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**ABOUT THE STAFFENSURING THE STRATEGIC
DEVELOPMENT OF THE NATIONAL ECONOMY**

Abstract. The inevitability of the emergence of crisis situations in the modern economy conditions the development of anti-crisis management as a separate area of management. In order to implement the strategic programs of the state and ensure the stability of the national economy, the necessity of training specialists in the field of management crisis is substantiated. The functions of crisis management professionals should be aimed at anticipating, preventing crises, analyzing their symptoms, developing measures to prevent negative phenomena in the company's activities. There are no universities training such specialists in Kazakhstan. The analysis showed the inadequacy of the existing programs of postgraduate education. A model of continuous training of professional crisis managers including options for university, postgraduate training and order preparation is proposed. The need for education in the field of "Anti-crisis management" in national universities of Kazakhstan is especially emphasized.

Key words: strategic development, crisis management, crisis manager, higher and post-graduate education.

Introduction. The strategic development of the Kazakh economy, its systemic modernization should be carried out together with the solution of problems of higher, postgraduate and additional education. It is the appropriate training and staffing of the economic modernization processes that will contribute to the successful implementation of strategic plans determined by our state policy.

For the domestic economy, it has long been necessary to build a model of an educational system that would ensure the stability of the Kazakh economy by solving emerging problems in advance. In this model of education, an important role is assigned to the training of professional staff in the field of anti-crisis management.

At the moment it is very important to overcome the public opinion that the institution of crisis management is needed for temporary reforms and stabilization of the economy. In the context of globalization of the world economy, the dynamism of the external environment, various crisis situations arise periodically, which require on a continuous basis the development and implementation of anti-crisis strategies at the macro and micro levels of the national economy.

Objects and methods of research. The managerial competencies of specialists ensuring crisis prevention, development and implementation of anti-crisis management strategies have been studied. The methodological basis of the study is the dialectical method. The article used such general scientific methods as observation, description, comparison, analysis, logical modeling, and also a special economic-statistical method. The information and legal basis of the study was based on the data of domestic insolvency practices, the Law of the Republic of Kazakhstan "On Rehabilitation and Bankruptcy".

Results of the research. In the modern world economy, the crisis does not represent itself as something that inevitably entails a catastrophe. Therefore, an organization's crisis is understood as an event that threatens the goals, vitality or existence of an organization that requires an immediate response. The inevitability of crises emergence, crisis situations cause the development of anti-crisis management as a separate area of management. This area of governance in the world economy is referred to as "crisis management" and its object is the crisis itself as a situation or process [1].

In the long term, the need for specialists in the field of crisis management will increase, as the world science and practice has proved that successful functioning of the insolvency institute requires highly qualified professionals, adequate to the needs of the market, able to prevent a crisis, to take the enterprise out of crisis, to implement civil procedures applied in the case of insolvency. This means that the need for anti-crisis managers is some kind of constant of any national economy. Their preparation should become a permanent element of the education system of both profile education in higher education and postgraduate education.

On the social orientation, in order to maintain their competitive production potential, the basic orientations of the Kazakh economy are directed. This is evidenced by the change in the Law of the Republic of Kazakhstan "On Bankruptcy" (1997) on the Law of the Republic of Kazakhstan "On Rehabilitation and Bankruptcy" (2014), namely, the tendency of improving the insolvency law in the direction of increasing the role of restorative procedures applied to insolvent debtor organizations of Kazakhstan. It should be noted that the depth and nature of crisis situations, as well as the procedures for overcoming them, depend on the methods of management developed and applied, i.e. the available opportunities to anticipate and mitigate emerging difficulties. This, in turn, increases the requirements for managers in the diagnosis, development and implementation of financial recovery plans.

It should be noted that when considering the issue of training personnel in the field of crisis management it is important to allocate specialists such as crisis managers (working in any organization, both wealthy and insolvent) and administrators, which is due to the significant differences in the functions they perform. In Kazakhstan, the administrators are still rehabilitation and bankruptcy managers, appointed by the court to manage insolvent organizations [2].

The main functions of crisis management professionals should be directed to foresight, crisis prevention, analysis of their symptoms, development of measures to prevent negative phenomena in the company's activities, measures for its transfer from an unstable state to a stable one, use of crisis factors for development, development and implementation of extrajudicial health Procedures. Administrator is a specialist appointed to manage insolvent organizations. To obtain the status of an administrator in the Republic of Kazakhstan, you must: a) have a higher legal or economic education; B) having at least three years of experience in the economic, financial or legal fields. In addition, it is necessary to take a course of additional training and pass a theoretical examination on a special training program for these specialists [2].

