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### **Improvements to institutional mechanism of formation and development of human resources on the regional level**

Currently, the foundation of industrial-innovative development of the economy of the region should be based on active economic, social and personnel policy, focused on the achievement of socio-economic progress and providing ways to achieve their goals. The article considers the possibility of the integrated management of the formation and development of human resources at the regional level. Management of formation and development of human resources in the region involves different areas and forms of human exposure as a carrier of labor, political, and social function. Also considered the principles and algorithm development system of human resources development. Focuses on the current urgent need to increase mutual social responsibility and activity of small, medium and large businesses, educational institutions, government agencies, non-governmental organizations in the creation of conditions for the development of human resources and employment potential of the area. The involvement of all of the parties in the development, financing and implementation of regional programs of human resources will be a powerful factor in resolving the identified problem.

**Keywords:** human resources, the formation of human resources, human resource development, human resources management system, institutional framework, the Department of the formation and development of human resources.

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#### **Предложения по совершенствованию институционального механизма формирования и развития человеческих ресурсов на региональном уровне**

В настоящее время в основу индустриально-инновационного развития экономики региона должна быть положена активная экономическая, социальная и кадровая политика, ориентированная на достижение социально-экономического прогресса и предусматривающая пути достижения поставленных целей. В статье рассмотрена возможность комплексного управления формированием и развитием человеческих ресурсов на региональном уровне. Управление формированием и развитием человеческих ресурсов региона предполагает различные направления и формы воздействия на человека как носителя трудовой, политической, общественной функции. Также рассмотрены принципы и алгоритм разработки системы управления развитием человеческих ресурсов. Сделан упор на существующую актуальную потребность в повышении взаимной социальной ответственности и активности малого, среднего и крупного бизнеса, образовательных учреждений, властных структур, общественных объединений в сфере создания условий для развития кадрового и трудового потенциала территории. Вовлечение всех перечисленных сторон в разработку, финансирование и реализацию региональных программ развития человеческих ресурсов будет являться мощным фактором в разрешении обозначенной проблемы.

**Ключевые слова:** человеческие ресурсы, формирование человеческих ресурсов, развитие человеческих ресурсов, система управления человеческими ресурсами, институциональный механизм, департамент формирования и развития человеческих ресурсов.

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#### **Аймақтық деңгейде адам ресурстарын қалыптастыру және дамытудың институционалды механизмінің жетілдіру бойынша ұсыныстар**

Мақалада аймақтағы адам ресурстарын қалыптастыру мен дамытуды басқару міндеттерін тиімді жүзеге асыру атаулы мәселені шешуге қатысуға мүмкіндіктері мен ресурстары бар экономиканың (мемлекеттің, бизнестің, коммерциялық емес сектордың) әртүрлі өкілдері әрекеттерінің үйлесімділігінің қажеттілігі айқын көрсетілген. Мұндайда бұл жүйені басқарудың ең маңызды міндеті аймақ дамуының жалпы шешуші стратегиясын құрайтын адам ресурстарын дамытудың кешенді бағдарламасын құру болып табылады. Ол барлық субъектілердің өзара әрекеттерін қамтамасыз ететін, үйлестіруші орталық ретінде танылатын облыс әкімшілігінің құрылымында немесе тікелей оған бағынатын арнайы институционалды құрылымның болуы қажеттілігіне негізделді.

**Түйін сөздер:** адам ресурстары, адам ресурстарын қалыптастыру, адам ресурстарын дамыту, адам ресурстарын басқару жүйесі, институционалды механизм, адам ресурстарын қалыптастыру және дамыту департаменті.

Implementation of the goals of industrial-innovative development of the economy is dependent on many factors, among which are the presence of high priority science and technology, material and technical resource base, the infrastructure and qualified personnel able to further improve the professional and personal development to meet the needs of the company and region. When the fore the qualitative characteristics of employees, improving the management of human resources at the macro and micro levels, by its content and the effective functioning of the factors becomes an important theoretical and practical significance.

