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IMPROVEMENT OF PERSONNEL TRAINING AND RETRAINING IN SERVICE ORGANISATIONS: RUSSIA AS AN EXAMPLE

Abstract:

This paper discusses the concept, characteristics and classification of training and retraining of service personnel, analyzes the current situation and problems of training and retraining of service personnel in Russia, and proposes countermeasures and recommendations for training and retraining. The paper argues that training and retraining of service personnel should be carried out on the principles of customer orientation, dynamic changes, practicality, continuity, and classified according to different criteria. The paper also suggests the principles of organizing effective interaction between vocational educational institutions, enterprises and organizations, and the establishment of an interactive body for the management of training of personnel in the service sector. The paper concludes by pointing out that the most important thing to improve the level of development of the service sector is to develop the quality of the enterprise itself and to improve itself from within.

Keywords:

staff training, European level of service, quality of service, staff development courses, service sector

Concepts, characteristics and classification of training and retraining of personnel in the service sector

The service sector's development level and quality indicate a country's civilization and modernization degree. Service industries involve human interaction rather than product or technology exchange. Service personnel's professional knowledge, skills, attitudes and behaviors affect service industries' success, which require effective training and retraining to improve and update.

Concept of training and retraining of service personnel: Training and retraining of service personnel is an educational and training activity for service personnel in order to improve the quality and efficiency of services and to enhance the competitiveness and satisfaction of services.

Service personnel training and retraining are educational activities for service personnel in order to improve service quality and customer satisfaction. They have the following characteristics:

1. Customer-oriented: focusing on customer needs and expectations, cultivating customer orientation, service awareness and service attitude.
2. Dynamic change: updating and adjusting with the changes of market and customer needs, introducing new concepts, new technologies, new tools and new modes, and cultivating adaptability and innovation.
3. Practicality: Provide practical opportunities and simulation situations in conjunction with the workplace and environment to enhance skills and experience.
4. Continuity: Ongoing, based on career development and planning, to realize lifelong learning.

Classification of training and retraining of service personnel: training and retraining of service personnel can be classified according to different criteria: Depending on the target group, it can be categorized into new employee training, in-service employee training and managerial training. According to the different contents, it can be divided into basic training, professional training, continuing education and career development. Depending on the modality, they can be categorized as face-to-face training, distance training, self-study training and mixed training.

Current status and problems of training and retraining of Russian service personnel, and countermeasures and proposals for training and retraining

In the modern world, the world of tough market relations and capitalism, when everyone strives to get rich from any kind of activity, everyone wants to get maximum comfort from the results of work and rest as well. Comfort is demanded of all areas of service; people are willing to pay a lot of money for it and, accordingly, a high level is expected from the scope of services provided. The European level of service is considered the standard today, and the owners of most service sector enterprises strive for it. To achieve the European level, domestic workers, regardless of education and

upbringing, cannot work without total control and compulsory vocational training, without periodic courses to improve their skills. This can be explained by several factors, with the main one being a superficial view of quality. Why is quality fundamental in this aspect? Because the European standard of service is based precisely on quality.

Therefore, a huge amount of work has now been done in modern educational institutions and these works are constantly being improved taking into account changes in the market for the services offered. On the basis of educational vocational institutions, the development of modules for the formation of profiled basic educational programs is underway, on the basis of which future specialists will be trained in specialties that are in demand by the time and the labor market. Teachers, taking into account all the trends of the modern service sector, are adopting the best practices of countries with a more developed structure, and also, together with future employers, are developing a system for training personnel in the service sector. Very important and innovative is cooperation with the managers of enterprises who provide the service and want to improve it so that their business is at the European level. They are happy to take on internships and then employ the best specialists, which is an indicator of the level of training of future personnel on the basis of the educational institution. The domestic service industry grew up on other standards, where amateurs from a kindred-friendly environment often found themselves, and a proper understanding of the essence was not given. Incompetence, disinterest and simply a lack of personal gain often formed unspoken norms for the provision of services to the population. In market relations, certain requirements began to be placed on the service sector, competition gave impetus to the development of higher quality services, and workers began to be taught, accordingly, the teaching staff must be relevant when teaching. Therefore, when considering the need to organize a system of advanced training for employees, it is necessary to solve some important problems:

1. Describe the decision-making strategy of management and management in the field of personnel retraining
2. To characterize the dependence of good practice on the quality and level of training and retraining of personnel
3. Name the desired administrative decisions, organization and result of training and retraining of personnel.

