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INNOVATIVE POLICY OF THE STATE TO IMPROVE THE SYSTEM OF INCENTIVES FOR THE WORK OF LECTURERS IN THE INSTITUTIONS OF HIGHER EDUCATION OF UKRAINE

Ensuring the functioning and development of the education sector, its self-regulation at the national, regional and local levels requires state intervention through the implementation of an appropriate innovative educational policy; it has been proved that the issue of finding effective tools for motivating scientific and pedagogical personnel to activate and improve scientific pedagogical activity requires an innovative nature of state policy, and a rational personnel policy in a higher education institution will positively affect an increase in the institution's prestige as an employer, and optimize the motivational system.

Keywords: innovation policy of the state, directions of state policy, stimulation of work, motivation, institution of higher education, scientific and pedagogical workers.

The National Security Strategy of Ukraine "Human Security - National Security", approved by the Decree of the President of Ukraine dated September 14, 2020 No. 392/2020, among the priorities of Ukraine's national interests and ensuring national security, goals and main directions of state policy in the field of national security defines "human capital as pledge of the future of Ukraine”[10].

The National Strategy for the Development of Education in Ukraine for the period up to 2021 specifies the main ways of implementing the conceptual ideas and views of the development of education, determined by the National Doctrine for the Development of Education, and, based on an analysis of the current state of education

development, determines the goals, strategic directions and main tasks to be fulfilled. the implementation of state policy in the field of education is directed [5].

The effective functioning of the education system in Ukraine requires government intervention through the implementation of an appropriate innovative educational policy. The general goal of education management - ensuring the functioning and development of the education sector, its self-regulation at the national, regional and local levels requires the implementation of the following tasks:

- increasing the efficiency of education management bodies;
- creation of a full-fledged legal framework for the functioning and development of the education system;
- improving the work with management personnel, increasing their professionalism, mastering management technologies;
- use of positive domestic and foreign experience in education management;
- development of a public system of self-government;
- expansion and deepening of mutually beneficial international relations;
- bringing financial and material and technical support to the normative level;
- organization of legal and social protection of educators;
- using the results of scientific research on education management and the like.

Education is viewed as a socio-cultural institution that contributes to the economic, social, cultural functioning and improvement of society through specially organized targeted socialization and inculturation of individual individuals, expressed in a system containing educational institutions, their governing bodies, educational standards that ensure their functioning and development [4, from. 615].

The management of educational institutions should be carried out in accordance with the following principles of management, such as: the state, scientific approach, democratization, humanization, purposefulness, planning, competence, optimization, initiative and activity, objectivity in assessing the performance of employees of the educational institution of their duties, the principle of combining collegiality with personal responsibility.

"Management of the development of scientific and pedagogical workers is impossible without understanding their motives and needs, as well as the proper use of incentives for professional development. The issue of finding effective tools for motivating scientific and pedagogical staff to intensify scientific and improvement of pedagogical activities "[1]. Therefore, the state policy to improve the system of incentives for teachers of higher education institutions in Ukraine should be innovative.

In the State Budget of Ukraine for 2021, the Ministry of Education and Science of Ukraine envisages expenditures amounting to UAH 139.5 billion, which is UAH 26.6 billion more than in 2020. Mostly, these are funds to increase wages from January 1 by 20% and from December 1, 2021 - by 8.4%. According to the Minister of Education and Science, "The Ministry of Education and Science is constantly working to strengthen the social protection of Ukrainian teachers. We have prepared a bill on social guarantees for teachers and research and teaching staff in case of coronavirus. It will be submitted to the Verkhovna Rada of Ukraine in the near future. A draft government resolution has also been developed to increase the salaries of medical workers in educational institutions by 20%. " Of the total expenditures on education, subventions amount to UAH 103.7 billion, which is UAH 20.1 billion more than in 2020:

- educational subvention (salaries of educators) - UAH 99.65 billion (in 2020 - UAH 80.9 billion);
- subvention for the establishment of educational and practical centers of vocational education - UAH 0.15 billion (in 2020 - UAH 0.1 billion);
- subvention for the provision of state support to persons with special educational needs - UAH 0.5 billion (in 2020 - UAH 0.5 billion);
- subvention for the provision of general secondary education "New Ukrainian School" - UAH 1.42 billion, in particular, UAH 0.4 billion - for advanced training of teachers, UAH 1.02 billion - for the purchase of teaching aids and

equipment (in 2020 it was used UAH 1.06 billion for the purchase of teaching aids and equipment);

- subvention for the implementation of the program "Able school for better results" - UAH 1.0 billion (in 2020 - UAH 0.5 billion).

There is also a new subvention in the amount of UAH 1.0 billion for measures aimed at combating acute respiratory disease COVID-19 and its consequences during the educational process in general secondary education.