The implementation of the multi-level continuous education ideas, the real practice of training specialists in the field of anti-crisis management in our country, actualize the growing range of problems, with the solution of which further improvement of professional education in this area is related.

Unfortunately, the Kazakh economy has not developed a strategic model of continuous training of specialists in crisis management. It should be noted that the anti-crisis programs of the Government of the Republic of Kazakhstan and the tasks of modernizing the economy cannot be effectively implemented without the training of graduates who are able to professionally accept and implement both preventive anti-crisis management decisions and non-standard anti-crisis management decisions in pre-trial and judicial procedures used in the rehabilitation and Bankruptcy.

The universities of Kazakhstan in the area of training specialists in management do not take into account the unique economic component of crisis management, as well as the regulatory and legislative system in the field of rehabilitation and bankruptcy. We don't have widely spread specialization of "Anti-crisis management" in the countries of the international economy. For example, in Russia 94 universities teach students in this specialty [3].

The presence of graduates of higher education in any field of management is an important condition for ensuring its effectiveness, which may be deprived of the institution of rehabilitation and bankruptcy of Kazakhstan. Therefore, taking into account the international tendencies in the development of higher education, and also on the basis of Kazakhstan's strategic interests, it seems necessary to open a professional field of "Anti-crisis management" in the direction of training specialists in management.

Another important problem is postgraduate training of anti-crisis managers on the basis of the existing leading departments of the most authoritative economic universities and faculties among applicants with a professional higher education, wishing to receive appropriate qualifications and organizationally oriented to it. At the moment in Kazakhstan, such additional education consists of two parts: training

administrators under the program of the Ministry of Finance of the Republic of Kazakhstan and upgrading their qualifications. The procedure and conditions for the training of administrators, their attestation for compliance with the established professional and qualification requirements, the procedure and grounds for issuing, terminating, suspending and revoking licenses are determined by the Ministry of Finance of the Republic of Kazakhstan on the basis of relevant regulatory documents.

According to the State Revenue Committee of the Republic of Kazakhstan Finance Ministry as of December 30, with the purpose of implementing the activities of the administrator 451 people were registered [4]. In turn, the Republican public association "Union of Professional Managers in Bankruptcy Procedures" Zhetysu" in recent years, on an ongoing basis, improves the skills of administrators. For example, only in 2016 in the period from April 11-20, and also from December 19-26 in conjunction with the Eurasian Law Academy named after D.A. Kunaev in Almaty conducted courses of professional development of administrators (temporary administrator, rehabilitation, temporary and bankruptcy manager) on the topic: Features of the procedures of rehabilitation and bankruptcy in the light of the latest amendments to the Law of the Republic of Kazakhstan "On Rehabilitation and Bankruptcy". The purpose of training courses for the temporary administrator, rehabilitation, temporary and bankruptcy managers is to update the theoretical knowledge and practical skills in accordance with the current legislation, as well as further improve the knowledge and skills obtained previously in carrying out the activities of the administrator. At the end of the refresher courses, in the amount of 120 academic hours (including video lectures available for viewing), examinations are held and certificates are issued according to its results [5].

The analysis showed that the existing practice of postgraduate education and advanced training of managers in Kazakhstan is insufficient. In the professional managers need a large number of crisis organizations. According to statistics, only in 2016 more than 16 thousand organizations filed an application to declare themselves bankrupt. As of 01.10.2016. At the stage of the bankruptcy procedure were 2247 debtor organizations [6].

As it seems to us, to ensure qualitative improvement of qualification of managers in the field of crisis management, it is equally important to work out a system for selecting universities. The modern university, which has state accreditation, uses progressive pedagogical technologies and has experience of professional partnership with the communities of professional managers, should be a cluster in the field of anti-crisis education. Practice shows that large Kazakhstani universities remain aside. It is the national republican universities, including al-Farabi Kazakh National University, the Kazakh National Agrarian University and other leading universities in the country, that should take initiative and activity in training specialists in a relatively new area for our economy.

The third form of training in crisis management in the system of continuous education can be the training of specialists on orders. In this case, each branch ministry based on the assessment of the results of entrepreneurial activity and the forecast of the appearance in the future of insolvent organizations reveals the need for crisis managers, and thus makes order to a university or a special educational center for their preparation. The advantage of a customized option is a more specific and "targeted", focused on the specifics of the industry and even individual enterprises studying specialty.

