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# WP3: Establishment/Enhancement of the Careers, Employability and Enterprise Services (CEES)




**D 3.1 Report on graduate's employability support through careers,  
employability and enterprise services at Toraighyrov University in  
Kazakhstan**



Triggering innovative approaches and entrepreneurial skills for students through creating conditions for  
graduate's employability in Central Asia

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## 1. General information on Toraighyrov University

ToU is a multidisciplinary university, which consists of 7 faculties, 28 departments, and 3 research centers.

Faculties include:

- Faculty of Engineering;
- Faculty of Natural Sciences;
- Faculty of Computer Science;
- Faculty of Economics and Law;
- Faculty of Agriculture Science;
- Faculty of Humanities and Social Studies;
- Foundation.

Research centers:

- Center of Agro Innovations and Biotechnology;
- Center of Monitoring (Environment);
- Center of Financial and Economic Research.

Student body: 8522

Number of employees: 1192 (faculty and staff), 626 – faculty.

The university has a rector, 3 vice rectors, 7 deans, 13 vice deans, 290 professors.

ToU is located in Pavlodar oblast, which is one of the biggest and most recognized industrial regions in Kazakhstan. Oil refining, metallurgy, steel production, electrical energy production, chemical engineering, aluminum, ferro-alloy production are the main industries in the region. Pavlodar city has the population of around 450, 000. The city is situated in the bank of the Irtysh River, which is the longest river in Central Asia, flowing from China through Kazakhstan to Russia. The main agriculture products are wheat, buckwheat, sunflower, potatoes, and carrots. National park Bayanaul with massive pine forests is located in within 200 kms from Pavlodar.

ToU has partnership relations with more than 270 organizations where the university graduates are employed. The main and biggest organizations are the following:

1. PF LLP "KSP Steel"
2. JSC "Aluminum of Kazakhstan"
3. LLP "Pavlodar Petrochemical Plant"
4. Aksu Ferroalloy Plant - A branch of JSC " TNK "Kazchrome"
5. JSC "Pavlodarenergo"
6. JSC "Kazakhstan Electrolysis Plant"
7. LLP "Neftekhim Company LTD"
8. JSC "Eurasian Energy Corporation"
9. JSC "KazTransOil"
10. Pavlodar Electric Grid Distribution Company JSC
11. "Prommashkomplekt"
12. LLP "Casting"LLP
13. JSC "ERG Service" (I-Ar-Ji Service)
14. KazStroyProekt-PV LLP
15. Pavlodar-Vodokanal LLP
16. JSC "Kazenergokabel"
17. LLP enterprise "Rubik"
18. JSC " SUT "
19. LLP "Format Mach Company" IMK
20. Pavlodar Pipe Rolling Plant LLP

## 2. Information on audit

To conduct this audit, the entire team of the Trigger project at our university was involved as organizers and the management and teaching staff of Toraigyrov University as respondents (21 people).

Among the organizers of the survey there were university employees who have experience and knowledge in the field of employment, work with graduates and employers. The Vice-rector for Academic Affairs, who is responsible for the employment of our graduates, the head of the Accreditation Office, who is responsible for conducting surveys at the university, the head of the Finance department, where they teach such a discipline as Entrepreneurship and Startup projects, were involved.

Among the respondents, deans of university faculties, professors and top management were involved.

The audit lasted about 4 weeks, during May – June 2021. During the survey, meetings with focus groups (deans and professors) were organized to explain how to work with the survey. Each respondent received a link with the survey and passed it.

As recommendations for further improvement of employment indicators, we would like to suggest that the Employment Centers of the region should conclude an agreement with employers in their area or nearby areas on a guarantee/high probability of employment after obtaining the competencies necessary to fill the specified vacancy in the organization. Such a measure will contribute to the targeted training of students to work at a particular enterprise.

### **3. Analysis of graduate's employability support through careers, employability and enterprise services and HEI-business cooperation.**

#### **3.1 Framework of Careers, Employability and Enterprise Services in Kazakhstan on country level**

The Career Center of the university is part of the Department of External Academic Relations of the Department of Academic Activities and includes 3 rates (the Head of the Department and 2 managers of the Career Center).

