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PROCESS MAP OF THE LABOR MARKET OF UKRAINE: THEORETICAL AND METHODOLOGICAL ASPECTS OF FORMATION

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In present-day conditions of economic development, the approaches to forming the labor market require significant revision, because existing ones are losing their relevance. This aspect has determined the choice of the research topic. The purpose of this paper is to propose a theoretical and methodological foundation for identifying business processes within the labor market and developing a process map for the labor market of Ukraine based on the process approach in order to ensure the balance between labor supply and demand. The methodological basis of the research combines the principles of process management, the requirements of ISO 9001:2015 standard, practical tools of BPM CBOK, as well as the unified process classification system APQC PCF. The article is concerned with the theoretical and methodological substantiation of applying the process approach to forming the labor market in Ukraine. An adapted methodology and algorithm for identifying business processes within the labor market have been proposed. The author describes the theoretical foundation for identifying business processes within the labor market, which is based on classical and neoclassical postulates of economic theory and supported by institutional theory and the Mortensen-Pissarides “search and matching” theory. The study identifies the key value creation streams within the labor market and defines groups of infrastructural business processes. The study has developed and proposed a process map to visualize the structure of the labor market in Ukraine as a system of interrelated processes. The scientific novelty of the study lies in combining the methodology for identifying processes with the specifics of the labor market as an open socio-economic system, as well as in forming a coherent process architecture that reflects the logic of creating socio-economic value. The practical significance of the study lies in the possibility of using the proposed process map for documenting processes, assessing their maturity, identifying bottlenecks and developing mechanisms for improving employment policy.

Keywords: labor market, business processes, process approach, process identification, process map of the labor market of Ukraine.

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Introduction and problem statement

The labor market is a multifaceted socio-economic system that functions on the basis of interaction between sellers and buyers of labor. By serving as an integral component of the national economy, the labor market ensures the distribution and redistribution of social labor across sectors and industries, contributes to the formation of the

employment structures, determines criteria for the effective use of labor potential and ensures alignment between the needs of social production and the capabilities of employees. Within the labor market, the market forces coordinate the interests of employers, employees and the State to achieve outcomes like employment, job placement, formation of employment level and development of human capital.

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Process map of the labor market of Ukraine: theoretical and methodological aspects of formation

However, the current conditions of social and economic development demonstrate the limitations of the traditional program-functional model of labor market regulation, necessitating a shift to a process-oriented model of labor market management, the effectiveness of which has already been confirmed in related fields. Therefore, applying a process approach to the formation and regulation of the labor market is a relevant scientific and practical task attracting increasing attention in the scientific community.

Analysis and research of publications

The topic of applying the process approach to forming the labor market or its individual business processes is relatively new. Separate principles and foundations of the process approach are covered in numerous publications, among which the works of Dumas, M., La Rosa, et al. [4], Lara Machado et al. [5], vom Brocke, J., Jans, M., Mendling, J. et al. [6] deserve special attention. Ehrenberg R.G. and Smith R.S. [8] addresses numerous issues of labor market functioning. The use of process tools within the employment system and labor market has been examined in the works of Birca A. [9] as well as Kuhn P., Buchinger M. and Balta D. [10]. The principles of implementing the process approach to forming the labor market are discussed in the works of Aloshyna T.V. [7].

Despite numerous individual contributions to the study of the process approach and labor market development, the issue of applying the process paradigm in the labor market context remains insufficiently disclosed, which determines the relevance of further research in this field.

Purpose of the article

The purpose of this paper is to propose a theoretical and methodological justification for identifying business processes within the labor market and developing a process map for the labor market of Ukraine based on the process approach in order to ensure the balance between labor supply and demand.

Presentation of the main material

Implementing a process approach to forming the labor market requires a comprehensive analysis of the current state of processes and determining the parameters of their interaction. The methodology for business process identification is an effective tool for preliminary process analysis, as it is a key component of business process management. It promotes optimization of labor market formation processes and serves as the basis for diagnosing the current state of the labor market as well as for further modeling of the process system under the current conditions of national economic development.

