis and forecasting of final prospects of probability of their implementation in specific conditions of place and time. In addition, professional adaptation, like any other controlled process, goes through various stages of improvement, overcoming certain obstacles. This allows followers to choose one of the options for the possible development of events, prepare for their influence through studying of the history of the formation of the process of professional adaptation.

Borrowing for implementation of the basis of professional adaptation of other enterprises, especially of foreign origin, managers must provide a significant personal (original) contribution to the final program of professional adaptation of personnel, which is associated with the process of changing many aspects of the turnover of professional adaptation in new conditions. In general, successful professional adaptation in developed countries has clearly defined negative trends that are closely related to the social and economic factors of a macro environment.

To provide optimization of management processes in various companies, an implementation of one of the new areas of personnel management is proposed – the creation of training schools for companies. It provides an effective approach to management. In these schools, each interested person will be able to undergo training to work in the company, according to the results of which the best interested employees in the development of themselves and the company as a whole will be accepted for the necessary positions.

We can say with confidence that this strategy of development will provide a unique approach to personnel management and will have a reserve of new employees that will be a good motivation for the company's employees.

Prospects for further studies of successful Ukrainian and foreign personnel management experience are focused on the development of professional adaptation of employees. They are caused by many factors: the growing integration of enterprises

in international labor markets, the establishment of compliance with indicators of social labor satisfaction in accordance with international standards, the development of close cooperation of foreign enterprises through the exchange of personnel, and the formation of personnel immunity from the harmful effects of crisis economic phenomena.

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### **STRENGTHENING THE CAPACITY OF THE UKRAINIAN AUTHORITIES TO DEVELOP AND IMPLEMENT AN EARLY INTERVENTION SERVICE THROUGH THE USE OF THE TWINNING FACILITY**

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### **ШЛЯХИ ПІДВИЩЕННЯ ПОТЕНЦІАЛУ УКРАЇНСЬКИХ ОРГАНІВ ВЛАДИ У РОЗРОБЦІ ТА ВПРОВАДЖЕННІ СИСТЕМИ НАДАННЯ ПОСЛУГИ РАНЬОГО ВТРУЧАННЯ**

**Summary.** The article explores the peculiarities of domestic practice for the implementation and development an early intervention service system through the use of the International Twinning Assistance tool.

The results of the development of early intervention services within the framework of the French-Ukrainian Twinning project “Support to Ukrainian administration in developing a legal and administrative set up to introduce a system of early intervention and rehabilitation for children with disability or having a risk of disability” in organizational, regulatory, educational and methodological directions are analyzed. The implementation of this project was studied in 2017 - 2019 by the Ministry of Social Policy of Ukraine in cooperation with European experts of the Twinning project, state and local authorities, interested non-governmental public organizations in Zakarpattia, Lviv, Odessa and Kharkiv regions selected as pilot. (The author of the article is a permanent adviser to the above mentioned Twinning project by the Ministry of Social Policy of Ukraine).

The main problems of the current state of service provision and the steps needed to solve them are identified. The objective necessity of establishment, development and functioning of a unified complex interagency system for providing early intervention service in Ukraine is proved and proposals for the development of this service to spread it gradually throughout the country are presented.

**Анотація.** У статті досліджено особливості вітчизняної практики щодо запровадження та розвитку системи надання послуги раннього втручання шляхом використання інструменту міжнародної допомоги Twinning.

Проаналізовано результати розвитку послуги раннього втручання у межах французько-українського проекту Twinning „Підтримка органів влади України в розробці законодавчих та адміністративних засад для запровадження системи раннього втручання та реабілітації дітей з інвалідністю і дітей, які мають ризик отримати інвалідність” з організаційного, нормативно-правового, просвітницького та навчально-методичного напрямів. Досліджено реалізацію цього проекту у 2017 – 2019 роках Міністерством соціальної політики України у співпраці з європейськими експертами проекту, органами державної влади та місцевого самоврядування, заінтересованими неурядовими громадськими організаціями у Закарпатській, Львівській, Одеській і Харківській областях, обраних у якості пілотних. (Авторка статті є постійним радником вищезазначеного проекту Twinning зі сторони Міністерства соціальної політики України.)

Визначено основні проблеми існуючого стану надання послуги та кроки, необхідні для їх вирішення. Доведено об'єктивну необхідність створення, розвитку та функціонування єдиної комплексної