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**WORK WITH PERSONNEL POOL AS A CONSTITUENT OF
EDUCATIONAL ORGANIZATIONS DEVELOPMENT PROCESS**

Annotation. *The work is aimed at investigation and grounding of the role of personnel pool in the process of educational organizations development.*

The methodological and theoretical base of the investigation are research proceedings of the national and foreign scientists on the issues of personnel pool, forming, evaluation and effective application of reserve managing personnel. To solve the set tasks the following methods were used: general scientific research methods including analytical method, method of systems theory, integrated economic analysis, rules of scientific abstraction, comparison and analogy, and methods of system approach.

Results: The characteristics of the contemporary state of personnel system at educational organizations of Kazakhstan is given. The essence of personnel pool forming as a part of educational organizations development process is revealed, the tasks solved by the system of personnel pool are determined. The stages of personnel pool forming are shown, the features of managing positions pool forming are considered. In addition, the conclusion on low level of personnel pool system efficiency is made and the reasons of these circumstances are shown. Considering the advantages and disadvantages of the considered element, the recommendations on its application in the practice of educational organizations are proposed.

Application field of the investigation results. The main conclusions and practical recommendations can be applied as a methodical base for further in-depth investigations on the issue.

Key words: educational organization; personnel pool; managing competence of a head; personnel policy; career.

Under the contemporary conditions of the economy of the Republic of Kazakhstan the main task of the national policy in the field of education is to ensure the accessibility of modern qualitative education for every student independently on the level of his life and health. At the same time, the results of education should meet the goals of the advanced development. This vector of education system development is noted in all strategic documents regulating this field – in the State Program for Education and Science Development in the Republic of Kazakhstan for 2016 – 2019 [1], the Law of the Republic of Kazakhstan “On Education” dated July 27, 2007 [2], in the national compulsory standards.

Achievement of effective results in performing of priority tasks of educational policy of the State requires from the managers of educational organizations to have personnel, financial, technical, informational and other resources according to the requirements of the state educational standards. If financial resources, in most cases, are ensured by the State via budget allocations, the responsibility for the personnel pool of educational organization is held by its head.

The state of the personnel system in the field of education is influenced by the following factors:

- Personnel manning;
- The level of professional competence of teachers and managing board;
- Moral and psychological climate in a collective;
- Motivation;
- Age and length of service, etc.

Most of current teaching personnel has been studied and worked under traditional educational system aimed at transfer of knowledge and skills. However, the fulfillment of contemporary tasks of educational policy stipulates the necessity to replace the traditional education system with a new one, when a teacher

is not only a translator of new knowledge, but a mentor, tutor able to help the students to find themselves in the future, become viable, independent, creative and self-reliant persons [3].

The mentioned paradigm changes in education change the role of a head enhancing the level of its freedom and the level of responsibility. A head of contemporary educational organization has the leader qualities, high level of managing competence, ability of strategic thinking, ability to develop and perform the strategy of educational organization, manage the resources of the organization, manage the motivation system and stimulate key workers, manage the qualification of key workers to ensure the organization activity, lead the changes and innovations of the educational organization activity, and other.

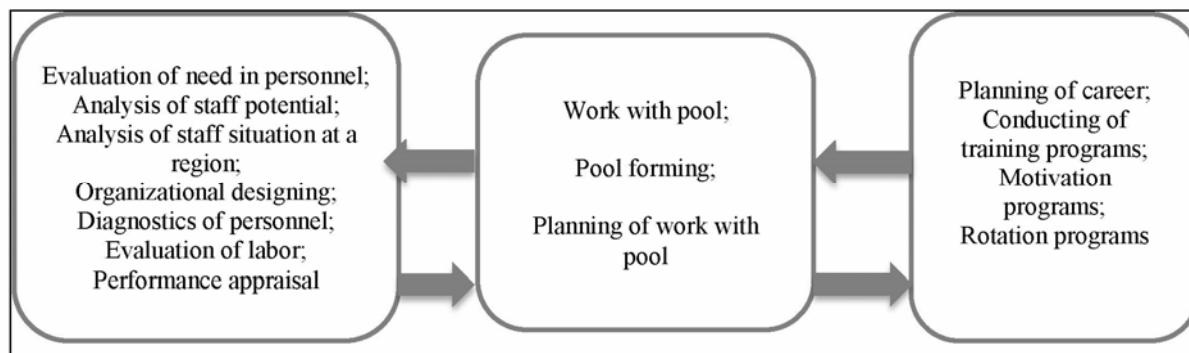
Unfortunately, these qualities are inherent to small amount of heads of Kazakhstan educational organizations. In addition, these are mainly concentrated in large cities, and mainly at the universities and post-graduate study organizations. Today there is heavy deficit of teaching staff and specialists not only at distant regions, but in large cities, although the latter lament more for the shortage of highly qualified personnel. These circumstances require finding the ways and mechanisms to solve the problem of provision with qualified teaching staff and managing board in the field of education. One of such mechanisms could be the system of personnel pool.