The identification of business processes is a phase within the business process management life cycle. This phase involves systematizing business processes, organizing them into functional groups, performing diagnostic assessments to evaluate their execution and determining their position according to the principle of value creation for the customer.

The methodology for process identification is described in the international standard ISO 9001:2015 and is based on the requirements specified in clauses 4.1 - 4.4, 5.3 and 7.5 of the standard. Clause 4.4 involves defining the processes by determining their boundaries, inputs, outputs and interconnections with other processes. Clause 5.3 regulates the need to appoint process owners and determine their responsibilities for process outcomes. Clause 7.5 outlines the requirements for handling documented information, which is implemented in the form of process maps, process passports, regulations and other forms of documented information confirming the manageability and reproducibility of processes within the system. The identification allows you to determine the parameters for further modeling and improvement of processes within the PDCA cycle [1].

The practical methodology for process identification is presented in the standards of the Association of Business Process Management Professionals (ABPMP International), which develops methodological standards for business process management. The main methodological document of the Association is the BPM CBOK (Common Body of Knowledge), which defines the basic concepts, principles and tools for identifying, modeling, analyzing and improving processes. Unlike the regulatory framework for identification described in the ISO 9001 international standard, the CBOK provides applied identification tools that enable organizations to eliminate redundant functions, identify bottlenecks and ensure integration of processes into strategic management mechanisms [2].

The process identification methodology presented in the Business Process Management Common Body of Knowledge (BPM CBOK) actually reflects the sequence of stages described in ISO 9001:2015, but uses practical tools like modeling, classifying and evaluating processes to expand on the initial identification of processes.

The Process Classification Framework (PCF) developed by the American Productivity & Quality Center (APQC) is a key tool for business process identification. This classification system enables defining, categorizing, comparing and improving business processes across any industry.

The Process Classification Framework is divided into 12 categories, 63 process groups, 229 processes and 646 activities, which include possible options for subdivision into subprocesses [32]. In fact, the APQC PCF includes a comprehensive list of actions or processes contained within a given process system. The purpose of the methodology is to describe all actions and operations, rather than to determine the order in which processes should be executed. For each category of processes, recommended key performance indicators (KPIs) and standard elements are provided. Therefore, the APQC PCF serves as the basis for constructing a process map, which allows avoiding fragmentation in the description of the process system.

The theoretical foundation for business process identification is based on the scientific contributions of both foreign and Ukrainian scientists, who define various approaches to describing methodologies and implementing procedures for the systematization and description of business processes. In their textbook, Marlon Dumas, Marcello La Rosa, Jan Mendling and Hajo Reijers [4] define identification as the initial stage of process description, modeling and improvement. The initial stage of identification involves documenting the value creation stream followed by decomposition of the overall process into subprocesses. The process is then prioritized according to strategic objectives, expected outcomes, risks and performance level. At the final stage, the process attributes and the sequence of its execution phases are formed, including the description of subprocesses, the definition of success criteria and the assignment of roles and responsibilities of the participants involved.

The authors emphasize the need to combine top-down approaches to identify end-to-end value streams and bottom-up approaches to detail the operational levels. The key outcome of this phase is the creation of a process register or process landscape, which serves as a basis for further process modeling and optimization [4].

The authors describe a top-down identification methodology, but supplement the identification process with methodological parameters of a bottom-up approach to detail the processes. Thus, the authors propose a combined approach to process identification.

Contemporary research in the field of business process management stress the importance of integrating the strategic logic of process identification with the logic of process model development. In particular, in their studies, Lara Machado, P., van de Ven, M., Aysolmaz, B., Athanasopoulou, A., Ozkan, B. and Turetken, O. demonstrate that process identification should be based not only on functional and operational characteristics, but also on the content

of the value proposition, target segments and channels for creating economic and social value. Such an approach enables the transformation of strategic intentions into a process architecture and prevents gaps between the formal description of processes and the real mechanisms of their implementation. As a result, process identification becomes not descriptive, but purposeful and focused on the overall performance of the system [5].