State expenditures of the Ministry of Education and Science for 2021 amount to UAH 35.8 billion, which is UAH 6.5 billion more than in 2020, in particular, it provides for the financing of five state investment projects (UAH 328.9 million), among which there is a national acquisition "Aerodynamic complex" on the basis of the supersonic wind tunnel T-6 of the National Aerospace University named after ME Zhukovsky [2].

According to researchers, "the constant increase in wages does not contribute to maintaining employment at the appropriate level and increase productivity. The use of salary motivation can be useful for achieving short-term goals, as there is a habituation to this type of influence "[1].

Motivation of scientific and pedagogical workers differs from the motivation of other categories of workers by the need to acquire and expand professional knowledge, increase professional competence and master pedagogical skills, and this process is continuous and occurs throughout their lives [7]. Thus, the motivation of scientific and pedagogical workers has a pronounced moral factor. We agree with scientists that "it is the interests of research and teaching staff that give rise to motives, because they act as activators of the search for satisfaction of needs" [1].

An important component of stimulating work in education is, clearly, material incentives. But pedagogical workers are a category that will not be able to work without moral stimulation.

In Article 58 of the Law of Ukraine "On Education" "Encouragement of pedagogical and scientific-pedagogical workers" the legislator emphasizes that "for

special merits pedagogical and scientific-pedagogical workers can be awarded state awards, presented before the award of state prizes of Ukraine, marked , diplomas, other types of moral and material encouragement "[6].

An effective means of stimulating scientific and pedagogical workers is the holding of regional competitions "The best young scientist" and "Higher school - the best names". Such competitions provide an opportunity to identify the best scientific and pedagogical workers and motivate others to self-improvement, scientific research, promotion of scientific ideas in practice. For example, the Kharkiv Regional State Administration annually, for 22 years, holds the competition "Higher School of Kharkiv Region - the best names" and for the last 3 years - the competition "The best young scientist of Kharkiv region". At the end of 2020, 160 scientific and pedagogical workers from 30 higher education institutions took part in the XXII Regional Competition "Higher School of Kharkiv Region - Best Names" in the following nominations: "Dean of the Faculty", "Head of the Department", "Teacher of Humanities", "Teacher of Fundamental Sciences". disciplines ", " teacher of professionally oriented disciplines ", " scientist ", " young scientist ", " head (teacher) of the department of physical education ", " director (head) of the library ". The decision of the regional competition commission of December 18, 2020 determined the candidates of 21 winners and 32 graduates of the competition. The winners of the competition were awarded memorable diplomas. The decision of the organizing committee for the preparation and holding of the Regional competition "The best young scientist of Kharkiv region" from November 20, 2020 determined 6 winners of this year's III regional competition "The best young scientist of Kharkiv region", who were awarded memorable diplomas and cash prizes in the amount of 12 thousand UAH .

[12].

Thus, such types of moral incentives as government awards, honorary titles, diplomas, certificates (government awards, diplomas, etc.) should continue to be used in education and science.

The level of use of scientific and pedagogical staff, stimulation of their development, career advancement, decent pay determine the status of the educational institution in the internal and external environment.

Various tools and measures are used in the personnel policy for educators. They are:

1. Social policy and wage policy - material incentives that the organization offers its employees:

- establishment of a tariff grid - a certain category of activity must correspond to a certain category of wages;

- giving gifts in connection with the holidays; payments of holiday and quarterly bonuses, bonuses for the year [8];

- payments based on the results of the organization: employee participation in profits through direct cash payments; participation in capital (ownership of shares); lending;

- payment of bonuses or salary supplements to employees for innovation activities; additional payments for the economic effect of the innovation proposal;

- social benefits and privileges not provided by legislation;

- pension provision in the organization; payments for years of service; accumulation of equity; subsidies for sanatorium treatment; lifting in case of change of residence; provision of office living space, company cars; own bus service; dining rooms; recreational facilities; sports grounds; swimming pools; recreation centers, etc.

2. Policy in the field of education, training and appointments [9]:

- training - training of new staff for certain activities (workplace or introductory courses), vocational training of young people, seminars for future leaders;

- advanced training - in-house and other forms of education, including distance learning;

- job appointments - formation of criteria of suitability for positions, internal competitions, purposeful development of personnel.

3. Creating appropriate working conditions:

- workplace - the organization cares about creating appropriate working conditions in the workplace, provides ergonomics (freedom of movement, comfortable chairs, correct height of tables, adequate lighting), takes measures to reduce noise and content in the workplace of hazardous substances ;

- working hours - the organization provides the possibility of flexibility of working hours (flexible work schedule, part-time jobs, providing additional days to the main vacation);

- content of labor - the organization takes measures to eliminate or reduce the monotony of certain activities by expanding the range of work performed, job rotation, enrichment of labor content.

