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Methods of training as the system development of the competence of personnel

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Методы обучения персонала, как система развития их компетентности

The man recognized as the most valuable resource of the organization. It is connected also with the fact that the personnel – the adaptive kind of resources. Because of this adaptability organization is able to change quickly in response to the unexpected demands of the external environment, to maintain control in conditions of instability of the parameters of time constraints and lack of other resources.

Thus, the personnel have become a major competitive advantage and resource companies. And the training is the same investment of capital, as well as investments in fixed assets. In practice the training begins because the leaders have decided that it is necessary. A professional approach to the organization of training considering it as part of an overall personnel management system. Education directly related to the analysis and design work, the selection of personnel, organization of the system of competence, evaluation of staff performance. This article focuses on training, namely the choice of teaching methods, evaluation of the effectiveness of training programs.

Key words: training, teaching methods, motivation, learning process, advantages of training.

Адам ұйымның ең құнды ресурсы деп танылған. Ең басты себебі, бұл қызметкерлер – бейімделген ресурстарының түрі. Осындай технологиялылығын ұйымның уақыттық шектеулер мен басқа да ресурстардың жетіспеушілігі параметрлерін тұрақсыздық жағдайында бақылау қолдау үшін, сыртқы қоршаған ортаның күтпеген талаптарына тез өзгертуге қабілетті. Осылайша, қызметкерлер ірі бәсекелестік артықшылығы және компаниялар ресурсы болып табылады. Ал оқу сол капиталдың инвестициялық, сондай-ақ негізгі капиталға инвестициялар. Тәжірибеде басшылар ол қажет деп шешілген ретінде оқыту бөлігі басталады. Жалпы персоналды басқару жүйесінің бөлігі ретінде қарастыра оқытуды ұйымдастыру үшін кәсіби көзқарас. Таңдау және жобалық жұмыстар, кадрларды іріктеу, өтемақы жүйесін ұйымдастыру, қызметкерлердің жұмысына бағалау тікелей байланысты білім. Бұл мақалада оқыту, оқыту әдістемесін, атап айтқанда таңдау, оқыту бағдарламаларын тиімділігін бағалау назар аударады.

Түйін сөздер: қызметкерлер оқыту, оқыту әдістері, мотивация, оқу процесі, оқыту артықшылықтары.

Человек признается самым ценным ресурсом организации. Это связано в том числе и с тем, что кадры – самый адаптивный вид ресурсов. Благодаря такой приспособляемости организация способна быстро изменяться в ответ на неожиданные требования внешней среды, сохранять управляемость в условиях нестабильности параметров, временных ограничений и при недостатке других видов ресурсов.

Таким образом, кадры становятся основным конкурентным преимуществом и ресурсом компании. А обучение персонала является таким же вложением капитала, как и вложение в основные средства. На практике часто обучение начинается, поскольку руководители решили, что это необходимо. Профессиональный подход к организации обучения рассматривает его как составную часть общей системы управления персоналом. Обучение непосредственно связано с анализом и проектированием работ, подбором кадров, организацией системы компенсаций, оценкой деятельности персонала. В этой статье рассматривается обучение персонала, именно выбор методов обучения, оценка эффективности программ обучения.

Ключевые слова: обучение персонала, методы обучения, мотивация, процесс обучения, преимущества обучения.

**METHODS OF TRAINING
AS THE SYSTEM
DEVELOPMENT OF
THE COMPETENCE OF
PERSONNEL**

Like people organizations have a «view» of the meaning of life and what for them are the people, the staff: the true attitude of the organization to personnel often do not coincide, it expressed publicly. For an individual, the meaning of life is a subconscious psychological evaluation of the relationship of the world to him. For the organization of the «meaning of life» – especially evaluation of its relationship to its own employees, in other words, the dominant perspective of the relations with its own employees (D. Boddy, R. Paton)

By learning to be understood acquisition of new knowledge and skills necessary for successful performance. Progressive companies do not spare money on training. So, leading companies spend on training: 4% of the total amount of wages instead of the conventional 2.6%. This is perhaps one of the main indicators that the company is interested in the development of personnel. The company Pfizer, the leader of the «golden hundred», spends an incredible amount to improve the skills of their employees – 14% of total wages.

Staff training is an ongoing process involving a number of interrelated steps.

Determination of training needs. The need for the organization of training may arise in connection with the need to:

- training of new employees;
- adapt to change;
- increasing productivity and product quality;
- Improving the quality of decisions;
- increase employee satisfaction, reduce turnover;

In some cases, the need for training can occur suddenly, but more efficiently, you can arrange the work, when the need for training is planned in advance.

The need for training of staff can be viewed from three aspects:

- the organization as a whole;
- a specific job;
- the employee;

To determine the training needs by the organization as a whole made analysis of institutional performance (output, product quality, marriage). The dynamics of changes compared to the previous period, other digging, normative values.

To identify training needs in a specific workplace analyzes the duties and requirements of the artist. Changing them leads to the need for additional training.