The authors vom Brocke, J., Jans, M., Mendling, J., et al. believe that modern methodology for identifying business processes should be based not only on expert analysis and regulation, but also on actual trajectories of process execution. The researchers emphasize the growing importance of data and digital traces of processes (event logs), which allow linking data and management method levels with business process levels within the five-level process decomposition framework according to the APQC methodology. This approach enables a shift from a theoretical model of process identification to an evidence-based (data-driven) model, which ensures accuracy in defining boundaries, roles, performance indicators and directions for process improvement [6].

Applying the process identification methodology to the system of labor market processes is based on economic, managerial, methodological and philosophical approaches. Thus, it can be argued that the labor market is a complex open system characterized by interconnected value flows, resource transformation processes and interactions between various institutions and actors.

In accordance with the logic of the process approach, the labor market is a “system, where interacting economic processes are aimed at satisfying the needs of internal and external market counterparties such as suppliers and consumers of labor, while ensuring balance in the labor market, where the State acts as an ultimate beneficiary” [7].

According to the principles of the process approach, labor market processes should be viewed as logically interconnected chains of actions that transform various recourses like labor, information, finances and managerial decisions into outcomes that directly affect employment levels, human capital development, filling vacancies and economic growth of the country.

Applying process identification to the labor market process system can enable the creation of a process architecture of the labor market.

The methodological basis for identification is formed by the fundamental principles of the process approach set out in ISO 9001:2015, the applied aspects of identification described in the BPM CBOK, and type classification of business processes APQC PCF

(Process Classification Framework), taking into account the socio-economic aspects of the labor market functioning.

The study of the abovementioned theoretical characteristics of the labor market functioning, the principles of the process approach and the methodological foundations of identification allowed us to determine and propose the stages for identifying the system of business processes in the labor market, taking into account the socio-economic aspects of the labor market functioning.

Thus, identifying business processes within the labor market should be carried out according to a clearly structured algorithm that ensures consistency, systematization and reproducibility of results. The proposed procedure includes six interrelated steps.

Step 1. Defining goal, object and theoretical and methodological foundations for identifying business processes within the labor market, including the selection of a conceptual approach and analytical tools.

Step 2. Applying the selected identification methodology to perform an initial description of business processes and form the preliminary list of processes within the system.

Step 3. Determining the boundaries, inputs, outputs and interrelationships between processes that form the key value creation streams within the labor market.

Step 4. Decomposing each end-to-end value stream into subprocesses and defining its structural levels.

Step 5. Detailing and classifying processes in accordance with the hierarchical levels of the process model based on the APQC PCF methodology, including the specification of process attributes, roles and performance indicators.

Step 6. Developing an integrated labor market process map that reflects the logic of system functioning, including core value streams, supporting processes, infrastructural services, management processes and development processes.

Since the top-down process identification method, which is implemented in practice using the Unified Process Classification Framework (PCF), has been selected as the primary methodology for business process identification, it is appropriate to apply the five-level hierarchy of business process decomposition according to APQC adapted to the needs of the labor market (Fig. 1).