#### **3.2 Current Careers, Employability and Enterprise Services in HEIs in the country on HEI level**

Employment indicators of graduates is one of the main indicators of the success of universities.

The State Program for the Development of Education and Science of the Republic of Kazakhstan for 2020 – 2025 introduced the employment parameter as one of the indicators (extract from the State Budget of the Republic of Kazakhstan 2020-2025):

1. The share of employed graduates in the first year after graduation from educational institutions of technical and vocational education (hereinafter referred to as TVET) under the state educational order is 75 %.
2. The share of employed graduates in the first year after graduation from a higher educational institution (hereinafter referred to as the University) under a state educational order is 75 %.

In the Development Strategy of Toraigyrov University for 2020-2024, much attention is paid to the issues of employment and the development of entrepreneurship among students.

The following tasks are set in the academic activity:

- 5% of graduates are successful entrepreneurs (creation of 10 jobs, 40 million tenge annual income, 2.5 million tenge of taxes per graduate entrepreneur);
- the share of innovative educational programs developed by order of industry associations and enterprises – 10%;



- implementation of socially and economically oriented educational programs (MINOR, STARTUP, MBA, DBA);
- educational programs implemented using dual technology (at least 70%);
- double-degree and joint educational programs (at least 10%, including 5% with TOP-400 / TOP-100 rating of QS by subject);
- educational programs in English (at least 10%);
- international students and teaching staff – 5/5%;
- compliance of teaching staff, bachelor's degree programs with the requirements of international and national certification centers (by industry) - 15%;
- compliance of bachelor's degree graduates ' competencies with the requirements of international and national certification centers (by industry) - 10%;
- quality improvement, practice-oriented disciplines (progressiveness-100%, practice-oriented-100%, interactivity-95% );
- high level of quality of teaching staff (competence card-100%, recruiting-100%, internship at the enterprise-100%);
- functioning of the proctoring system for intermediate and final certification.

- **Services and activities relating to enhancing student and graduate employability.**

**- Organisational structure, number of staff, scope and main activities of the career and liaison office of the University**

The Career Center of the university is part of the Department of External Academic Relations of the Department of Academic Activities and includes 3 rates (the Head of the Department and 2 managers of the Career Center).

**- HEI strategy on matters of employment and career of students and graduates**

In the Development Strategy of Toraigrov University for 2020-2024, much attention is paid to the issues of employment and the development of entrepreneurship among students. The following tasks are set in the academic activity:

- 5% of graduates are successful entrepreneurs (creation of 10 jobs, 40 million tenge annual income, 2.5 million tenge of taxes per graduate entrepreneur);
- the share of innovative educational programs developed by order of industry associations and enterprises – 10%;

- implementation of socially and economically oriented educational programs (MINOR, STARTUP, MBA, DBA);
- educational programs implemented using dual technology (at least 70%);
- double-degree and joint educational programs (at least 10%, including 5% with TOP-400 / TOP-100 rating of QS by subject);
- educational programs in English (at least 10%);
- international students and teaching staff – 5/5%;

#### **- Support offered to students and graduates on their professional development**

The development and implementation of any educational programs at the university includes a mandatory analysis of the labor market and employment prospects of future graduates (internal standard WITH QMS 8.07.3-21 "Design and development of educational services").

The organization of employment work in the NAO "Toraigyrov University" is carried out on the basis of the internal standard with QMS 8.0.4-21 "Management of the process of distribution and employment of graduates".

Measures for the employment of graduates are carried out in several stages, taking into account the specifics of the training areas:

- 1) personal distribution of graduates of the specialties of the "Education" groups;
- 2) fair of graduates of specialties in the following areas: pedagogical sciences; arts and humanities; social sciences, journalism and information; business, management and law; natural sciences, mathematics and statistics; information and communication technologies; engineering, manufacturing and construction industries; agriculture and bioresources; healthcare; services.

