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EFFECTS OF GLOBAL LABOR MARKET TRENDS ON THE CONTENT OF PROFESSIONAL TRAINING OF FUTURE IT MANAGERS

Abstract. The article outlines key trends in the global labor market and Ukraine's labor market, describes the role of the information technology industry in the global economy and the economy of Ukraine, and establishes the mutual influence of the labor market and IT market trends. The authors analyze the issues of personnel shortages, in particular, IT managers, in the field of IT, in view of the dual nature of IT management. Then they summarize the global workforce management trends for 2017-2018 using Deloitte, EY and PwC data, and compare the problems urgent for workers, on the one hand, and human resources managers, on the other hand. Further they outline the key workforce management trends to watch in 2019 and highlight the expansion of HR managers' functions and optimization of workforce management approaches and tools due to the labor market change and IT developments. They also single out high-priority workforce management tasks in the opinion of the tech and telecommunications industry. The authors determine the tasks of IT managers in the field of workforce management and stress that these tasks can be taken into account by Ukrainian higher educational institutions when developing and improving their training programs for future IT managers. They emphasize cooperation between IT companies and higher educational institutions aimed at increasing talent density in the IT industry, and give actual examples of such cooperation. They conclude that, on the one hand, IT managers as executives should be aware of the current workforce market trends to help their companies attract talents and manage them effectively using advanced workforce management tools and technologies, and on the other hand, workforce market trends should guide the higher educational institutions that train future IT managers.

Keywords: labor market; workforce management; professional training; IT manager.

1. INTRODUCTION

The problem statement. Over recent decades there has been a steady increase in the global IT market. Since workforce is a driving factor of this industry, the demand for IT specialists keeps growing. Highly qualified information technology managers (IT managers) are among the employees the acute shortage in which both the global and Ukrainian IT sectors are facing now. IT personnel managing is an important function of IT managers, apart from determining and implementing their companies' IT strategies, managing all the stages of IT products design and development, interaction with their companies' clients and top executives, etc. When training future IT managers to perform this function, higher educational

institutions should consider the facts that workforce management approaches have been changing over the past years and the range of the functions of human resource managers (HR managers), the heads of human resource departments, has been expanding. Consequently, the training content should be developed for future IT managers with regard to the key trends in the today's labor market as well as the workforce management market.

Analysis of recent studies and publications. A wide array of the topics related to the labor market was studied by B. Danylyshyn, L. Illich, Y. Marshavin, V. Onikienko, etc. They stress the revolutionary change the labor market may face in the coming dozens of years, discuss the challenges it may result in and suggest possible solutions. For instance, B. Danylyshyn forecasts that almost 50% of jobs will be computerized and automated in the next 20-30 years, and less developed countries will face as high computerization and automation rates as the largest economies. That is why developing countries, including Ukraine, should try to skip the economy patterns in which they are outsiders and do their endeavors to rank with technological leaders [1].

According to a wide range of researchers (L. Balabanova, O. Havrysh, L. Dovhan, A. Tkachenko, etc.), one of the ways to fulfill this task is to change workforce management practices. In particular, they suggest changing the role of and the approaches applied by HR departments within the system of company management and personnel social development. In this regard, it is important to mention the studies by D. Babych, O. Banit, V. Savchenko, V. Sviderskiy, etc. focused on corporate training of managers. Large-scale analytical studies of the labor and workforce market regularly conducted by leading international accounting and auditing companies, in the first place, Deloitte, EY and PwC, are worth mentioning too. For example, Deloitte's 2017 Global Human Capital Trends report reads that in the digital world, both personnel training and career development require new approaches and new training content. In this context, such a segment of the workforce market as IT managers and the development of this segment in view of the current change both in the labor market and the workforce management market need more research.

The goal of this article is to single out and justify key trends in the global labor and workforce market, and analyze their impact on the content of future IT managers' professional training.