To date, the structure of state and local government has departments responsible for the formation and development of human resources as a determinant of economic development. There are also no mechanisms for coordination among various territorial administration, the conditions for the formation, development and utilization of human resources. Conditions of human resources development should be an integral part of regional economic policy.

Thus, we can identify four groups of institutions responsible for the management of the formation of human resources:

- Educational bodies;
- Health authorities;
- The bodies that control the labor, employment and social protection;
- A body to coordinate between the three groups listed above institutions.

In our opinion, the development of the system of human resources development should be guided by the following principles:

- First. Managing the development of the human region can not be implemented in isolation from the policies pursued at the state level. In particular, the policy of human resources development should not contradict the current Kazakh laws and other regulations.

- Second. Direction of human resource development companies in the region must be scientifically justified. This means that you should take into account the actual needs of the company and the region as a whole, the current trends of science, engineering, technology, and on this basis to develop specific measures to develop human resources.

- The third. The system of human resources development companies and the region as a whole should be a multi-level, that is, it must take into account the position and role of the different actors in

the overall management of the process of formation and use of human resources.

Managing the development of human resources in the region involves different areas and forms of human exposure as a carrier of labor, political, and social function. And since the direction of the impact must meet the current needs of the region and improve the quality of life, we recommend the following algorithm for the management of this process (Figure 1).

The implementation of the above algorithm of operations management to human resource development will ensure the validity of the decisions made in the field of human resources in the region in terms of the completeness of the information and the needs of the region. Also important to establish national and regional priorities in the field of human resources development, the composition and forms of interaction between social and economic institutions, which manage the development of human resources in the region, the information base that enables effective management of human resources development in the region.

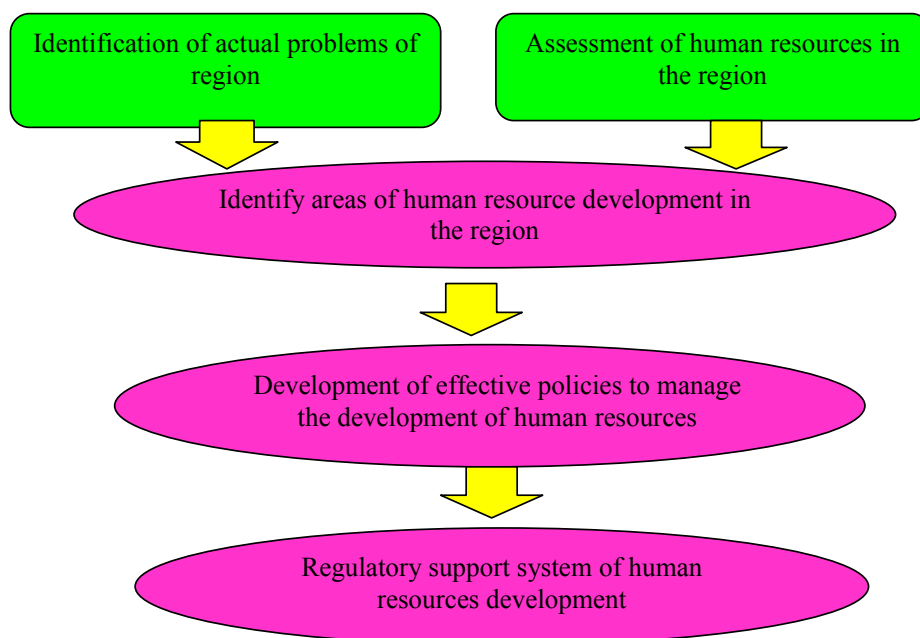
Study of the problem of human resources development has shown that most practitioners and theorists give the following directions and problems of human resources development at the regional level, providing health, education, job security, social protection, a population. In our opinion, this list is not complete and it should be clarified such directions and objectives, as criminogenic in the region, the state of the environment, recreation and culture, human resources, access to resources «knowledge economy.»

Complexity of the implementation task management for sustainable development of human resources in the region requires the coordinated action of local governments, public authorities (including the division of powers between them), public institutions at various levels. An important role should be given to the representatives of big business and the voluntary associations of citizens, their participation in solving the problems of formation, development and use of human resources in the region.