Employment of graduates is carried out in the following forms:

- free employment: in this case, the graduate is looking for a job on his own. A graduate who has found a job independently reports this to the department and to the DAD, indicating the full address of the enterprise and the position to which he is enrolled;
- at the request of enterprises: the graduate chooses the company where he will work at the suggestion of a special department and DAD during the personal distribution of graduates;
- according to the tripartite agreements: "enterprise-university-student", the graduate is sent to the enterprise with which the contract for his training is concluded.

A special department monitors the work of graduates for three years after graduation

Every year, the Academic Council of the University considers the issue of employment of graduates.

#### **- Support offered to students and graduates on their educational development**

The development and implementation of any educational programs at the university includes a mandatory analysis of the labor market and employment prospects of future graduates (internal standard WITH QMS 8.07.3-21 "Design and development of educational services").

The organization of employment work in the NAO "Toraigyrov University" is carried out on the basis of the internal standard with QMS 8.0.4-21 "Management of the process of distribution and employment of graduates".

The main activities of the university in the field of distribution and employment:

- establishment of various forms of business cooperation with partners in order to improve the quality of training specialists based on the maximum approximation of the educational process to real production;
- study of the labor market, search for vacancies for graduates ' employment, monitoring the number of jobs created for graduates;
- establishment of direct contacts with the personnel services of enterprises, organizations, institutions, personnel agencies of the region;
- organization and holding of meetings of heads of enterprises and organizations with graduates;
- organization and holding of events (promotions, fairs) for the distribution of graduates;
- conducting trainings for graduates on improving the technology of job search in market conditions, preparing a resume and passing an interview;
- formation, together with special departments, of employment of graduates within three years after graduation (quarterly information) and monthly information on the last year of graduation, entering updated information in the "Employment" section on the university portal according to [3];
- monthly formation and updating of the unified database of graduates of the Graduate program through the State Institution "Department of Employment and Social Programs of Pavlodar";
- study of vacancies of employers and bringing to the attention of unemployed graduates;
- preparation of reports on the results of the distribution and employment of graduates.

#### **- Measures of tracking academic and professional progress of students and graduates**

Employment of graduates is one of the most important indicators of successful training of students. In accordance with the Development Program of the NAO "Toraigyrov University" for 2020 – 2024, the employment of graduates in 2020 is planned at the level of 98 %.

The Career Center together with the departments carried out work on the employment of graduates during the last academic year and in a remote format during the COVID-19 coronavirus pandemic.

Work on improving the level of employment is carried out in the following areas:

- 1) information support of employment.
- 2) organization of job fairs and meetings with employers (online).
- 3) personal employment of graduates of pedagogical specialties.
- 4) Employment based on the results of industrial and pre-graduate practice on the basis of long-term cooperation agreements.
- 5) development of dual education.
- 6) organization of trainings for graduates.

The analysis of employment places is constantly carried out. The list above is a list of large partner enterprises of Toraigyrov University, where graduates are employed.

**- Activities on employability skills development of students and graduates as part of the curriculum**

The development and implementation of any educational programs at the university includes a mandatory analysis of the labor market and employment prospects of future graduates (internal standard WITH QMS 8.07.3-21 "Design and development of educational services").

The organization of employment work in the NAO "Toraigyrov University" is carried out on the basis of the internal standard with QMS 8.0.4-21 "Management of the process of distribution and employment of graduates".

**- Activities on employability skills development of students and graduates as part of organised social activities**

The Career Center together with the departments carried out work on the employment of graduates during the last academic year and in a remote format during the COVID-19 coronavirus pandemic.

Work on improving the level of employment is carried out in the following areas:

- 1) information support of employment.
- 2) organization of job fairs and meetings with employers (online).
- 3) personal employment of graduates of pedagogical specialties.
- 4) Employment based on the results of industrial and pre-graduate practice on the basis of long-term cooperation agreements.
- 5) development of dual education.
- 6) organization of trainings for graduates.

**- Support offered to students and graduates on national or international mobility programmes**

Academic mobility in our university is carried out in two main directions: training of students in Kazakhstan partner universities and training in foreign universities. Mobility programs are implemented within the framework of agreements between partner universities.