Training of economists-managers in crisis management (this qualification is appropriated to the graduates of the corresponding departments of the most authoritative foreign educational institutions) requires a systematic approach. This means that for its implementation, it is necessary to attract, and in a number of directions, train of highly qualified teaching staff. Anti-crisis managers should be prepared for the analysis, evaluation and forecasting of the enterprise; expert evaluation of their value; implementation of reorganization and rehabilitation of enterprises, property restructuring; the development of an effective strategy and the formation of the marketing policy of the enterprise; carrying out of the complex financial analysis of the enterprise on the basis of accounting data with the purpose of revealing the reasons of insolvency and insolvency; search for optimal sources of financing for the activities of enterprises and credit institutions in the process of restructuring and financial recovery, the implementation of bankruptcy procedures and many other activities. In addition to the professional skills of entrepreneurs, organizers, managers, they must have the qualities of experts, auditors, lawyers, psychologists.

Conclusions. Successful implementation of strategic programs for the development of the national economy with the inevitability of emergence of crisis situations requires solving problems ahead of time. To form such managerial competencies in Kazakhstan, it is necessary to introduce a model of continuous

university and postgraduate education in the field of "Anti-crisis management". At the same time, it is the national universities of the republic that must take the initiative and be active in preparing anti-crisis managers.

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ҰЛТТЫҚ ЭКОНОМИКАНЫҢ СТРАТЕГИЯЛЫҚ ДАМУЫН ҚАМТАМАСЫЗ ЕТЕТІН КАДРЛАР ТУРАЛЫ

Аннотация. Қазіргі экономикада дағдарыстық жағдайлардың туындауы сөзсіз болғандықтан дағдарысқа қарсы басқару менеджменттің жеке саласы ретінде дамуының басты шарты болып табылады. Дағдарысқа қарсы басқару саласында мамандарды даярлау қажеттілігі мемлекеттің стратегиялық бағдарламаларын жүзеге асыру мен ұлттық экономиканың тұрақтылығын қамтамасыз ету мақсатына негізделген. Дағдарысқа қарсы басқару бойынша кәсіби мамандардың функциялары дағдарыстарды болжау, алдын алу, олардың симптомдарын талдау және компания қызметінде теріс құбылыстарды болдырмау үшін шаралар жасауға бағытталуы қажет. Қазақстанда ЖОО-да мұндай мамандар даярланбайды. ЖОО-нан кейінгі білім берудің қолданыстағы бағдарламасының жеткіліксіздігін талдау арқылы көруге болады. ЖОО-да, ЖОО-нан кейінгі және тапсырыспен дайындауды қоса алғанда дағдарысқа қарсы кәсіби басқарушыларды үздіксіз дайындау моделі ұсынылды. ҚР-ның Ұлттық университеттерінде «Дағдарысқа қарсы басқару» бағыты бойынша білім беру қажеттілігі ерекше атап өтілді.

Түін сөздер: стратегиялық даму, дағдарыс-менеджмент, дағдарысқа қарсы басқарушы, жоғары оқу орнында және жоғары оқу орнынан кейін білім беру.

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О КАДРАХ, ОБЕСПЕЧИВАЮЩИХ СТРАТЕГИЧЕСКОЕ РАЗВИТИЕ НАЦИОНАЛЬНОЙ ЭКОНОМИКИ

Аннотация. Неизбежность появления кризисных ситуаций в современной экономике обуславливают развитие антикризисного управления как отдельной области менеджмента. С целью реализации стратегических программ государства и обеспечения стабильности национальной экономики обоснована необходимость подготовки специалистов в области кризис менеджмента. Функции профессионалов по антикризисному управлению должны быть направлены на предвидение, предупреждение кризисов, анализ их симптомов, разработку мер по предотвращению негативных явлений в деятельности компании. В Казахста не отсутствует вузовская подготовка таких специалистов. Анализ показал недостаточность имеющихся программ послевузовского образования. Предложена модель непрерывной подготовки профессиональных антикризисных управляющих, включающих варианты вузовской, послевузовской подготовки и подготовки по заказам. Особо отмечена потребность в образовании по профилю «Антикризисное управление» в национальных университетах Казахстана.

Ключевые слова: стратегическое развитие, crisismanagement, антикризисный управляющий, вузовское и послевузовское образование.

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