

виконання роботи. При цьому, дані дії здійснюють позитивний вплив на зміну рівня кваліфікації і продуктивності працівників. Навчання покликане підготувати персонал до правильного рішення більш широкого кола завдань та забезпечити високий рівень ефективності в роботі.

Якщо раніше питання підвищення кваліфікації співробітників лягало на плечі самих співробітників, то реалії сьогодення змінюються в сторону прогресу. Керівники фармацевтичних підприємств розглядають витрати на навчання, як інвестиції в майбутнє, так звані прибуткові капіталовкладення, а самі розділи розвитку персоналу – як підрозділи, які приймають участь у створенні прибутку.

Сам процес організації навчання складається з трьох стадій, а саме: планування, реалізація та оцінка.

На етапі планування важливо визначити та проаналізувати саму потребу в навчанні. І цей етап є ключовим, оскільки від правильності оцінки потреби будуть залежати планування витрат та ефективність самого навчання. Основою для аналізу потреб є бізнес-план або так звана «ідеальна картина підприємства». Враховуючи заплановані дії підприємством, можливо визначити ті напрямки, в яких потрібно вдосконалювати навички та знання персоналу. Також з визначенням напрямку навчання може допомогти аналіз наступних показників: об'єми продажів, плинність кадрів, ефективність працівників і т. д. На наступному етапі, етапі реалізації, увагу приділяють методам навчання, які будуть використовуватися, та займаються безпосередньою організацією навчання. При цьому навчання можна проводити як на робочому місці, так і поза робочим місцем. Навчання на робочому місці характеризується безпосередньою взаємодією з повсякденною роботою. Воно є більш дешевим і оперативним, полегшує входження в навчальний процес працівників, які не звикли до навчання в аудиторіях. Навчання поза робочим місцем дозволяє відокремити співробітників від повсякденної трудової діяльності. Процес навчання в даному випадку краще спланований, дидактично глибше опрацьований. На третьому етапі проводять оцінку результатів навчання, застосовуючи критерії оцінювання, які в свою чергу були розроблені на етапі планування. Під час навчання персоналу спостерігаються стабільні поліпшення практично у всіх сферах їх діяльності. Особливо велике значення має зростання продуктивності праці та підвищення ефективності використання трудових ресурсів, так як вони справляють істотний вплив на економічні показники організації.

Сучасна практика навчання персоналу використовує велику кількість різних методів навчання, як звичайних, всім відомих, так і нових, нетрадиційних. Кожен з них характеризується певними перевагами та недоліками. Проте, можна зробити висновки, що такому аспекту, як навчання, потрібно приділяти увагу, оскільки це забезпечує підвищення ефективності персоналу та конкурентоспроможності організації в цілому, є джерелом її соціальних, стратегічних і економічних переваг.

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Assessment of Social Responsibility of Pharmaceutical Companies

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From this perspective, the meaning of “social responsibility of company” today expands far beyond the boundaries of philanthropy and charity, and implies implementation of long-term social projects, investment in human capital development and environmental projects, introduction or resource- and energy saving technologies. Corporate CEOs are becoming increasingly aware that socially responsible activities are not only about the additional expenditures but rather about considerable benefits resulting from the increased loyalty of customers, business partners and

corporate staff, as well as enhanced investment attractiveness, establishment of long-term partnership with stakeholders, etc. According to our studies, 63% of the Ukrainian PhCs build their governance pattern with the focus on economic effectiveness while acting in accordance with applicable laws, which is enough only for basic level of social responsibility (SR). And only 11% PhCs covered by our studies mastered the art of implementing the personnel, environmental, cultural and social programs, aiming to strengthen their business reputation, image and corporate culture. Curiously, the Ukrainian pharmaceutical companies demonstrate higher social responsibility internationally rather than domestically.

As far as smaller pharmaceutical companies are concerned, slightly over a third (34%) have social programs. As regards medium-sized companies, over fifty per cent of employers (55%) have social programs. The index goes even higher (up to 62%) in companies with the staff exceeding 200 persons. Small- and medium-sized pharmaceutical companies are normally more inclined to charity, while the big companies are more focused on systemic projects that contribute to development of social infrastructure and to improvement of environmental situation. However, according to our studies, most of the Ukrainian pharmaceutical companies have SR programs of a rather spontaneous variety. Specifically, for 16% of Ukrainian PhC, social programs are just non-recurring, random projects. However, we also observed that the bigger and financially stronger companies tend to be more committed to development of a clear social responsibility strategy. About 60% of big PhC approach to this matter in a systemic manner, so unlike the small- and medium sized companies (30%-40%). In 47% of cases, the company itself covers the expenditures on social projects. Another 25% of companies rely on their employees' help whenever possible (the most frequently observed format of charity projects); 17% of companies implement their social projects through charitable organizations, public authorities and local self-government bodies. And about 10% of companies appear to be aware that one may be useful without even making monetary donations, resorting rather to volunteering services or, for example, by providing the information support

Therefore, our study helped uncover certain drawbacks in SR management in PhC. This calls for improvement of the existing theoretical framework for management of social responsibility of pharmaceutical businesses (SRPhB) and development of industry-specific methods for the assessment of social responsibility of companies.