2. THE RESULTS AND DISCUSSION

2.1. Labor market trends

2.1.1. Global labor market trends, their effects on IT industry

According to PwC [2], the complex, changing and competing megatrends shaping the future of workforce include technological breakthroughs, shifts in demography and global economic power, rapid urbanization, resource scarcity and climate change. Addressing the issues of unemployment, it notes that governments, organizations and society should work together to govern the impact of technology and automation on jobs.

The International Labor Organization reports that the global unemployment rate has remained essentially unchanged over the past two years (5.5-5.6% in 2017-2018) amounting to about 192 million persons. In 2019, the number of the unemployed is projected to grow to 193.6 million [3, p. 8]. The key global market trends it identifies include the rise in vulnerable employment, the slowing pace of working poverty reduction, population ageing and structural shifts in the labor market caused by both internal and external factors, such as technological progress, capital accumulation, globalization, demographics and government policies.

International Labor Organization experts stress that in the coming years these forces will continue to spur the reallocation of employment across sectors of production and, in particular, the rise in the number of professionals employed by the service sector, including the IT industry [3, p. 2].

Global IT industry, currently estimated at $ 4.8 trillion, has been showing explosive growth. In many countries, including the U.S., which is the world's biggest IT market ($ 1.3 trillion), IT industry accounts for a sizable portion of the gross domestic product. As a result, the demand for IT specialists keeps growing. For instance, the U.S. IT industry employs about 6 million persons, the fastest growing occupation categories being software developers, IT support specialists, systems analysts, and computer and information systems managers [4].

The top factors contributing to a more challenging hiring landscape in the IT market detailed in the IT Industry Outlook 2018 by the Computing Technology Industry Association (CompTIA) are as follows:
- fiercer competition for talent;
- greater demand for workers with required soft skills;
- greater demand for workers expertise in emerging tech fields;
- rising salary expectations;
- insufficient pool of talent in the IT industry [4].

It is important to note that the global labor market trends and the global IT market trends are interrelated: on the one hand, the IT industry has become one of the most powerful branches of the world's economy and in many ways defines the prospects of its development, and on the other hand, general trends in the labor market mirror in the IT industry.

2.1.2. Trends in Ukraine's labor market, their effects on Ukraine's IT industry

In 2H 2018, Ukraine's labor market situation gradually improved, according to Chairman of the National Bank Council, academician B. Danylyshyn. The key market trends were as follows:
- a decrease in unemployment rates. In the 3rd quarter of 2018, the unemployment rate in economically active population (8.3%) was the lowest since 2014 while the number of economically active individuals grew two quarters on end (following a slump faced since 2H 2013);
- a rise in workforce demand and supply. Surveys indicated more optimistic employers' projections about the number of jobs in the 3rd quarter of 2018;
- a decrease in vacancy burden. Vacancies became 9.3% more numerous y/y over the first nine months of 2018. Education, professional, research and tech occupations showed the greatest growth in the number of vacancies available [5].

It is worth noting that Ukraine's seemingly optimistic unemployment dynamics may be divorced from reality due to a range of the nuances about the methods for unemployment data analysis that are making it difficult to objectively estimate it in Ukraine. The statistics available do not cover part-time workers, those who "lost hope" to find a job and are not on the employment service books, are on compulsory leave initiated by their companies and thus are considered employed. The statistics can also be inaccurate due to untrue data from the unemployed. Besides, many Ukrainians work off the books, that is why it seems almost impossible to register those in the shady economy, the individuals granted unemployment benefits, and those who left for foreign countries being unable to find jobs in Ukraine [6, p. 174].