A personnel pool is a definite staff of workers passed a special selection (evaluation) and having necessary potential to perform the duties of their new work [4]. The personnel pool includes the employees able to develop new fields of work in the shortest time.

Forming of the personnel pool has the following aims:

- Prediction of crisis possibility in the case if employee leaving the main position;
- Reveal and training of highly professional and effective workers able to work according to the fixed strategy and culture;
- Retaining and motivation of professional leaders;
- Support of positive reputation of an employer;
- Reduce the expenditures on selection and adaptation of a new employee [5].

Thus, the personnel pool of the educational organization is a very important instrument in the process of forming and development of professional potential of teachers, and the work with the personnel pool is integrated (Figure 1).



Note – the Figure compiled by the authors

Figure 1 – Integrated work with personnel pool

The work with the personnel pool is a priority field of educational organization leader's activity as it ensures the performance of strategic goals of organization. Unfortunately, we should admit that leaders of educational organizations ignore human resources and necessity of systematic work with them. The directors of preschool and secondary education organizations, especially at distant rural areas, disregard the opportunities of contemporary education management to achieve the strategic goals of the organization. As a result, the function of HR department of the organization comes to the activity on documentation and training of personnel for the current tasks of the educational organization disregarding strategic tasks and prospects of the organization development. Thus, the prerequisites and conditions increasing the gap between the current activity of the educational organization and its strategic goals are formed. However, in any case, the development, adoption and functioning of the work system with

personnel pool as an element of strategic development of educational organization depend on the following factors:

- Support of the school administration;
- Authority of HR department and its managers;
- Qualification of HR specialists engaged in the work system with personnel pool.

It should be noted that lack or weakness of even one of the listed factors either decreases significantly the effectiveness of system work with personnel pool or makes its goal achievement impossible.

At the present time, Kazakhstan organizations do not have a common practice of work with personnel pool and personnel planning. In addition, there is no system document regulating the work with the personnel pool. And all this happen despite that the leaders of local authorities for education management issue annually the orders on personnel pool forming, and the heads of preschool and secondary education organizations compile and forward the lists of personnel pool to the authorities and committees. And at this point the “work” with the personnel pool finishes. The society supposes that the lists of personnel pool are only formal documents and will not be considered during the changes in personnel and assignments.

Thus, it is possible to state the lack of purposeful and system work with the personnel pool from both parts, heads of educational organizations, and HR departments of education management authorities. Taking into account the situation established in the considered sector the regulation of work with the personnel pool is needed. In our opinion, it is possible to use one of the approaches listed below:

- The first approach considers the work with the personnel pool as an element of general system of training, retraining and education of employees, and the work with the personnel pool is regulated by corresponding section of the common document;

- The second approach considers the work with the personnel pool as a separate field of work, and regulates it by a separate document;

- The third approach is similar to the second, but the work system with personnel pool consists of two fields: work with specialists’ pool; work with leaders’ pool.

Along with this the considered approaches could be divided into the training of development pool and substitution pool. However, it is difficult to talk about any advantages or disadvantages of each approach. Every education organization makes a choice basing on its strategy of activity development, resource capabilities, etc.