However, to date the regional policy in the field of human resources often represented declaratively, ie without taking into account the real needs of regional development in the modern world. Managing the development of human resources in the region is a complex area for regional development, so the content of such management is primarily the process

of harmonization of interests of social and economic institutions that are involved in the creation of conditions for the formation, development and utilization of human resources in the region, that is, cross-sector social partnerships. Representatives of each

sector (government, business, non-profit sector) have different capabilities and resources to participate in solving the problems of the social sphere, but their interaction can help overcome social injustice and conflict in society.



**Figure 1** – Algorithm of the process of managing the human resources development

The Ministry of Labor and Social Protection of Population, employment centers and other bodies engaged in their own specific functions. From our point of view for the effective management of human resources development to find a conceptual and functional balance in the work of these bodies. Thus, it can be concluded that at present no established mechanisms to coordinate the work of all management levels governing this activity. In our opinion this is due to the fact that today is not the task of human resources development in the region as a whole.

Status of the formation and development of human resources is such that only the target, targeted and concrete measures can eliminate crises. Specificity and targeting can be achieved: the implementation of a comprehensive analysis, planning, forecasting, and based on that of human resources development, the definition of areas of responsibility and competence of social and economic institutions that interact in the process of human resources development in the region, the development of mechanisms of interaction of socio-economic institutions in the

region, the definition of the division of spheres of competence of the authorities at various levels in the management of human resources (Figure 2).

There is an urgent need to improve the mutual social responsibility and activity of small, medium and large businesses, educational institutions, government agencies, non-governmental organizations in the field of creating conditions for the development of human resources and employment potential of the area. The involvement of all of the parties in the development, financing and implementation of regional programs for the development of human resources will be a powerful factor in the resolution of the designated problem.

In the light of the principles of openness in government, as well as dialogue between society, business and the state becomes especially actual creation of the so-called “communication platform” on which it will be possible concerted action of all parties directly or indirectly involved in the formation and development of human resources to meet the current and strategic goals territory.

In this regard, we propose the formation and

development department of human resources can not be the only tool to implement, but also serve as a tool to develop such programs. That the Department of the formation and development of human resources (the Department) will provide a consistent and coordinated the activities of such legal entities. The aim of the operation of this department is to investigate, analyze and evaluate the problems of development

of human resources in order to develop specific recommendations for improving the management of human resources development, which can be used both on the national and regional level, as well as forecasting and development of special programs for human resource development.

The main tasks of the Department are given in Table 1.

**Table 1** – Main tasks of the Department

1	Monitor current and forecast future systemic problems of human resource development in the area
2	Interaction with regional statistical agencies in order to improve the reliability of the results of monitoring of the conditions of formation, development and use of human resources in the region
3	Collaboration with research organizations to improve and methodological tools for the monitoring organization
4	Development and implementation of innovative technologies in the development of human resources in the context of demographic, socio-economic, ethnic, and other features of the region
5	Search and institutionalization of inter-regional and inter-country relations, contributing to improving the management of human resources in the region
6	Alignment schemes effective inter-district, inter-regional and inter-country migration
7	Interaction with the media to inform the public about events
8	Study the possibility of exporting or importing appropriate educational services, health care, culture and others in the region
9	Interaction with libraries, information centers as important
10	Making recommendations of the regional administration to prioritize investment in facilities that advance, the development and use of human resources
11	Development and preparation of special programs and projects, as well as legal documents in the field of competence of the regional government to improve the conditions of human resource management in the region
12	Job quotas
13	Finding ways to improve the efficiency of using funds for the sustainable development of human resources
14	Social control over the promotion of programs on human resource management in the region
15	Coordination of the interests of workers and employers and the development of social dialogue between the regional government and business, and thereby ensure the stability of society

The solution of these tasks can be based on the use of all types of information describing the state of the conditions of formation, development and utilization of human resources in the region.

In summary, we note that the interaction between the state bodies, public organizations and commercial entities should be based on principles

of social partnership, which involves not only the unification of efforts to address the most important political, social, economic and environmental problems, but also mutual responsibility for ensuring the social protection of the population, the formation, development and utilization of human resources in the region.

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