The large-scale study presented by the IT Ukraine Association and the Better Regulation Delivery Office (BRDO) in October 2018 [7] indicates the rapidly growing ratio of Ukraine's IT industry in its service exports (which is line with global trends): the IT

industry moved up from 3rd place in 2017 to 2nd in 1H 2018 (20% of the country's service exports). In money terms, IT service exports have doubled over the past 4 years amounting to $3 billion at the end of 2018. According to the market players, IT occupations have been increasing about 19% annually since 2013 and amounted to 160 thousand persons at the end of 2018 while the State Statistic Committee and BRDO estimate IT occupations at about 50 thousand and 80 thousand persons respectively [8]; [7, p. 18]. Ukraine also takes the first place in Eastern Europe by the number of IT specialists and is among the world's top-25 best countries for IT service outsourcing, according to BRDO [9].

Large-scale outflow of IT specialists that the market started facing in 2014-2015 slowed down as soon as in 2016. Apart from financial factors, it was due to the current development rate of Ukraine's IT market – it is three times as high as the global one (20% and 6.2% per annum respectively). The biggest Ukrainian IT companies forecast it to grow 30-40% a year and the number of software engineers to go up to 200-300 thousand persons over the coming 3-5 years. They believe that the workforce situation is one of the factors able to prevent this optimistic scenario from occurring [7].

2.2. Personnel deficit in IT industry

According to Ukraine's IT market players, currently their competition for professionals is even fiercer than for clients, and personnel deficit has developed into a factor impeding the industry development [10, p. 32], [7, p. 28].

In particular, IT companies stress the shortage of IT managers in the market. In their opinion, now there are few experienced executives in the country able to manage an IT business and provide for more value for clients. For instance, due to the shortage of experienced manages in Ukraine, Innovecs – a leading international company headquartered in Kyiv – has to invite executives from international companies (Amazon, Paramount Pictures, GSMA) [7, p. 47].

Top managers of many IT companies who are certified IT specialists and started working as engineers earned business degrees in after years. They stress the importance of economic knowledge and management skills for being effective on their positions [11], [12].

Top managers of IT companies note that at the current stage, clients need complex final solutions rather than single software products, and to meet this need, IT companies have to have a much wider range of skilled personnel – not only programmers and testers, but also IT solution architects, designers, consultants [13]. The IT Ukraine study specifies that non-engineering staff (designers, consultants, financiers, human resource HR managers, etc.) makes up more than a quarter of IT companies' employees [7, p. 19]. For instance, in 1H 2018, top-50 Ukraine's IT companies employed 52 thousand persons, including 11 thousand non-engineering specialists [14]. It is evident that teams of IT specialists should be led by specially trained IT managers who have both engineering and management skills rather than just experienced team members. In this way, high-quality professional training of IT managers as future HR managers becomes significant in the today's business environment.

2.3. Global workforce management trends

Workforce market development is resulting in considerable workforce management. Now HR departments are expected to not only hire and assess employees but also provide for their adaptation, training, involvement and loyalty.

According to Josh Bersin, CEO of Bersin, Deloitte Consulting LLP and a leading global expert in workforce management, «the HR market is reinventing itself» [15, p. 2]. Analyzing the key HR segment challenges in 2018, he notes that becoming digital and innovative is essential for today's HR professionals. New workforce management tools and training

technologies help companies raise their productivity, personnel involvement, improve their structure and business models.

In his opinion, the today's global workforce management market is driven by three micro trends:

− changes in overall technology landscape (floods of data, various always-on applications and platforms, real-time communication, and increasing use of AI and cognitive bots, virtual reality) that are quickly bringing new functionality to the world of HR;
− changes in the way people work due to the new hyperactive environment that is supposed to offer better physical and mental development opportunities and thus raise productivity;
− changes in organization management due to which companies are increasingly operating as networks of teams and thus need new team-centric, coaching, analytics and assessment tools [15, p. 2-3, 37].

In its turn, Forbes identifies four key global HR trends in 2018: the race to digitalize HR, the entry of people analytics into organization structures and redefining the workplace by alternative workers, all resulting in a better workplace and employees' higher productivity [16].