Academic mobility provides an opportunity for students, undergraduates, young scientists to live, study, work, and train in various cities of Kazakhstan and abroad,

Studying under academic mobility programs allows our students and undergraduates to improve their level of foreign language proficiency, deepen theoretical knowledge and practical skills, get to know the country better, get acquainted with Kazakh and foreign peers. The University provides all possible support to students who travel under mobility programs: consulting, visa support, assistance in correspondence with partners, receiving invitations.

- **Services and activities relating to development of innovation and entrepreneurial skills**

**- Organisational structure, number of staff, scope and main activities of innovation and entrepreneurship office**

The university has a Research and Innovation HUB, which includes such departments as the International Startup Academy, the Innovation and Technology Park "Ertys", the Department of Science and commercialization. The staff of the Research and Innovation HUB consists of 17 people.

**- Services offered to students and graduates to develop their entrepreneurial skills**

The Scientific and Innovative HUB provides the following services:

- Promoting the introduction and commercialization of the results of scientific and innovative activities;
- Accounting and reporting in the field of patent and licensing activities of the university;
- Organization of activities aimed at making a profit for the university;
- Organization and holding of events aimed at finding potential partners/investors, in order to obtain initial financing for start-up entrepreneurs;
- Organizing and conducting training seminars through the involvement of certified trainers, both local and foreign, in the field of startup and entrepreneurship development.
- Conducting preliminary marketing research in support of potential projects;
- Identification and promotion of business ideas in the field of research services;
  
- Promoting the disclosure of the innovative and entrepreneurial potential of young people through the formation and development of competencies sufficient to create Startup projects with the prospect of transformation into a successful business in the future;
- Expanding the access of Startup projects to sources of financing and infrastructure support for small businesses;
- Building a system of comprehensive training and practical support for startup projects of students and teachers;
- Creation of small business entities by participants of the Program;
- Work with students, undergraduates, organization and holding of StartUp Weekends within the framework of the Startup Academy, Business breakfasts, Speed Dating, Case Championships, Business evenings;
- Timely informing students about national and international competitions for obtaining business grants, prizes and scholarships, further organizing work and monitoring students' participation in competitions;
  
- Providing consulting / practical support for a Startup project.

**- Activities to support innovation and entrepreneurship of students and graduates**

- work with students, undergraduates, StartUp Weekend organizations;
- organization and holding of Speed Dating, Business evenings, Demo Day, in;
- timely informing students about the announced national and international competitions;
- incubation of projects from the idea to the start of sales;
- organization of work and monitoring of students ' participation in competitions for entrepreneurial grants, awards and scholarships, conducting consultations on the preparation and registration of applications for participation in competitions and receiving investments;
- organization and holding of the international TEDx conference in Russian and Kazakh languages;
- Reading Club organization;
- organization of trainings from our business assistants and partners, active entrepreneurs.

- **Services and activities relating to establishing cooperation relationships with businesses**

**- Liaison activities of the HEI with employability organisations**

Specialists of the Career Center search for potential employers, including foreign ones, for university students, organize cooperation with partner enterprises of the university aimed at employment and career development of students, assist students in finding jobs and internships. The Career Center acts as a key and connecting link between the university and the labor market. Partnerships with employer companies are constantly expanding. To assist in finding places of practice and employment, the Career Center is constantly working to expand the network of strategic partners, to date, the university has more than 200 permanent partners in the employer database. An integral part of the Career Center's activities is the organization and holding of regular business meetings, master classes and guest lectures. As part of these events, everyone receives first-hand information about the scope and specifics of the company's activities, learns about vacant positions, and already based on their experience, albeit small, they can plan their activities.

**- Networking activities with businesses**

The Career Center constantly organizes and conducts regular business meetings, master classes and guest lectures. As part of these events, everyone receives first-hand information about the scope and specifics of the company's activities, learns about vacant positions, and based on their experience, even if small, they can plan their activities.

**- Services offered to employers**

The main external consumers of the university's services are employers. The university trains graduates with a complex of professional competencies that meet the requirements of the development of an innovative model of the economy and society.