Considering the specifics of pharmaceutical industry, the SRPhB shall be construed to mean the PhC activities aiming to provide quality, efficient, safe and affordable medicines to the public; creating conditions for the development of professional competencies of employees in accordance with applicable social norms; as well as creation of conditions for efficient social benefits and protection of personnel; promoting the environmentally clean pharmaceutical production and facilitating the environmental improvements in the areas of presence of the PhC production facilities; participation in regional social programs for the development of communities, implementation of its own social projects, etc.

According to the studies, practical assessment of social responsibility mostly focuses on identification of the PhC ratings, which is truly important and encourages the companies to develop their own SR systems. However, no matter how important these ratings may be, they would not help assess the SR development potential, their results are fairly subjective and limited to information that is only available to the experts whose opinions shape up the ratings. To promote better transparency, objectivity and assessment of the SR level, and to provide tools to the PhC for the efficient control of the socially responsible development reserves, we suggest methodological approaches to the SRPhB assessment based on the economic and mathematical approaches and information technologies. What makes the suggested SRPhB assessment methodology unique is that it takes into account specifics of the PhC business and international standards regulating the performance of pharmaceutical companies. Objectivity of the results of the SRPhC assessment largely depends on validity of the selected indicators (key values) on the basis of which the assessment proceeds. For the assessment of the SRPhB, we substantiated the requirements to indicators which will be used in calculations: 1) suitability; 2) correct assessment of the status of

the object; 3) precision; 4) reliability; 5) completeness and entirety; 6) uniqueness; 7) simplicity yet substantivity; 8) the indicators may be quantitative; 9) the indicators shall be consistent with requirements of the assessment and provide the required correlation with indicators of production and economic activities of the PhC; and 10) comparability. Taking into account these requirements, we have formed a totality of local indicators characterizing the SRPhB by each specific component.

Local indicators of the SRPhB assessment were selected on Stage 1 by way of the expert-based method. The experts were represented by CEOs of the PhC, executive officers and employees of the HR, strategic planning and marketing services/departments, and scholars. Total experts count – 130 persons. Stage 2 involved checking the level of correlation between the local indicators of the SRPhB assessment in order to exclude highly interrelated indicators. If the pair correlation ratio exceeds 0.8, according to the Chaddock scale, the values are extremely interrelated and it would be unreasonable to use both of them at a time, i.e. one indicator shall be removed from the totality. Out of any such pair, we would pick the indicator that had the least or no values of high correlation with other indicators comprising the totality. Following these calculations, we have selected 46 local indicators for the SRPhB assessment.

The suggested SRPhB assessment methodology has been tested on a number of pharmaceutical companies. The same SRPhB assessment methodology is complemented by the assessment of the synergic effect resulting from balanced management of every social responsibility component of PhC and is estimated with the help of the index that is calculated in accordance with the method described in our earlier studies. Our study then proceeded to the next stage to establish correlation between the SRPhB and the sustainable development index of pharmaceutical companies. For purposes herein, the sustainable development means the advancement that is based on the balance between meeting the contemporary needs of the public and protecting the interests of future generations, including their need for higher quality of life, factoring in such aspects as health, safety and clean environment. We have suggested the index system for the assessment of sustainable social and economic development of pharmaceutical companies in our earlier works.

In order to complete the tasks at hand, the PhC with sustainable and high level of social and economic development are recommended to focus on strengthening of the social responsibility system and on control of market forces while making their management arrangements; pharmaceutical companies with medium level of development should also activate the economic tools to control their interaction. When the level of development is below medium or low, one should apply all components of social and economic controls.

Ratings of the most socially responsible international companies have been studied in real-time mode. Social responsibility management is proven to be topical for the promotion of sustainable social and economic development and attainment of strategic competitive edge by the companies. Even though medicine and pharmacy are socially responsible industries, only one pharmaceutical company made it to TOP-10 of the most socially responsible companies worldwide over the last 10 years. We have suggested methodological approaches to the SRPhB assessment based on the economic and mathematical methods and information technologies. The suggested methodology was used for the assessment of social responsibility of more than 20 Ukrainian pharmaceutical companies with application of taxonomic analysis and clustering of the said PhC by the level of their social responsibility.