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DIGITALIZATION CHALLENGES IN CAREER GUIDANCE

Ivanov A.V., Zhizhenkova S.D. (ITMO University)

Scientific advisor – Ph.D. in Economics, Associate Professor Silakova L.V.
(ITMO University)
Ph.D. in Economics, Associate Professor Kudinov I.A.
(ITMO University)

Annotation. In recent years there has been a clear trend towards digitalization of many processes that accompany our lives. Digital technologies allow much more in-depth analysis and further use of the findings in practice. This paper examines digital solutions that are used in matters of professional orientation, as well as the necessity of applying known solutions for a deeper interpretation and transformation of data.

Introduction. Every year we see an increase in the integration of digital solutions in the operations of most companies. With the increasing value of human labor, it is very important to increase the efficiency of its use. The use of digital technologies in matters of career guidance and career tracking occupies a significant share among HR-Tech trends, but this area is in its early stages. Obtaining and processing this data can lead to significant improvements in the economic efficiency of a company in any sector.

Main part. Career guidance is a set of measures and measures for accompanying a person and/or an employee along a professional or career path, taking into consideration his/her interests, skills as well as strengths and weaknesses. Predominantly, it is the responsibility of the line manager or the human resources department to guide the employee internally. Nevertheless, most decisions and recommendations are made "in manual mode," which keeps the risk of the human factor and reduces the unification of the approach to the professional development of the individual employee.
One of the key reasons for the lack of an automated system for career guidance and career tracking is the complexity of aggregating and then processing big data. Another important problem is the lack of a clear methodology for assessing employee skills and competencies[1]. The use of Machine Learning (ML) methods in career guidance is becoming increasingly popular[2]. It proves the hypothesis that the new approaches for the career guidance are needed as it was stated in 20th century researches[3]. Additionally, the number of organizations investing in ML solutions for career guidance is expected to grow by more than 50 percent over the next two years[4]. Experience of most companies shows that formal criteria are requirements for hard skills, but when making a decision on a new assignment or promotion of a person, soft skills of the applicant are also considered. Soft skills usually include communication skills, emotional intelligence, empathy, stress resistance, teamwork, presentation skills and many others[1]. Hard skills include professional competences of a person, possession of specific technical competences necessary for a definite place of work. Also it is worth noting that according to studies conducted by Stanford and Harvard universities it is confirmed that soft skills play the leading role in employee's success in the profession(85% is depending on employee's soft skills and 15% depending on employee's hard skills)[5]. According to the analysis of recent publications in the field of hard and soft skills assessment, we can say that hard skills are an obligatory basis, a foundation for entering the profession, but for successful career development it is necessary to have and develop a certain required set of soft skills[2]. Moreover, it is necessary to develop flexible skills both for employees and managers, and it is especially important in the case of career development and guidance. Two startups that are using ML methods in career guidance are Pathrise and MyPath. Pathrise is a career accelerator that uses AI-powered algorithms to match job

seekers with personalized mentors and career coaches. MyPath is an AI-powered platform that helps job seekers find the best career paths and jobs for them.

It is worth noting that while it is difficult to unify hard skills for all areas of economic activity at the current level of technological development, the requirements for soft skills can be formulated in a more concise and universal form. With the implementation of such a model it is possible to assess the specific necessary skills, taking into account the specifics of the company's activities. In the course of the work, the hypothesis that there is a demand for HR employees to implement a unified automated system to improve the quality of decision-making was confirmed, and the market was evaluated by TAM-SAM-SOM analysis. The available market for technological solutions in the field of HR-processes in recruiting was 1.57 billion rubles per year.

Formalization of requirements to soft skills and formulation of a unified approach to their evaluation can improve the quality of decisions and, consequently, increase the economic efficiency of the company[6]. In order to solve the indicated problem and further scientific work it is planned to create methods and methodology for collecting, rationing, and evaluating the obtained data.

Conclusions. The digitalization of HR processes, including recruiting and further professional orientation, plays a crucial role in the transformation of the economic environment. The economic efficiency of companies directly depends on the quality of their decisions. That is why it is necessary to develop methods and methodology for universal assessment of skills and competencies of an employee using mathematical analysis tools for further implementation of the algorithm in computer software. Additionally, ML methods can be used to identify patterns and trends in the job market, helping job seekers stay up-to-date on the latest opportunities. Finally, ML methods can help employers identify the best candidates for job openings, saving time and money in the recruiting process.

The introduction of such a system, primarily as an additional tool for HR specialists, will improve the quality of decisions made and automate a number of routine processes.

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