In its turn, forming of the personnel pool as a system of purposeful actions traditionally includes the following stages [6]:

- 1) Determining of positions located in the risk zone by monitoring the tendencies at the labor market; evaluation of candidates number for a vacant position; determination of the position significance for a company; evaluation of situations preceding the dismissal of key workers.

- 2) Forming of the position profile by regulating the level of candidate competence.

- 3) Evaluation and further selection of candidates by some working characteristics.

- 4) Arrangement of individual plans of development considering the position requirements.

- 5) Assignment to a new position.

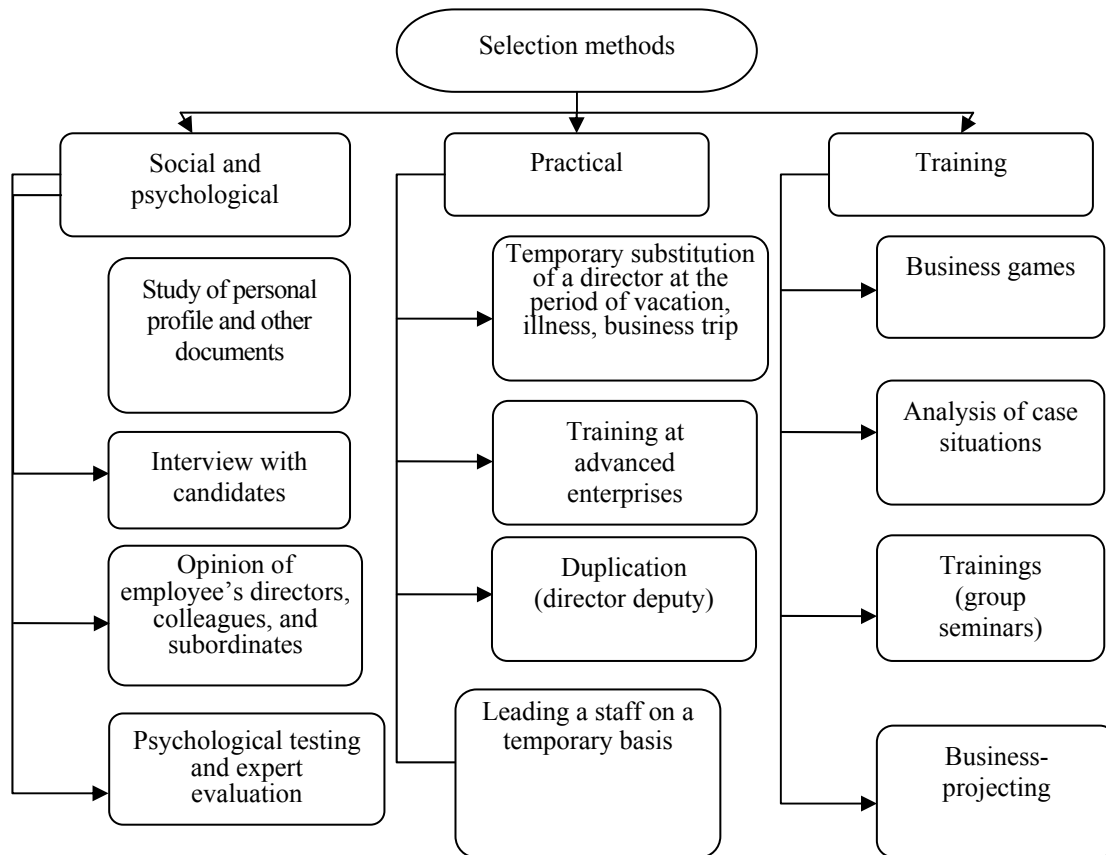
While forming the personnel pool the following criteria should be met: professional experience; professional characteristics of a certain leader that includes the evaluation of activity results, quality of service, the level of skills and competence of an employee, characteristics of employee’s actions in critical moments; conduction of different psychological tests to determine possible abilities: organizational dispositions, emotional fortitude [7].

The existing well-known methods of candidates’ selection into the personnel pool are shown in Figure 2.