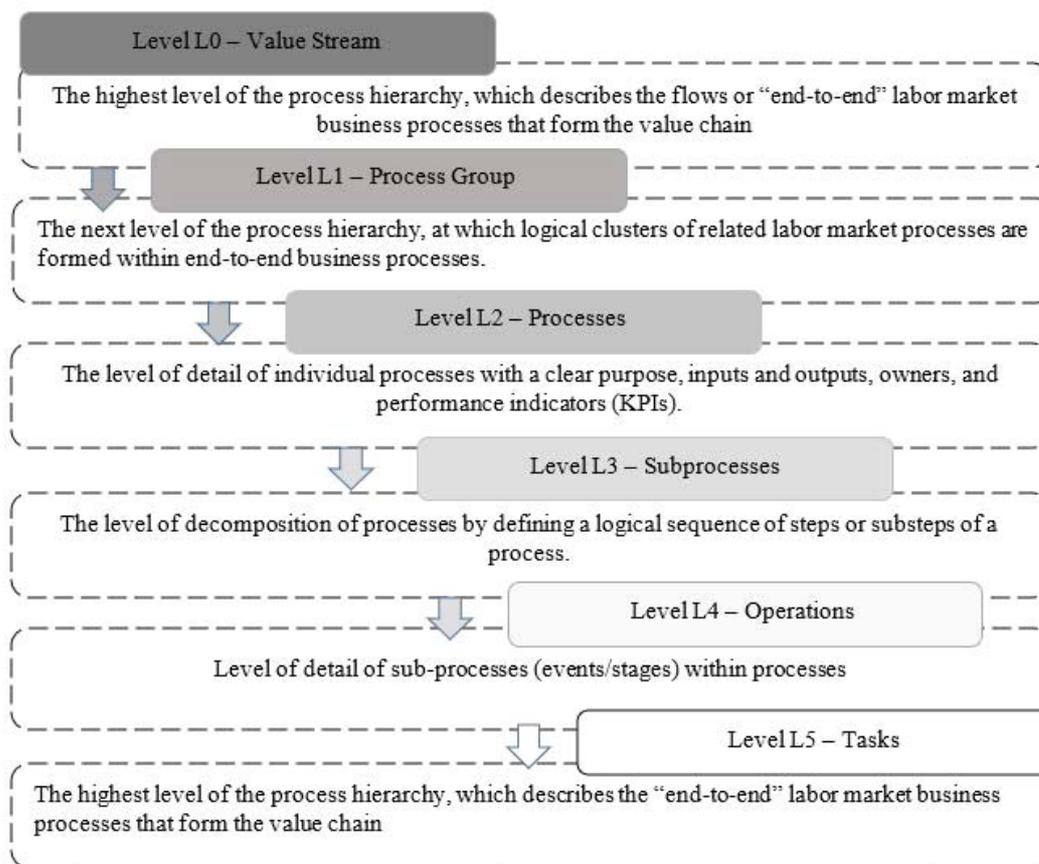


Fig. 1. Five-level model of labor market business process decomposition according to the APQC PCF methodology
Source: developed by the author based on [6]

Using the adapted five-level APQC decomposition for identifying business processes within the labor market can help determine and systematize all business processes within a labor market, as well as to ensure a logical construction of the business process system that can be linked to responsible stakeholders and includes performance indicators to define process inputs and outputs for the labor market.

Effective labor market development depends on its internal coherence, which directly affects the formation of business processes at the first level of identification. At this level, it is necessary to define end-to-end business processes or value streams (L0) that span all socio-economic dimensions of the labor market.

The labor market has a dual system where labor supply from workers and labor demand from employers interact. The intersection point of these two forces is their harmonization, where employment is created, resulting in socio-economic value.

Such a logic of forming the labor market allows us to identify the value streams of the labor market, such as the labor supply (S) and the labor demand

(D), and their intersection collectively determines the value for the State as the third value stream (M1/M2).

The phases of labor market streams form the basis of value creation chains in the labor market. The decomposition of the corresponding streams allows us to determine the main business processes, whose effectiveness is determined by the internal logic of supply formation, demand formation and their harmonization. In addition, the labor market process system has a multi-level structure, within which the main processes are supported and regulated by a number of auxiliary mechanisms and management mechanisms.

Thus, in addition to the main business processes, the labor market system includes Auxiliary Operational Business Processes (AUX), auxiliary services (A), management processes (G) and Development and Improvement Processes (R). For further detailing of processes and constructing the labor market architecture, Table 1 systematizes the conventional symbols (identifiers) that will be used in the subsequent description of the labor market process system.

Table 1

Identifiers of value streams and process groups of the labor market

Mark	Process group name	Characteristic	Level in PCF / role in the system
S	Formation of labor supply (Supply)	Reflects the processes of creation, development and training of human capital.	Main processes (value stream) that shape the labor supply.
D	Formation of labor demand (Demand)	Includes processes that determine employers' needs for personnel, job creation, employment conditions, wages, occupational safety, resolution of labor disputes, etc.	Main processes (value stream), which shape the demand for labor.
M	Stream Harmonization: registration (M1) and matching (M2)	Combines the processes of interaction between supply and demand: registration of job seekers and vacancies, expert selection, career counseling, and conclusion of agreements.	The main end-to-end process (value stream), which ensures balancing the labor market.
AUX	Auxiliary processes (operational amplifiers)	Supporting processes that enhance the implementation of S, D, M flows: active programs, mobility, certification, inclusion, regulation of working conditions, etc.	Support processes (Support)— provide meaningful operational support for flows
A	Supporting services and support (infrastructure)	Information, digital, financial, legal, analytical and personnel support for the functioning of all labor market processes.	Service processes (Service / Enabling)— create the environment for the system to function
G	Governance	Strategic management and planning processes, as well as continuous controlling, which ensure the consistency and effectiveness of the system.	Management processes- ensure the focus and coherence of the system
R	Development and improvement (Research & Development)	Processes aimed at research, development and improvement of the labor market process system	Innovation processes (development / improvement)- ensure adaptation and evolution of the system