The HR Trend Institute (the Netherlands) singles out similar trends for 2018: employers' focus on employees needs and wishes, better use of employees' potential for company's higher productivity, more flexible approaches to workplace management and personnel training, changes in HR tools and approaches, etc. [17]. HR Trend Institute founder and director Tom Haak forecasts that in 2019, employers and HR departments will pay closer attention to:

− personalization (the focus on employees' individual needs, wishes and capabilities);
− trust issues (employers and employees' trust in workplace, technology, government, etc.);
− employers' individual and professional development;
− creating new career models;
− professional development of HR specialists;
− optimization of workforce management tools and HR departments;
− efficient use of people analytics and personal information protection [18].

Ernst & Young Global Limited (EY), a global accounting and auditing services leader, conducted a large-scale research in 2016 to study trust in the workplace. It surveyed about 10 thousand adults in 8 countries. The survey showed that one to six respondents globally have «very little» or «no trust» in their employers. The interviewed mostly reported unfair employee compensation, lack of opportunities for pay and promotion, lack of strong leadership and collaborative work environment, too much employee turnover. Respondents would like their bosses to be more open and transparent in communication, provide greater recognition for a job well done, better value their point of view, and make wiser business decisions [19].

A large-scale survey of business and HR leaders (more than 11 thousand persons in 30 countries) conducted two years later by another member of the Big Four – Deloitte, showed that employees and executives were aware of the above listed issues and were making efforts to gradually settle them. The top-10 trends highlighted in the 2018 Deloitte report on the global human capital are as follows:

− expanding the symphonic management model in which teams are led by teams rather than single executives (the symphonic C-suite). The Deloitte survey finds that respondents who indicate their C-suite executives regularly collaborate are 1/3 more

likely to expect their companies to grow at 10 percent during the next year than respondents whose executives operate independently;

– a larger role of alternative work arrangements (contractors, freelancers, gig-workers) and transforming the workforce into a dynamic ecosystem that requires integrated management strategies;

– increasing power of employees as individuals that is making companies improve their personnel management approaches and develop personalized, complex and flexible rewards solutions, across diverse talent segments;

– increasing the value of employees' experience and learning skills that is making companies develop new career models enabling their staff to acquire experiences and explore new roles rather than steadily progress along a job-based pathway;

– extending careers due to longevity and population aging. Hiring older workers enables companies to both benefit from their experience and address a pressing societal issue. The respondents interviewed by Deloitte in Ukraine (160 persons out of more than 11 thousand business and HR leaders all over the world) ranked this as the least important trend in 2018. Only a third of them reported their companies' readiness to change their strategies to attract older employees;

– a much larger role of companies' social responsibility and social impact. In many countries, people trust business more than government. Information technology enables people to track data about companies, express their opinions to a wide audience, and sign onto social movements, globally and in real time. This makes companies become more transparent and responsible employers as the lack of social responsibility may restrict their potential to attract high-quality workforce;

– gradual blurring the line between work and life that is demanding companies to develop a wide range of programs for their employees' financial, physical, mental and spiritual health. More than a half of Deloitte respondents consider these programs valuable and implement them as both a societal responsibility tool and a talent strategy;

– accelerating the influx of AI, robotics and automation. On the one hand, this trend reduces employers' personnel expenses. On the other hand, it increases the value of uniquely human skills: employers predict future demand for skills such as complex problem solving (63%), cognitive abilities (55%), and social skills (52%). This is making companies rethink their work architecture to maximize the potential value of technologies for them, their teams and individual employees;

– development of new communication tools that is demanding companies to create new methods and means to manage them effectively. Companies are reshaping their approaches, management styles and workspaces to ensure that greater connectivity results in greater productivity means;

– increasing data availability and more powerful people analytics tools. On the one hand, they generate greater opportunities for HR to hire and assess employees, but on the other hand, they generate potential risks and require more efficient employee information security policies [20].