This is a century of innovation and progress, technical equipment changes every 3-5 years, therefore, in order to keep up with the times in the service sector, personnel must also improve. The government has formed a committee on advanced training, and the representatives of this committee give lectures on advanced training courses. The problem is that today entrepreneurs often do not see the point in developing this area, they have not appreciated the importance of the process of advanced training, and until there is a proper understanding of this need, there will be little or no competent personnel.

Quality management and quality results are mainly in the power of personnel and their qualifications. Based on how competently the personnel is selected by the HR department, the future development of the enterprise and the receipt of profitability as the main essence of the organization depend. (1;p.29-31)

At the same time, when solving problems aimed at improving the qualifications of personnel in the service sector, effective interaction between institutional structures is important. This should include the following priorities:

- organization of interaction and mutual understanding of the scientific and pedagogical staff of vocational educational institutions, management of enterprises and organizations who are ready to employ students in the future and have received the knowledge base that is in demand at this enterprise. Those employers who need qualified personnel and who are interested in improving their existing employees;
- ensure the exchange of experience between specialists on the basis of foreign institutional structures aimed at improving personnel training in the field of providing quality services;
- introduction of methods and development of programs for the learning process and practice based on specialized training, taking into account new technologies and mechanisms. In this case, good monitoring of the use of educational projects is needed;
- taking into account data on the demand for specialists in the labor market and timely response to changing market needs for training in new specialties, analysis of the work carried out with students after training and internships, in order to identify errors and develop more advanced training programs;
- control over the employment and improvement of trained employees, certification of personnel in the service sector.

Based on these priorities, the following principles of interaction between institutional structures for regulating personnel training for the service sector are recommended:

- 1) Creation, together with the authorized representatives of the employer, of a system of training and retraining of personnel for the service sector for reasons of entry into the labor market and the development of demand for services. Having analyzed proposals and changes in the approach to education in a particular service sector, taking into account the post-crisis economy.
- 2) When training, take into account the intense development of competition in the services market, and train personnel ahead of these factors.
- 3) Determine the levels of service enterprises, take into account the contingent of services with a priori inflated requirements. Depending on this level, train future personnel, who must be ready to communicate with different classes of society and respond adequately to everything that happens, must be able to assess the situation and, regardless of external factors, be able to show restraint. Provide a basis for service quality.
- 4) Monitor, together with representatives of employers, the labor market needs for personnel in order to identify the needs of the service sector for personnel with in-demand qualifications.

5) Development and implementation of proposals for the development and operation of the education quality management system, and marketing of services in terms of the competence of the education received. The assessment is carried out by independent experts from organizations of future employers

6) Provide the opportunity to undergo internships at service sector enterprises during the training process and evaluate work and knowledge with the help of stakeholders of the enterprise. Give a chance for employment in a service company, on a competitive basis, or to those who are clearly in demand and have undergone training specifically for employment in this organization.

A competent, qualified specialist who has received education taking into account the listed priorities when preparing for employment will have the concept of adequacy, endurance, stress resistance, communication skills, non-conflict, and tact, which will further affect the improvement and growth of the enterprise, its image, authority, prestige and competitiveness. Thus, it is the staff that determines the quality indicator of the enterprise itself.