Source: developed by the author

Using the proposed identifiers for standardizing and further modeling of labor market processes will ensure consistency between different levels of business processes by enabling a clear classification of activities by level and affiliation, and simplifying the construction of the process map.

Using the laws of labor market functioning, the defined identification algorithm and the proposed identifiers, we can record the main value creation streams of the labor market. Their general characteristics are presented in Table 2.

Table 2

Identification of end-to-end business processes of the labor market

No.	Business process name	Flow	Goal	Flow limits
1.	Formation of labor supply	S	Providing the labor market with a workforce that meets market needs with proven employability	from: career guidance / skills assessment → this: “job-ready” candidate with proven competencies
2.	Formation of demand for labor	D	Formation of employers' needs in the form of formalized vacancies and orders for specialists with a full description of requirements, conditions and attributes	from: Hiring intentions/ plans, HR strategies → this: generated and verified vacancies/jobs (“market-ready”)
3.	Registration and accounting of job seekers/vacancies (S↔D interface)	M1	Creation of a standardized single register of profiles and vacancies as a basis for transparent and effective harmonization of supply and demand processes	from: initial data submission (searcher/employer) → to: verified profiles and vacancies in a single database (with ISCO/ESCO codes, data quality attributes)
4.	Matching and mediation (D↔S interface)	M2	Maximizing matches between job seekers and vacancies to ensure employment and meet employers' needs	from: verified profiles and vacancies → this: referral/offer/hire; closed vacancies and concluded employment contracts

Source: developed by the author

Table 2 presents the results of identification of end-to-end business processes of the labor market, which determine and form the basic level of the process architecture in accordance with the APQC Process Classification Framework (PCF) methodology. The identified business processes demonstrate the key parameters of creating socio-economic value chains within the labor market system of Ukraine.

The first value stream “Labor supply formation (S)” includes a set of processes, operations and actions carried out according to a defined algorithm and in a specific sequence, ultimately ensuring that the labor market is provided with personnel meeting modern employer requirements. Career guidance, competency assessment, training and certification of individuals are carried out within the framework of this process, which ensures the transformation of potential labor resources into “job-ready” candidates with verified qualifications. The implementation of this process represents the formation of the available labor supply in the labor market.

The second value stream “Labor demand formation (D)” demonstrates the mechanism for transforming the staff requirements of enterprises and economic sectors into formulated and detailed job vacancies, requests for specialist training and job profiles. The corresponding process contains a set of processes, actions and operations that cover various stages of workforce planning, defining competence requirements and working conditions, and creating “market-ready” vacancies. The implementation of this process demonstrates the actual needs of the economy.

The value stream “Harmonization of labor supply and demand (M)” consists of two end-to-end business processes: Registration and accounting of job seekers (M1) and Matching and intermediation (M2). The business process “Registration and accounting of job seekers and vacancies (M1)” ensures the creation of an information base for the labor market containing candidate profiles and vacancy registries with a structured set of attributes based on specified search

parameters. The business process “Matching and Intermediation (M2)” ensures the direct alignment of the interests of job seekers and employers through a variety of services provided by the State Employment Agency, private recruitment agencies, digital platforms and job search websites, as well as other recruitment tools and services. The outcomes of this process include the employment of job seekers, conclusion of labor contracts, job placement and statistically recorded employment indicators.