It is important to note that the tech, media and telecommunications industry made up 13 percent of Deloitte respondents. In their opinion, the most important human capital management tasks are to create effective tools to optimize communications within companies and improve personnel information protection; create new career models for various categories of employees; improve collaboration between executives; create programs for employees physical and mental health. The workforce ecosystem and the longevity dividend are the least important trends for the industry, according to them.

2.4. IT managers' role in workforce management

The Deloitte report also clearly defines the role of various categories of managers in implementing positive changes in their companies according to the above listed workforce management trends. In particular, when performing their workforce management functions, information technology managers (as Chief Information Officers) are supposed to work closely with HR and make efforts to:

− create an IT infrastructure to help effectively manage full-time and alternative employees, develop a single workforce management solution that can provide full and consistent visibility to the workforce as a whole;
− expand their companies' analytics capabilities in the rewards space;
− embed digital technologies into the learning process to align with workforce expectations around learning accessibility and availability;
− develop approaches for IT and the broader workplace environment to enable older workers to be productive;
− promote their companies' social initiatives, image, corporate culture through the use of technology;
− optimize the implementation, tracking and management of well-being programs through the use of technology;
− constantly monitor the external marketplace to keep pace with workforce management innovations (AI, robotics and automation technologies);
− analyze and optimize all collaboration platforms currently in place across their companies to drive up productivity;
− understand the flow of people data internal and external to their companies, and put the right security and IT controls, constantly monitor and implement cyber security innovations [20].

2.5. Cooperation between IT companies and higher educational institutions

The above general tasks that were formulated by Deloitte on the base of the global workforce market demand and that IT managers should perform when managing their departments may help Ukrainian higher education institutions create and improve their training programs for future IT managers. Partnering with employers present in the country's IT market may serve as another effective instrument for Ukrainian universities to develop the training content in line with global trends: PwC stresses in its recent report [2, p. 18] that «nowadays employers begin their search for exceptional talent early, forming links with schools and engaging promising youngsters». It is important to note that there are already a lot of positive examples of partnerships between higher educational institutions and IT companies in Ukraine.

In particular, the analysis of the performance reports by Ukraine's biggest IT companies [7] reveals several areas where IT market players support higher educational institutions to improve the talent density in the IT industry. For instance, they:

− develop and implement training courses, have their specialists giving lectures to students and faculty;
− give training equipment to higher educational institutions;
− offer grants to the best students;
− offer traineeship and internship opportunities to students, help them find jobs;
− offer practical training opportunities to faculty.

For instance, Yuriy Antoniuk, CEO of EPAM Ukraine, which is the country's biggest company by both profit and employees, stresses that EPAM has pioneered cooperation with

higher educational institutions in Ukraine – other IT companies have not been active enough in this area. EPAM entered into partnership with Ukraine's leading higher educational institutions (including the National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute» and Taras Shevchenko National University of Kyiv) as far back as in 2010, and started supporting their best second- and third-year students. The company also implemented several web-development courses there and carried out three stages of their faculty training in Kyiv, Kharkiv and Lviv, due to which more than 100 lecturers got acquainted with IT business principles, attended seminars. Besides, EPAM Ukraine constantly invests in its personnel development.

Ihor Beda, CEO of GlobalLogic Ukraine, the country's fourth biggest IT company, emphasizes strategic cooperation between business and the higher education system that should aim at enabling universities to graduate more students ready to join commercial projects immediately upon graduation. According to him, both individual companies and the industry as a whole are contributing to modernization of the education system. He stresses that GlobalLogic Ukraine is one of the few Ukrainian IT companies as well as the only in the world GlobalLogic division that consistently cooperates with Ukraine's universities thus giving tone to the global company's cooperation with higher educational institutions. GlobalLogic Ukraine opened 4 university laboratories, gives a lot of computer equipment to universities, delivers lectures and seminars, and leads courses for both young and experienced technical specialists.

SoftServe is another leader of IT education development in Ukrainian universities. The corporation started cooperating with higher educational institutions about 10 years ago and currently it closely interacts with more than 20 ones.