Regarding the advantages, functioning of the personnel pool has the following benefits for a company:

- Financial advantage (not necessary to spend funds for selection and training of new personnel);
- Saving of time (position closure as soon as possible);
- Highly qualified personnel (an employee is of owns and learned his education program);
- Help and assistance to own personnel – significance of personnel policy;
- Gentle adaptation of a team;

- A specialist understands clearly the policy and character of relations, and adapts quickly to a new state;
- Lowers the destabilization risks and competitive abilities of enterprise activity due to leaving (dismissal) of key personnel;
- Improves the productivity and efficiency.



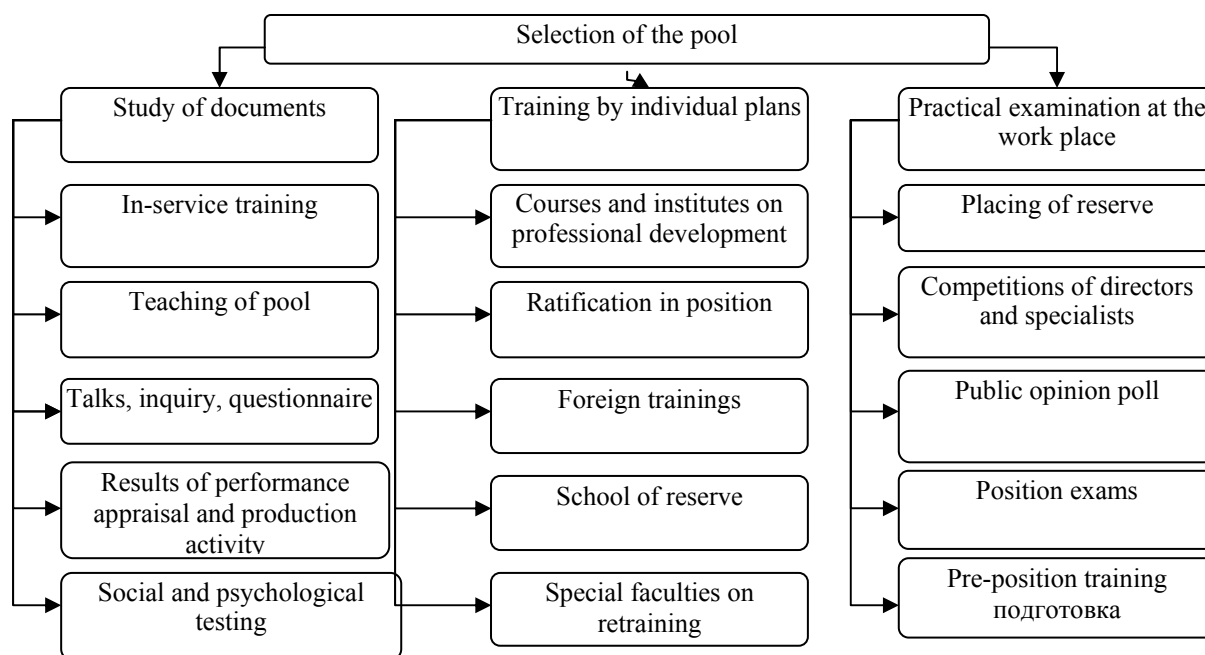
Note – the Figure is by reference [5-7]

Figure 2 – Classification of methods for candidates' selection in the leaders' pool

The system of work with personnel pool is shown in Figure 3.

It is possible to note the following conditions stipulating the necessity to form the personnel pool [8]:

1. The market of educational services develops, new fields of activity appear, and there is need in qualified specialists ready and able to work in these directions.
2. For an organization it is difficult to attract qualified specialists and teachers of rare specialties from “outside” as their work is very complicated, specific, and underpaid.
3. Organization is interested in retaining of young specialists with leader potential showing high results of work, interested in their own professional development and ready to contribute into the company development.
4. Organization intends to assemble a strong team of professionals aware with specifics of educational process, able for quick adaptation to changes, and ensure effective solutions of problems they encounter with.