4. Provision of personnel - maintaining contacts with employment offices, employment consultants, associations of workers and employees, schools, universities, academies in order to create an attractive image of the organization for potential employees.

To achieve the goal of personnel policy in the organization uses special tools that have certain opportunities to influence the work process and correlate with the motives of employees.

The social goals of personnel policy include improving the material and intangible situation of employees. In particular, this applies to wages, social spending, the rational use of working time, as well as the equipment of workplaces, the requirements for greater freedom of action and the right to participate in decision-making.

Researchers should be interested in the development of a higher education institution worthy of its position in the country and abroad, because it guarantees them job retention, professional employment and material well-being; opportunity to improve their professional knowledge by improving their skills both in Ukraine and abroad, to participate in international scientific and educational projects, to engage in lifelong learning. Thus, the scientific and pedagogical staff contributes to the creation of a positive image of the institution of higher education.

Thus, the best satisfaction of the social needs of scientific and pedagogical workers not only promotes their professional growth, the formation of professional competence, improving pedagogical skills, but also meets the interests of economic development of the state [11].

Higher education in Ukraine should become the most important factor in the humanization of socio-economic relations, the formation of new life goals of the individual [11]. Globalization processes taking place in the world (the formation of civil society, democratic political systems, the emergence of economic innovation), all this contributes to the focus on human resources as a key form of intellectual capital. As for the education system, the knowledge economy is characterized by a global market with a demand for skilled labor, which is recognized as a document for the qualification.

The state creates conditions for continuous education of scientific, scientific-pedagogical and pedagogical workers, thereby stimulating them to creative activity taking into account world tendencies of development of educational systems, social and economic, technological and sociocultural changes in a society. This contributes to their high-quality professional activity and, consequently, to the proper stimulation of their work.

However, today the country's educational system lacks a developed public administration, active investment, ensuring the diversity of motivational processes in the direction of improving the professional activities of management and teaching staff.

We agree with the opinion of O. Doronina and M. Ryazanov that due to the lack of sufficient financial resources it is impossible to reward employees, provide them with a sufficient social package and opportunities for professional development, because in Ukraine education is not an industry that brings significant profits. [3]. Modern society is characterized by a tendency to "aging knowledge", which puts forward an urgent need for continuous training of employees. The nature of scientific and pedagogical activities places high demands on the pedagogical skills of employees, in particular the teaching staff. Higher education professionals must

always have up-to-date knowledge in the professional field, innovative technologies in education, especially due to the situation that has developed due to the COVID-19 pandemic. Without distance learning it was impossible to conduct lectures, practical and seminar classes, assessment of students' knowledge. Thus, both under the influence of situational factors and under the influence of scientific progress, the picture of the world changes, old theories and concepts are replaced by new ones, and with them - new forms and methods of training competent personnel who will be ready for the realities of modern labor market.

According to scientists, "the main measures of personnel policy of modern Ukrainian free economic zone should be concentrated in three key areas: continuous staff development; decent material incentives; providing psychological comfort "[3]. And we completely agree with this thesis.

The problems of staffing that exist in higher education in Ukraine are caused by such negative trends as:

- outflow of qualified scientists to other sectors of the economy, caused by lack of interest in further pedagogical activities;
- aging of teaching staff due to low motivation of young people to research due to low wages, high pay for the publication of scientific articles and participation in international internships;
- drawing up a contract for one year, instead of a contract for a longer period of time.

The current situation can be improved by creating a system of motivation for young teachers of free economic education, namely:

- enter into an employment contract with a young teacher for at least three years;
- to stimulate the interest of deans of faculties, heads of departments in young staff, entrusting them with responsible tasks, providing psychological and material support (allocate 0.5 - 0.75 assistant rates);
- to involve in scientific activity by carrying out joint scientific developments, writing articles in co-authorship, collective monographs, educational and methodical

manuals, methodical recommendations, etc .;

- to involve in administrative work by providing middle management positions (directors of centers, heads of departments, deputy deans, assistants to the rector and vice-rectors, etc.) and trade union work (chairmen of trade unions of faculties, institutes);

- to involve young scientists in associations at the level of the department, university;

- financially stimulate for scientific achievements, promote the introduction of new ideas of young scientists in the practical activities of the department, faculty, university.

All of the above, in our opinion, will provide an incentive for young teachers to work in the Free Economic Zone with full efficiency, will strengthen the departments with young staff, and the university a worthy position in the internal and external environment.

Thus, a rational personnel policy in a higher education institution will have a positive effect on incentives to increase the efficiency of professional activities, increase the efficiency of the payroll, increase the prestige of the institution as an employer, optimize the motivation system. For research and teaching staff of higher education institutions, the effect of rational personnel policy will be to improve working conditions, promote their professional development, create conditions for self-realization, self-improvement, self-development; gaining new opportunities to increase wages.

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