Luxoft, one of Ukraine's top-5 IT companies, became a partner of several higher educational institutions 5 years ago, and launched the Corporate Junior Program for graduates in 2014.

There are several more examples: according to the IT Ukraine Association, Intellias grants support to the training course «Internet of Things» at the Lviv Polytechnic National University. Ciklum is a partner of a computer and data science course at the Ukrainian Catholic University, pays Masters' fees for it, offers internship opportunities to students and provides salaries to trainee students [7].

It is important to mention one more efficient tool for talent development – corporate education aimed at staff training and personal development. Companies may offer corporate training programs (long- and short-term courses, separate seminars, training sessions and master classes) to improve their employees' communication, teamwork and project management skills, foreign language skills, professional knowledge, etc. A goal of this education is to help employees gain the knowledge and skills they need; develop their personality and soft skills, make them more loyal to their companies, improve the psychological climate by reducing workplace conflict; enable them to reach and realize their full potential [21, p. 87].

According to surveys, corporate training covers about 65% of employees, includes online training instruments and is used by both small and big companies. In whole, the market players interviewed consider corporate training programs efficient and are planning to expand them for both internal and external students in the near future [7, p. 37].

3. CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH

The conducted analysis of the key labor market trends proves the dynamic development of information technology to be one of the weightiest factors shaping both the global and Ukrainian economy. In particular, it boosts workforce redistribution across industrial sectors

and provides for continuous rise in demand for IT specialists. Talent shortages are so acute that they are stifling the IT industry growth to some extent. In particular, IT market players report their need in heads of information technology services and departments (IT managers).

The skilled personnel shortage is making IT companies invest in their employees' training, on the one hand, and cooperate more closely with IT universities, on the other hand. Large-scale surveys by the IT Ukraine Association show that most Ukraine's IT companies consider it important to develop and modernize the education system, and are ready to make a lot of effort to do this.

IT companies agree that since the industry development directly depends on the quality of IT specialists' knowledge, to increase the workforce potential is one of the industry's main tasks. They also call upon the authorities and business to join efforts to deepen partnership between IT companies and higher educational institutions, eliminate the barriers to this partnership and provide for a systems approach to IT education development.

In the view of rapid IT developments, the renewal of training content as a way to improve the quality of future IT specialists' professional training takes on particular significance. It is important here to remember that IT management combines several fields of study, so when training future IT managers, higher educational institutions should think of renewing the training content of not only engineering disciplines. In particular, the HR sector has been facing a wave of change over the past years (among other factors, due to the IT market development). Since managing IT specialists is an important part of IT managers' performance, higher educational institutions should train them for this function.

In this way, the conducted analysis shows that, on the one hand, IT managers as executives should be aware of the current workforce market trends to help their companies attract talents and manage them effectively using advanced workforce management tools and technologies. On the other hand, workforce market trends should guide the higher educational institutions that train future IT managers. In the light of the above, there is a scope for more research of IT managers' functions as executives in the context of the today's IT market and the workforce market, as well as the ways to improve existing training programs of future IT managers.

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ВПЛИВ ТЕНДЕНЦІЙ СВІТОВОГО РИНКУ ПРАЦІ НА ЗМІСТ ПРОФЕСІЙНОЇ ПІДГОТОВКИ МАЙБУТНІХ ІТ-МЕНЕДЖЕРІВ

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Анотація. У статті розглянуто основні тенденції світового ринку праці й ринку праці України, окреслено роль ІТ-індустрії у світовій економіці й економіці України та встановлено взаємовплив тенденцій ринку праці й ринку ІТ. Проаналізовано проблему