Note – the Figure is by reference [5-6]

Figure 3 – Forming of personnel pool

Effective work with the personnel pool provides the following opportunities:

- Successful achievement of strategic goals of education organization due to well-trained team of specialists and teachers;
- Resistance of education organization to different organizational changes ensured by current system of development and training of staff aimed at satisfaction of forecasts of future organizational development;
- Shortening of adaptation period. The internal candidates, comparing to external, are familiar with the organization structure, its internal communications, main work technologies, corporate culture. As a rule, it is possible to evaluate the results of new employee activity, taken from the personnel pool of organization, much earlier than in the case of an employee hired at external market;
- Enhancing the level of employees' motivation. The personnel realizes serious prospects for professional and personal growth in the organization due to effective system of the personnel pool training;
- Reduction of financial and time efforts for personnel selection.

As for the latter statement, it should not be considered as the main stimulus for personnel pool forming. Each education organization has its own point of view regarding the selection of sources for personnel attraction. Some authors note the necessity to use external and internal sources. V.V. Travin and V.A. Dyatlov state that application of internal reserves is normal, but in some cases it could lead to stagnation of enterprise activity [9]. Application of external reserves can favor the appearance of new ideas and innovative solutions that is especially topical for large education organizations and research universities.

Every education organization is unique, therefore, concrete methods and technologies of the personnel pool forming should not be similar, and most often those depend on the following features:

- Organization background and its development strategy;
- Organizational structure of an enterprise;
- Personnel structure;
- Personnel policy;
- Corporate culture.

While developing the integrated system of work with personnel pool, the current situation and specifics of an education organization is studied in details by the above mentioned elements.

Recently, the specialists and researchers in the field of personnel management increasingly frequent discuss the issue on the effectiveness of the personnel pool. According to unofficial data the percent of assignments from the personnel pool hardly exceeds 20% of the whole number of reserves indicating the low level of the instrument effectiveness. In our opinion, the reasons of this phenomenon are the following:

1. The career is made over the organizations. Most of specialists and teachers do not see themselves at one work place during the whole life.

2. In the world there is a tendency of shortage of highly qualified personnel, indeed the talented workers with high professional level not always are ready to wait for promotion.

3. The changes occurring in business processes, appearing new technologies and innovations require corresponding changes of qualitative and professional characteristics of personnel. Not all people are receptive to novelties; some do not wish or cannot adapt to new conditions of work promptly and leave their positions. Under these conditions, the companies replace such employees by ones from internal reserve, most of which will work in usual, but irrelevant mode. These circumstances can slow down the process of qualitative organizational changes of an organization that finally can reflect negatively on the effectiveness of education organization activity. In its turn, the activity of HR department will transfer to endless planning and bureaucratic process.

4. Career motivation of employees is not always transparent, and often is not controlled by an employer. An employee included into the personnel pool is in the state of constant search, and if he finds good opportunities and alternatives, he could leave the position.

The low effectiveness of the personnel pool application for the employees' development is testified by the fact that many large companies, among which are IBM, American Express, refused the instrument, and apply the corporate market of talents. The reason of such decision was that the whole departments of the companies were engaged in the work on planning of the personnel pool, but the results fell short of expectations.

The conducted investigation showed that personnel reservation, along with positive advantages, has serious disadvantages. However, it does not mean that the effectiveness of the instrument is reduced to zero. It should remember that the personnel pool is one of the effective approaches to arrange internal turnover. The contemporary tendencies show that organizations, as an option, transfer to corporate labor market. In our opinion, this tendency relates to only large business companies, but the education organizations should rest upon personnel pool due to its specifics of work and definite requirements to work. As a solution it could be suggested to cut down the number of vacant positions for which the personnel pool is prepared, reduce the planning horizon to one year.

Enhancement of the work effectiveness with personnel pool requires to take a range of measures that include: course training of personnel pool; consideration of the level and image of future transformations necessary for successful activity of education organization; attraction of teachers to management of the educational organization; evaluate the education and preparedness of teachers in view of expectations and influence on the effectiveness of the educational organization. To retain a potential leader and highly qualified specialist it is necessary not only to make a clear career plan for him, but support him in this field. It is necessary to have in mind that promotion of leading staff into reserve becomes a powerful stimulus for many teachers and employees of education field for fruitful activity.