The need for training for each employee is determined based on the assessment of his work and personal qualities.

The decision about who to reach out training needs assessment is made on the basis of who is better versed in these matters. It is also important to take into account who is most interested in addressing these issues.

To identify the training needs of employees, along with Human Resources Department should be involved supervisors, independent experts from outside. It is also useful to use the results of self-employees.

Setting specific training objectives. On the basis of the definition of the training needs of the contingent it is possible to identify the specific training objectives of employees of the organization. They can be classified into five main groups:

- improving performance;
- improving behavior;
- acquisition of new knowledge;
- increasing job satisfaction;
- changes in relation to the company;

Sometimes in the course of training at the same time it manages to realize not one but several goals. For example, the acquisition of new knowledge will certainly affect the outcome. At the same time it can lead to increased employee satisfaction, increased sense of loyalty to the organization. However, in each case, there are priority goals and objectives of training staff.

Comprehensive study of learning objectives will then properly assess the effectiveness of training programs.

The choice of teaching methods. Foreign and domestic problems the researchers training unanimously agree that there are two basic forms of training:

- 1) being discontinued;
- 2) on the job;

Training on the job. The most common form of training on the job – coaching, mentoring and job rotation.

The advantages of training on the job in the first place is that it is directly linked to the requirements of a particular job. The employee should not be distracted from work. A person who conducts training, knows the content of the work and the characteristics of the organization. However, for the successful implementation of this form of training

should be set up certain conditions. This fact is often overlooked that reduces the effectiveness of its implementation in practice. It is important that all parties involved in the learning process, were interested in its effectiveness. The employee must be explained that the skills and knowledge acquired impact on improving the quantitative and qualitative performance, and therefore on earnings. In this connection, it is expedient to provide additional incentives to interest in the effective implementation of this work.

It should also be born in mind that you need to train your staff time required to allocate for this purpose (taking the time from their main activities). Another major factor that is often ignored in practice – an instructor, a mentor should not only be interested to teach others and to have time for this, but to be able to do it. Because it's one thing to be able to do something very good, and the other – to teach it. Here, in addition to knowledge and skills in a particular area of the organization, also need certain personal qualities and an understanding of the basic principles of effective teaching. Among them, for example, such as: compliance with certain sequence of learning (from the general to the particular, from the simple to the complex), the use of the acquired knowledge into practice, encouraging progress and others.

Education being discontinued. The most commonly used in our country and abroad teaching methods being discontinued are shown in Table. 4.1.

Each of these methods has its advantages and disadvantages. The problem lies in choosing the most appropriate in each case, the methods of training of personnel. A good result is achieved by combining a variety of teaching methods.

Although universal teaching methods do not exist, there are a number of general rules that should be the basis for effective learning.

1. Give students a holistic view of the subject in the first introductory lessons, showing how all the parts are interconnected with other disciplines and areas of knowledge. The value of a complete picture of the process makes it easier to understand and remember the material.

2. It is known that people remember best stuff when «pass it through itself,» applying it in a particular situation. In this regard, it is appropriate to introduce in the educational process greater practical tasks (business games, role-based participation, exercises, allows to fix knowledge in practice, preparation of reports summarizing specific materials, discussion of case studies, writing their own case studies, etc.).

3. It is important to give as much as possible real-life examples that are well understood and familiar to the audience.

4. The use of visual aids (slides, posters, board, handouts) facilitates the perception of the material.

5. It is necessary to remember the motivation of students to set specific targets, to encourage their implementation. All mandatory assignments must be known to students in advance (preferably at the beginning of Buchan), as well as will be encouraged to perform these tasks. This will allow students to plan and will contribute to the development of self-control and skills of independent work.

6. An effective means is to implement constant feedback between learners and teachers. It can be done in three ways:

- from teachers to students (in the form of examinations and tests, evaluation of the implementation of case studies, reports and presentations);

- from students to the teacher (in the form of evaluation of the content of the resulting material, the extent of its usefulness for solving practical problems, training methods). Analysis of the received information, such as specific questionnaires completed at the end of study, will determine the direction of further improvement of the educational process. At the same time students themselves become active participants;

- between those who are trained (evaluation and presentation of reports, recommendations on improving communication skills, such as analysis of the behavior of participants in the role-play, etc.).

7. It is important to teach students how to give criticism and to take criticism. This not only helps in the study of a particular subject, but also useful in their future practice.

8. It is advisable to make greater use of collective forms of assignments to develop the skills of teamwork, which can also be very useful for the students in their future activities (practical exercises in groups, preparation of collective tasks and group presentations).

Evaluating the effectiveness of training programs. Evaluating the effectiveness of training programs, in many cases of importance. Experts note the complexity of its implementation in practice.

The modern concept of management is considering management as a process consisting of several interrelated functions. At present, significantly increased interest in man as the main factor of production, revenue, productivity pile as a valuable resource in the organization of the competition.

And to be ahead of the competition you need to take care of its employees, it is to develop and improve their competence. Choosing a specific training program.

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