### 3.3 SWOT analyses of graduate’s employability support through careers, employability and enterprise services at ToU.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Obtaining a professional education sufficient for further employment</li> <li>— Obtaining practical work skills</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of distribution after graduation</li> <li>— The difficulty of employing students during the pandemic, as many enterprises were closed</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Support of the system of employment of young specialists at the state level</li> <li>— The possibility of continuing education in the chosen specialty</li> </ul>	<ul style="list-style-type: none"> <li>- Insufficient amount of scholarships and, as a result, the need to work in the free time</li> <li>—The COVID – 19 pandemic</li> </ul>

### 3.4 SWOT analyses of ToU cooperation with institutions outside HEIs.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Development of the program "Strong university – strong region"</li> <li>-Support of the regional government</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of graduates ' own financial resources for further professional development</li> </ul>

<p>-Established relations with strong industrial enterprises of the region and the republic -Availability of highly qualified professors</p>	<p>- Lack of cooperation agreements with large enterprises</p>
<p><b>OPPORTUNITIES</b></p>	<p><b>THREADS</b></p>
<p>- The possibility of using the administrative resource of the region - The presence of enterprises in need of highly qualified personnel - The possibility of entering the employment market of the republic</p>	<p>- There is a high probability that enterprises do not hire specialists without experience - The growth of unemployment</p>

### 3.5 The suggestions for improvement of graduate’s employability support through careers, employability and enterprise services at ToU

1. Formation of long-term programmes (plans) preparation of specialists of organizations (enterprises) in the context of existing areas of training and specialties, as well as the opening of new specialties in the interests of companies, the diversification of training professionals, the introduction of curriculum for new courses, etc.;
2. Opening of targeted training for organizations on the basis of tripartite agreements "educational organization – employer - student" joint vocational guidance among students;
3. Creation and development in organizations (enterprises) of a base for conducting educational, industrial, pre-graduate and other types of practices of students, as well as internships;
4. Personnel support of scientific developments, as well as modernization and expansion of production by involving students in research and development work in the interests of organizations;
5. Development of the system of advanced training and retraining of specialists of organizations in educational organizations, advanced training and internships of teachers in organizations, etc.



### **3.6 The suggestions for improvement of HEI cooperation with institutions outside ToU**

1. It is necessary to actively integrate universities with business structures with the involvement of the regional administration.
2. Definition of subject (scientific, technological) areas of interaction with companies.
3. Determination of the scope of joint research, mechanisms for the exchange of scientific, technical and marketing information.
4. Mutual participation of university employees and companies in collegial management bodies.
5. Development of the system of internships and internships, participation of company employees in teaching students.

## **4. Analyses of Internship programmes**

### **4.1 Institutional framework of internships on country level**

The issues of students' internships are handled by the University's Career Center and are regulated by the Regulations on the organization and Conduct of students' internships. The Career Center of the university is part of the Department of External Academic Relations of the Department of Academic Activities and includes 3 rates (the Head of the Department and 2 managers of the Career Center).

International internships are handled by the International Office and the Center for Academic Mobility.

### **4.2 Current internship programmes on HEI level**

#### **Management and administration of internships**

##### **- Measures and requirements for student internships**

The internship of students is an integral part of the main educational program of the university, aimed at consolidating the theoretical knowledge acquired by students during their studies,

acquiring and improving practical skills in various areas of future professional activity. The types and terms of the internship are determined by the relevant standards for specialties and areas of training, curricula, the schedule of the educational process and the corresponding orders of the rector, and the content is the internship programs developed by the departments responsible for conducting the internship.

#### **- Internships' duration, focus and credits offered**

The duration of internships can be different. The goals and credits received also depend on the type of internship. The main types of practice of students are: educational and industrial practices. The objectives of the practice are to form the foundations of students' professional competencies, consolidate and deepen the theoretical knowledge gained in the learning process, based on the study of experience and participation in the work of various organizations.

#### **- Management of internships**

The organization of practices at all stages should be aimed at ensuring the continuity and consistency of students' mastering professional competencies in accordance with the requirements for the graduate's level of training.

The basis for the practice is the curricula of specialties/areas of training, schedules of the educational process, as well as the order of the vice-rector for Academic Affairs, which determines the specific terms of the practice of students for the current academic year (the schedule of the educational process for the current year).