Quality indicators are qualitative or quantitative characteristics of one or more properties of a service or product. (2, p.64-67)

N	service characteristic classes
1	functional characteristics
2	social characteristics
3	time characteristics (for example, speed of execution, punctuality, reliability)
4	safety characteristics; environmental characteristics
5	ergonomic characteristics related to human comfort and convenience
6	ethical characteristics (for example, courtesy, honesty, truthfulness of staff)

Given the current situation, we can say with confidence that without control over personnel in fulfilling the requirements for service and services, without appropriate qualifications and education and without the development of a regulatory framework, which is currently absent in Russia, there will be no service and pricing for these services in Russia. meet the quality.(3; p.43)

If we take foreign experience in the service sector, then it is the staff that sets the tone and level of competitiveness of the enterprise, creates and maintains the image, and this property is achieved precisely from the competence of the employees. Domestic personnel began to learn the quality characteristics of service relatively recently, so this must also be taken into account when assessing the level and qualifications, just like self-education, which is still raw in contrast to foreign analogues. The main thing here is to find a middle ground so as not to go towards international standards, adjusted for mentality.

An employee’s qualifications are a characteristic of an employee’s complex of knowledge and skills, established in the form of assigning him a certain qualification, title, corresponding rank, category or class.

Advanced training is training caused by changes in the nature and content of the work of specialists in their positions, and the obsolescence of knowledge.

Factors that influence training needs:

1. evolution of external factors;
2. inversion of behavior;
3. developing a fresh, different structure, new types of enterprise;
4. analysis of the level of compliance with the requirements of jobs, the qualities of workers occupying these

places.

So what is fundamental in improving the service sector? One of these areas in the improvement of personnel is advertising; it should extend not only to paper media, but the personnel themselves should be a living advertisement of the enterprise. Advertising has another branch of direction - surveys. Firstly, surveys allow you to identify the pros and cons of an enterprise, and at the same time, self-promotion occurs during surveys; those who take part in the survey, a client or a potential client, learn about the enterprise. Effective surveys in improving the service sector are “mystery shoppers”, online and offline surveys on the Internet, surveys of visitor lists and live surveys of people. The use of surveys is most effective when studying customer expectations and preferences, so it is not advisable to use them to evaluate the quality of staff work. Advertising and surveys help understand the gaps between expectations and perceptions of the service received. As a result of surveys and questionnaires, conclusions can be drawn for further development, including identifying who is to blame. You should also point out one more branch from advertising - this is the assessment of customer loyalty. The main thing here is to correctly formulate just one question, but form it in the form of a so-called “fork”. For example, “How likely are you to recommend our company to your friends?” Answer options are from 0% to 100% in 10% increments. A loyal consumer will always choose 90% or 100%.

The next round of improvement in the service sector is the organization at the enterprise of a quality service, quality department, quality management, and the employees of such a department should be models for all other personnel, otherwise there is no point in having such a department at the enterprise. If the business is not large enough, then it is quite possible to use external consultants. There is a standard scheme for quality management, although it works differently for all enterprises. Method - strategy - motivation - mechanism - approach.

Modern quality departments must be guided by such types of quality as: material quality, intangible quality, psychological quality, and another important quality indicator is service time.

And the most important thing in developing the improvement of the service sector is the development of such quality in the enterprise itself as self-improvement from within. The enterprise itself must be able to develop new, creative, better services for the end consumer and employee, learn to develop an excellent motivational base, and growth prospects. (4; p.76).

The above areas are a small part of the possible transformations and improvements available. However, this is the minimum that can make an enterprise several levels higher in terms of qualifications and quality of services provided. Which, accordingly, brings an increase in visitors and profitability. This gives us a huge chance to survive in a competitive system and set our own tone for the development of the service area.

Conclusion

The service industry is an important part of modern society, which directly affects people's quality of life and satisfaction. Under the conditions of market economy, the service industry is facing fierce competition and diversification of customers' needs, therefore, improving service quality and level has become the primary task of service enterprises. Through the implementation of such a system of personnel training and retraining, the professionalism and competitiveness of service personnel can be raised, thereby enhancing the image, reputation and profits of service enterprises and promoting the development and innovation of the service industry. This is a direction and goal for the development of the service industry that meets the needs and expectations of modern society.

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