Successful implementation of the abovementioned value streams depends on the processes that ensure organizational, institutional, infrastructural

and strategic conditions for the functioning of the labor market. At the next stage of identification, it is necessary to define the supporting processes that ensure stability, manageability and adaptability of the labor market as a whole. As stated above, the study identifies the following list of business processes within the labor market system: Auxiliary Operational Business Processes (AUX), auxiliary services (A), management processes (G) and Development and Improvement Processes (R). We are of the opinion that these processes collectively form the infrastructural process system of the labor market. The results of identifying these processes are presented in Table 3.

Table 3

Identification of infrastructural business processes of the labor market

No.	Group processes	Mark	Goal	Flow limits
1	Supporting operational processes	AUX	Creating the necessary conditions and ensuring the proper flow of basic processes by supplying input resources to all processes of the system in leading sectors of the economy	From: identified needs of market participants → this: enhanced opportunities for participation, employment, and employment retention
2	Ancillary services (infrastructure support)	A	Formation of institutional, digital and informational conditions for the functioning of the labor market	From: need for services → this: integrated and accessible services (IT, analytical, legal, communication)
3	Governance	G	Ensuring strategic integrity and coherence of the labor market system	From: identified imbalances and monitoring results → to: agreed and scalable management decisions
4	Development and improvement (R&D / Innovation)	R	Adaptation of the labor market to structural changes in the economy, updating competency standards, digitalization of services, implementation of improvement tools	From: strategic development priorities → to: implemented innovative and optimized solutions

Source: developed by the author

Thus, the purpose of the Auxiliary Operational Business Processes (AUX) is to ensure the implementation of the value streams for labor supply formation, labor demand formation and their harmonization. This group includes processes that directly affect the accessibility and participation of labor market actors, including active employment promotion programs, professional mobility, proficiency testing and validation, inclusive practices and measures to support the employment of certain population categories. These processes ensure access and participation of job seekers and employers in the labor market, increase the level of engagement and accelerate transitions between employment phases.

Auxiliary services (A) form the infrastructural foundation for the functioning of the labor market. Auxiliary services enable the functioning of analytical systems, digital platforms and communication tools.

These services ensure information transparency, technological integration and accessibility of processes for all labor market participants.

Management processes (G) ensure the strategic integrity of the labor market. They encompass the development and implementation of national and regional employment policies, legal and regulatory framework, management of state programs and financing mechanisms, as well as the implementation of quality management and risk control systems. The key function of these processes is to ensure coordination among various labor market institutions and stakeholders at the national, regional and local levels in order to achieve a balance of demand and supply in the labor market.

Development and Improvement Processes (R) are aimed at adapting the labor market system to structural changes in the economy and future

competency needs. These processes include anticipating future skill needs (skills foresight), updating professional and educational standards, digitalization of services and mechanisms of interaction among market participants, as well as implementation of continuous improvement tools like Lean, TQM, BPM, etc. These instruments ensure the innovative character of labor market development and its long-term sustainability by enhancing its ability to respond to economic challenges, technological transformations and demographic trends.

The research conducted in this study has allowed us to harmonize regulatory, methodological and applied aspects and to propose an algorithm for identifying business processes within the labor market. A detailed description of the processes, the parameters of their interaction and the definition of their boundaries enabled the development of a process map, which serves as an effective tool for visualizing the process system and represents the first step in documenting business processes within the labor market. The process map developed by the author is presented in Fig. 2.