The heads of departments are responsible for the direct organization and educational and methodological guidance of the practice.

The general control over the practice is carried out by the Vice-rector for Academic Affairs.

#### **- Administration procedures**

The direct organizational and educational-methodical management of the practice is carried out by the department responsible for conducting the practice, and the heads of the practice from the department appointed by the heads of departments. The heads are appointed by the teachers of the relevant departments in the specialties and areas of training: professors, associate professors and the most experienced teachers leading specialized subjects.

- **Support given to students**

**- Training activities to support internships**

Since the objectives of the internship are to consolidate and develop professional competencies, in-depth practical work skills; to collect and analyze practical material for the preparation of final qualifying work, the university constantly conducts trainings and seminars in the following areas so that students feel more confident during the internship.

**- Support given to students on finding internship positions**

The specialists of the Career Center are constantly looking for partners for internships by our students. Enterprises and organizations that correspond to the profile of training students in the relevant specialties are selected as bases for practical training.

The practice bases must meet the following requirements:

- provide qualified management of students ' practice;
- ensure that the student is provided with a workplace during the internship;
- provide students with the right to use the available literature, technical and other documentation necessary for the implementation of the internship program;
- have the possibility of subsequent employment of graduates.

**- Development of entrepreneurial skills through internships**

During internships, students have the goal of developing professional competencies, consolidating and deepening knowledge. All this contributes to the development of entrepreneurial skills.

- **Monitoring and evaluation of internships**

**- Management procedures during internships /**

**Procedures for evaluation of internships**

At the end of the internship, the student makes a written report and submits it to the internship supervisor. The following criteria are used to evaluate the results:

- completeness and quality of the student's implementation of the internship program;
- competence level:
  - ▶ social and personal (responsibility, organization and discipline; the ability to independently acquire new knowledge, including using modern information technologies; the ability to work in a team; the ability to adapt to new situations; the desire and ability to lead; the ability to negotiate, the ability to creatively solve problems)
  - ▶ instrumental—(search and processing of information; use of information tools and technologies; ability to analyze and draw conclusions; possession of primary professional skills and abilities; ability to use office equipment; ability to work with scientific literature; knowledge of business ethics standards)
  - ▶ o general professional (the ability to set goals and formulate tasks related to the implementation of professional functions; the ability to plan and organize their activities; the ability to apply the acquired theoretical knowledge, methods of analysis and synthesis in practice; the ability to use the principles of modern management and personnel management; knowledge of the legal foundations of managerial and entrepreneurial activity)
  - ▶ special (formulated in accordance with the specifics of the specialty and include: the ability to identify problems in the organization's activities, set a goal and formulate tasks related to the implementation of professional functions, as well as justify the solution of identified problems and suggest directions for its implementation).

When evaluating the final work of a student, the assessment given to him by the internship supervisor is taken into account.

**4.3 SWOT analyses of internship programmes**

STRENGTHS	WEAKNESSES
- Availability of permanent partners for the internship - Well-established management in the organization of internships	- The presence of a large amount of work with documents on the organization of internships

<ul style="list-style-type: none"> <li>- Good reviews and recommendations about our students</li> <li>- Support of students during internships</li> </ul>	
<p><b>OPPORTUNITIES</b></p>	<p><b>THREADS</b></p>
<ul style="list-style-type: none"> <li>- Providing qualified management of students ' internships;</li> <li>- The possibility of subsequent successful employment of graduates</li> </ul>	<p>Possible closure of internship places due to the pandemic</p>

#### 4.4 The suggestions for improvement of internship programmes at ToU

1. Increase the duration of the internship, since the future specialist will not really learn anything in a short time. Many people consider short internships a waste of time.
2. Give young trainees the opportunity to communicate directly with the management, not to be afraid to voice their position, criticize, offer new ideas.
3. Pay for the intern's work. This is both a motivation and a way of control. After all, when a company pays for the work of an intern, they have the right to demand more from him and set a more stringent framework for completing tasks.
4. Conduct trainings before the internship to develop skills such as the ability to work in a team, business communication and personal organization.
5. Record the fact of passing the internship as a work experience.

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