дефіциту кадрів, зокрема ІТ-менеджерів, у галузі ІТ з огляду на дуальну природу ІТ-менеджменту. На основі даних Deloitte, EY та PwC узагальнено світові тенденції в галузі управління персоналом у 2017-2018 рр. та порівняно проблеми, вирішення яких вважають необхідним працівники, з одного боку, та менеджери з управління персоналом, з іншого боку. Наведено прогнози щодо основних тенденцій на ринку управління персоналом у 2019 р. Наголошено на розширенні функцій менеджерів з управління персоналом та оновленні використовуваних підходів і засобів управління персоналом, викликаних змінами на ринку праці й розвитком інформаційних технологій. Виокремлено першорядні завдання у сфері управління людськими ресурсами з точки зору представників галузі технологій та телекомунікацій. З'ясовано завдання ІТ-менеджерів у сфері управління персоналом у компаніях та наголошено, що ці завдання можуть бути враховані українськими закладами вищої освіти в процесі розробки та вдосконалення програм підготовки майбутніх ІТ-менеджерів. Відзначено важливість співпраці між ІТ-компаніями та закладами вищої освіти з метою збільшення кадрового потенціалу ІТ-галузі та наведено конкретні приклади такої співпраці. Зроблено висновок, що, з одного боку, ІТ-менеджери як управлінці у своїй роботі мають брати до уваги останні тенденції на ринку праці, щоб допомогти своїм компаніям наймати найкращих фахівців та ефективно ними керувати із використанням новітніх засобів і технологій управління персоналом, а з іншого боку, тенденції на ринку праці та управління персоналом мають бути орієнтиром для закладів вищої освіти в процесі підготовки майбутніх ІТ-менеджерів.

Ключові слова: ринок праці; управління персоналом; професійна підготовка; ІТ-менеджер.

ВЛИЯНИЕ ТЕНДЕНЦИЙ МИРОВОГО РЫНКА ТРУДА НА СОДЕРЖАНИЕ ПРОФЕССИОНАЛЬНОЙ ПОДГОТОВКИ БУДУЩИХ ИТ-МЕНЕДЖЕРОВ

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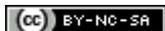г. Киев, Украина
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Аннотация. В статье рассмотрены основные тенденции мирового рынка труда и рынка труда Украины, определена роль ИТ-индустрии в мировой экономике и экономике Украины, а также установлено взаимовлияние тенденций рынка труда и рынка ИТ. Проанализирована проблема дефицита кадров, в частности, ИТ-менеджеров, в сфере ИТ с учетом дуальной природы ИТ-менеджмента. На основе данных Deloitte, EY и PwC обобщены мировые тенденции в области управления персоналом в 2017-2018 гг. и проведено сравнение проблем, решение которых считают необходимым работники, с одной стороны, и менеджеры по управлению персоналом, с другой стороны. Приведены прогнозы относительно основных тенденций на рынке управления персоналом в 2019 г. Отмечено расширение функций менеджеров по управлению персоналом и обновление используемых подходов и средств управления персоналом, вызванные изменениями на рынке труда и развитием информационных технологий. Выделены первоочередные задачи в области

управления человеческими ресурсами с точки зрения представителей отрасли технологий и телекоммуникаций. Выяснены задачи ИТ-менеджеров в области управления персоналом в компаниях. Отмечено, что эти задачи могут быть учтены украинскими учреждениями высшего образования в процессе разработки и совершенствования программ подготовки будущих ИТ-менеджеров. Подчеркнута важность сотрудничества ИТ-компаний и учреждений высшего образования с целью увеличения кадрового потенциала ИТ-отрасли, приведены конкретные примеры такого сотрудничества. Сделан вывод, что, с одной стороны, ИТ-менеджеры как управленцы в своей работе должны принимать во внимание современные тенденции на рынке труда, чтобы помочь своим компаниям нанимать лучших специалистов и эффективно ими управлять с использованием новейших средств и технологий управления персоналом, а с другой стороны, тенденции на рынке труда и управления персоналом должны быть ориентиром для учреждений высшего образования в процессе подготовки будущих ИТ-менеджеров.

Ключевые слова: рынок труда; управление персоналом; профессиональная подготовка; ИТ-менеджер.