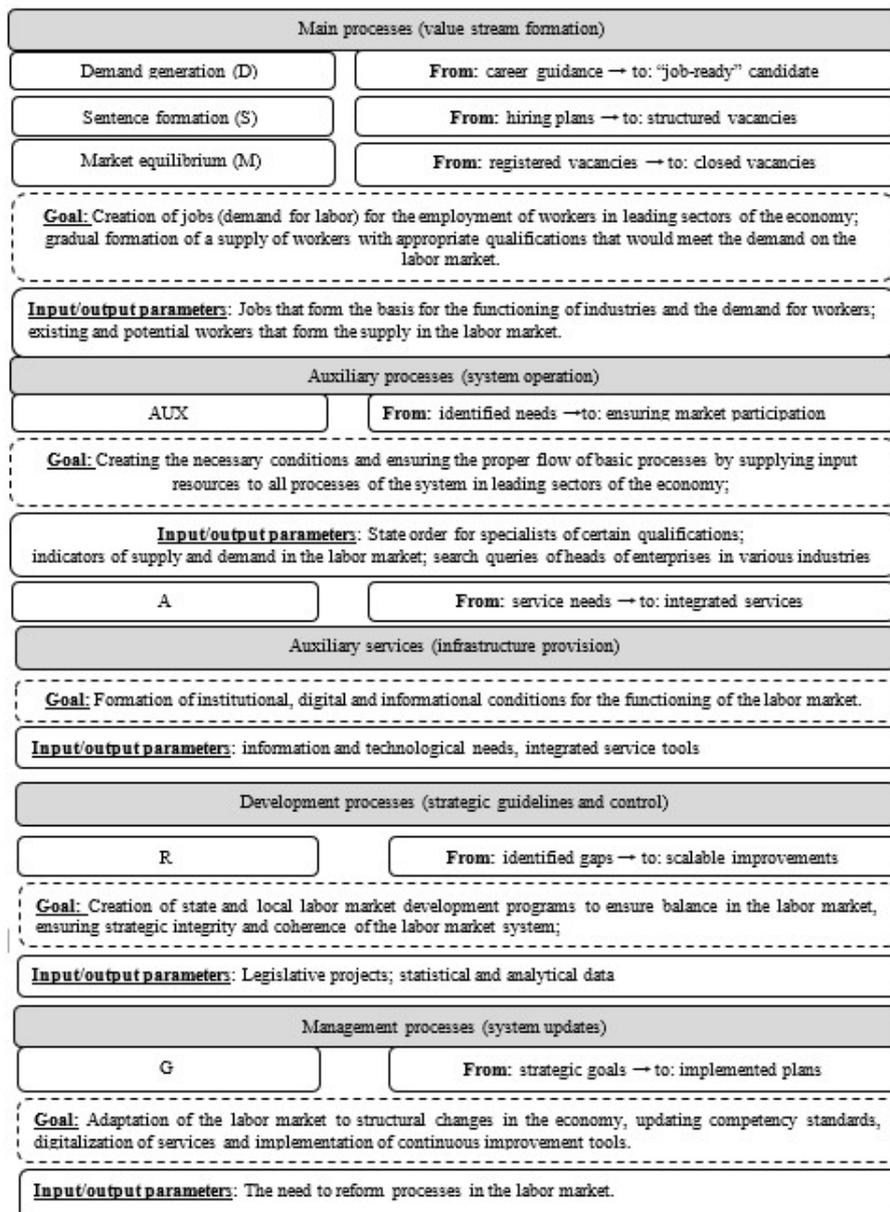


Fig. 2. Generalized process map of business processes of the Ukrainian labor market
 S – labor supply; D – labor demand; M1/M2 – flow harmonization; AUX – auxiliary operational amplifiers;
 A – infrastructure services; G – management and control; R – development and improvement

Source: developed by the author

Thus, the proposed process map summarizes the results of business process identification and reflects the structure of the labor market as an integrated system of value creation streams. Visually, the map demonstrates the logic of interaction among the core processes of labor supply formation, labor demand formation and their harmonization, and also describes the processes of infrastructure support, management and development. This approach to forming the process architecture of the labor market makes it possible to outline the sequence of process execution, define their role within the overall architecture of the labor market and identify integration points and mechanisms for transferring results between processes.

Conclusion

The conducted research demonstrates that applying the process approach to forming the labor market in Ukraine ensures a holistic comprehension of the system as a network of interconnected value creation streams and infrastructural contours that support functioning of proposed system. The substantiated methodology of identification based on ISO 9001:2015 standards, the methodological tools of BPM CBOK and the unified process classification system APQC PCF allowed us to systematize the key value streams of the labor market and to define the infrastructural groups of business processes, whose functioning is essential for ensuring the manageability, coherence and adaptability of the entire system.