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БІЛІМ БЕРУ ҰЙЫМДАРЫНЫҢ ДАМУ ПРОЦЕСІНІҢ ҚҰРАМДАСЫ РЕТІНДЕГІ КАДРЛЫҚ РЕЗЕРВПЕН ЖҰМЫС ЖАСАУ

Аннотация. Жұмыстың мақсаты – білім беру ұйымдарының даму процесіндегі кадрлық резервтің ролін зерттеу және негіздеу.

Зерттеудің әдістемелік және теориялық негізі отандық және шет елдік ғалымдардың кадрлық резервтерді қалыптастыру мәселелеріне, басқару кадрларының резервтерін құру, бағалау және тиімді қолдану сұрақтарына қатысты ғылыми еңбектері болып табылады. Зерттеу мәселелерін шешу үшін сараптамалық әдіс, жүйелер теориялары әдістері, кешендік экономикалық талдау әдістері, ғылыми абстракциялау тәсілдері, салыстыру және алмастыру әдістері, жүйелік тәсіл әдістері сияқты зерттеудің жалпығылыми әдістері қолданылды.

Нәтижелері: Қазақстанның білім беру ұйымдарының кадрлық жүйесінің замануи ахуалына сипатта берілген. Кадрлар резервін қалыптастырудың білім беру ұйымын дамыту процесінің құрамдасы ретіндегі мәні ашылған. Кадрлар резервін қалыптастырудың кезеңдері келтіріліп, басқару лауазымдарының резервін құрудың ерекшеліктері қарастырылған. Сондай ақ кадрлық резерв жүйесінің төмен нәтижелілігі туралы қорытынды жасалып, оның себептері анықталған. Қарастырылып отырған құралдың артықшылықтары мен кемшіліктерін ескере отырып, оны білім беру ұйымдарында қолдану бойынша рекомендациялар әзірленген.

Зерттеу нәтижелерін қолдану аясы. Негізгі қорытындылар мен тәжірибелік ұсыныстар берілген мәселені ары қарай тереңдете зерттеу үшін әдістемелік негіз ретінде қолданылуы мүмкін.

Түйінді сөздер: білім беру ұйымы; кадрлық резерв; басшының басқару күзіреттілігі; кадрлық саясат; мансап.

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РАБОТА С КАДРОВЫМ РЕЗЕРВОМ КАК СОСТАВЛЯЮЩАЯ ПРОЦЕССА РАЗВИТИЯ ОБРАЗОВАТЕЛЬНЫХ ОРГАНИЗАЦИЙ

Аннотация. *Цель работы* – исследование и обоснование роли кадрового резерва в процессе развития образовательных организаций.

Методологической и теоретической основой исследования явились научные труды отечественных и зарубежных ученых по проблемам кадрового резерва, вопросам формирования, оценки и эффективного использования резерва управленческих кадров. Для решения поставленных задач были использованы общенаучные методы исследования, включая аналитический метод, методы теории систем, комплексного экономического анализа, приемы научной абстракции, сравнения и аналогии, и методы системного подхода.

Результаты: Дана характеристика современному состоянию кадровой системы образовательных организаций Казахстана. Раскрыта сущность формирования резерва кадров как составляющей процесса развития образовательных учреждений, определены задачи, решаемые системой резерва кадров. Приведены этапы формирования резерва кадров, рассмотрены особенности формирования резерва кадров руководящих должностей. Кроме того, сделан вывод о низком уровне результативности системы кадрового резерва и выявлены причины сложившегося обстоятельства. С учетом преимуществ и недостатков рассматриваемого инструмента, предложены рекомендации по его применению в практике образовательных организаций.

Область применения результатов исследования. Основные выводы и практические рекомендации могут быть использованы в качестве методической основы для дальнейшего углубления исследований по данной проблеме.

Ключевые слова: образовательная организация кадровый резерв; управленческая компетентность руководителя; кадровая политика; карьера.

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