In this study, the author developed and proposed a generalized process map of the labor market, which represents the first step toward comprehensive process documentation and provides a foundation for further evaluating and modeling of the labor market based on the process approach. Thus, the developed identification methodology and the proposed process map of the labor market of Ukraine demonstrate the feasibility of integrating fragmented management practices into a standardized, transparent and effective process architecture of the labor market. Applying this methodology will create preconditions for increasing the level of employment, aligning the needs of employers and employees, and harmonizing supply and demand within the modern labor market.

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**ПРОЦЕСНА КАРТА РИНКУ ПРАЦІ УКРАЇНИ:
ТЕОРЕТИКО-МЕТОДОЛОГІЧНІ АСПЕКТИ
ФОРМУВАННЯ****Мірошніченко Т. В.**

У сучасних умовах розвитку економіки, підходи до формування ринку праці потребують суттєвого перегляду, оскільки існуючі втрачають свою актуальність, що і обумовило вибір тематики дослідження. Метою статті є теоретико-методологічне обґрунтування ідентифікації бізнес-процесів ринку праці та побудова процесної карти ринку праці України на засадах процесного підходу для забезпечення збалансованості попиту і пропозиції робочої сили. Методологічною основою дослідження є принципи процесного управління, вимоги стандарту ISO 9001:2015, практичні інструменти BPM СВОК, а також уніфікована класифікація процесів APQC PCF. Стаття присвячена теоретико-методологічному обґрунтуванню застосування процесного підходу до формування ринку праці України. Запропонована адаптована методика та алгоритм ідентифікації бізнес-процесів ринку праці. Автором описане теоретичне підґрунтя ідентифікації бізнес-процесів ринку праці, яке базується на класичних та неокласичних постулатах економічної теорії, а також підтверджується інституційною теорією та теорією «пошуку та узгодження» Мортенсена-Пісаридеса. В роботі здійснено ідентифікацію ключових потоків створення цінності ринку праці та визначено групи інфраструктурних бізнес-процесів. Розроблена та запропонована процесна карта, яка відображає структуру ринку праці України як інтегрованої системи взаємопов'язаних процесів. Наукова новизна полягає у поєднанні методики ідентифікації процесів із специфікою ринку праці як відкритої соціально-економічної системи та у формуванні узгодженої архітектури процесів, що відображає логіку створення соціально-економічної цінності. Практична цінність полягає в можливості використання запропонованої процесної карти для документування процесів, оцінювання їх зрілості, виявлення «вузьких місць» та розробки механізмів удосконалення політики зайнятості.

Ключові слова: ринок праці, бізнес-процеси, процесний підхід, ідентифікація процесів, процесна карта ринку праці України.

**PROCESS MAP OF THE LABOR MARKET OF
UKRAINE: THEORETICAL AND METHODOLOGICAL
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In present-day conditions of economic development, the approaches to forming the labor market require significant revision, because existing ones are losing their relevance. This aspect has determined the choice of the research topic. The purpose of this paper is to propose a theoretical and methodological foundation for identifying business processes within the labor market and developing a process map for the labor market of Ukraine based on the process approach in order to ensure the balance between labor supply and demand. The methodological basis of the research combines the principles of process management, the requirements of ISO 9001:2015 standard, practical tools of BPM СВОК, as well as the unified process classification system APQC PCF. The article is concerned with the theoretical and methodological substantiation of applying the process approach to forming the labor market in Ukraine. An adapted methodology and algorithm for identifying business processes within the labor market have been proposed. The author describes the theoretical foundation for identifying business processes within the labor market, which is based on classical and neoclassical postulates of economic theory and supported by institutional theory and the Mortensen-Pissarides "search and matching" theory. The study identifies the key value creation streams within the labor market and defines groups of infrastructural business processes. The study has developed and proposed a process map to visualize the structure of the labor market in Ukraine as a system of interrelated processes. The scientific novelty of the study lies in combining the methodology for identifying processes with the specifics of the labor market as an open socio-economic system, as well as in forming a coherent process architecture that reflects the logic of creating socio-economic value. The practical significance of the study lies in the possibility of using the proposed process map for documenting processes, assessing their maturity, identifying bottlenecks and developing mechanisms for improving employment policy.

Keywords: labor market, business processes, process approach, process identification, process map of the labor market of Ukraine.

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