Dzhulaeva A.M.,
Marzhanova A.S.

Methods and tools for the development of the competence of personnel in Kazakhstan

The current volatile market environment requires organizations to a qualitatively new level of implementation practices. Successful organizations create new knowledge, skills, abilities, transfer them within the company and quickly update the range of goods and services. Competence of the personnel has become a strategic factor for the development of the organization. The process of staff development should be ongoing. Therefore, the managers of all levels of management faced with the task of forming learning organizations, able to use the knowledge and experience in their work. The purpose of this article – to consider a variety of methods and tools for the development of the competence of personnel.

Key words: development of personnel competence, competence development methods, tools, competence development, competency model.

Джулаева А.М.,
Маржанова А.С.

Қазақстан Республикасының кадрлар біліктілігін дамыту әдістері мен құралдары

Қазіргі нарықтық орта, негізінен, ұйымдардан жаңа сапалы деңгейдегі ұйымдастыруды талап етеді. Табысты компанияларға сапалы білім, біліктілік, тауарлар мен қызмет түрлерін шапшаң жаңартып отыру тән. Персоналдың құзыреттілігі ұйымның дамуы үшін стратегиялық факторы болып табылады. Қызметкерлердің даму үрдісі тұрақты болуы тиіс. Сондықтан басқарудың барлық деңгейдегі басшыларына, олардың жұмысына білімі мен тәжірибесін пайдалана алатын ұйымдар қалыптастыру міндеті тап. Осы мақаланың мақсаты – қызметкерлердің біліктілігін дамытудың түрлі әдістері мен құралдарын қарастыру.

Түйін сөздер: кадр біліктілігі, құзыреттілік даму әдістері, біліктілікті дамыту, құзыреттілік моделі.

Джулаева А.М.,
Маржанова А.С.

Методы и инструменты развития компетентности персонала в Республике Казахстан

Современная изменчивая рыночная среда требует от организаций выхода на качественно новый уровень методов осуществления деятельности. Успешные организации создают новые знания, навыки, способности, передают их внутри компании и быстро обновляют ассортимент товаров и услуг. Компетентность персонала превратилась в стратегический фактор развития организации. Процесс развития персонала должен носить постоянный характер. Поэтому перед руководителями всех уровней управления встает задача формирования обучающихся организаций, умеющих использовать полученные знания и опыт в своей деятельности. Цель данной статьи – рассмотреть различные методы и инструменты для развития компетентности персонала.

Ключевые слова: развитие компетентности персонала, методы развития компетентности, инструменты развития компетентности, модель компетенций.

Dzhulaeva A.M., *Marzhanova A.S.

Al-Farabi Kazakh national University, Almaty Kazakhstan
*E-mail: assiyamarzhanova@gmail.com

METHODS AND TOOLS FOR THE DEVELOPMENT OF THE COMPETENCE OF PERSONNEL IN KAZAKHSTAN

Development of its employees – it is time-consuming and emotionally stressful process. Many of today›s leaders can not do it, and the availability of services, HR leaders are pushing to choose an easier way. Leaders choose to transfer a leading role in the development of their subordinates in the Department of Personnel Management. The head is the role, a minor and secondary. But the immediate supervisor, an employee who works side by side, can open and help to develop in him the potential that exists. This approach increases the effectiveness and efficiency of labor rights and the staff in the company.

Susan O›Donnell for five years studying the experience of 2500 heads. It identified five reasons for failure executives, one of them reads: leaders more worried about his own person, and not about its employees. In this case, it is the employees who work with clients and partners, primarily form an opinion about the leader of the market and support the company›s image. Employee-back head. The pace of development of employees, determine the effectiveness of selected management style leader.»Development – the process of transition from one state to another, more perfect.Development – is irreversible directed regular change of objects as a result of which there is their new qualitative state. «Development – a process that brings something new [1]

From the point of view of management Employee Development – a process of transition from one state employee skills, knowledge, abilities, skills, qualitatively different, new, more perfect than the last.

I often hear from managers that employee will develop or not depends primarily on him. It›s hard to answer that in the process of development is primary and what is secondary: the employee, his ability or effective leader.

One thing is certain: the head or it can be the facilitator of the employee, or can not be anything in this process, because Employees with potential and motivation to development, will develop and without a leader. This single independent process of employee development will occur as long as the employee does not replace the employer and supervisor.

Management offers enough variety and interesting development tools employees. Thus they may be combined with each other, selecting more relevant to the context and of the situation.

Western managers greatest preference is given to coaching and encouraging self-development, mentoring. Managers of our com-

panies prefer training competencies and delegation.

Consider each of the instruments a little more detail.

Coaching – structured interview, revealing the potential employee. Task manager:

• develop employee broader vision of the situation, task.

• to bring the employee to solve a specific task, and a plan of actions.

Personal development - key indicators of the fact that the employee is committed to self-development and development in general:

• reads books, and other publications on their skills and qualifications related issues;

• learning from the example of other people and other people watching them and taking for themselves;

• collects the necessary information, skills, knowledge;

• sees new challenges in their work as a way to improve their competence;

Mentoring - learning by example. Task manager: to see how the employee works, give him (in due form) feedback on specific aspects of the work. Feedback should include its positive results, and the results that it is necessary to correct, correct.

Delegating - order the employee more difficult and important tasks outside its direct functionality.

Task manager:

• give authority to solve the problem

• Train employees solve new problems for him.

Delegation is the key skill of the head, as permits, and develop employees and free up time for their development! And if exercise delegated by all the rules, it will be fun and useful and managers and staff, being both an important development tool.

To delegate the necessary courage and confidence, because safer and less risky to do familiar tasks yourself than to teach and correct errors. Delegating tasks, powers that an employee previously did, or did not fully develop its facilitative leader, unwittingly pushes him to acquire new knowledge, skills, abilities development.[2]

Development of competence - training specific competencies it needs to do the work in his position, and (or) training future competencies - Proactive development of competencies.

Development of competencies is widely used in the case of training, innovation in work, training of management reserve. In most companies, passes through internal training centers or external training agencies.

Each of the described tools development requires first and foremost the development of managerial skills manager. This also applies to setting goals and delegation and control. For example: the head, choosing the tool «competence development» to get a good result of the employee:

• set the task of the Personnel Department on selection of required courses

• delegates its powers to the task of developing an employee

• monitors its execution

• accept responsibility for the result

The degree of development of managerial skills and the quality of the head depends on the result of the employee.

The head, which itself does not develop fears of employee development, will not develop its employees and, accordingly, the results of divisions of the company as a whole will be lower from possible.[3]

Rare employee under such conditions may develop in spite of everything on their own, without a leader, it will be the exception rather than the rule in management.

Every leader alone or with the support of the Department of Human Resources may determine for themselves their strong managerial competence and competence development. Based on this assessment, the head of an individual plan of development and selects effective tools of their subordinates.

When the leader develops itself, and still give 100 percent to the development of the employee, it may seem easy. It should be noted that depending on the tasks facing the division and the company manager can choose the most efficient and less costly tools to develop their competencies and competencies of employees.

Certainly can not be the entire responsibility for the development of employee pay only one person, the leader. Organization and each individual is responsible for the development and use of systems development staff:

• the main role at the head. It is to primarily to develop. Head serves as a role model for others to follow.

• HR specialists are responsible under the implementation of systems development

• the employee - the first catalyst in this process.

When each officer, employee take responsibility for their own development - then it will be the development of the organization as a whole, and the role of leader in this process will be to identify itself.

Methods for the development of competences

Feature of the mechanism of personnel competence lies in the fact that it describes a means of development that are not frozen once and for all.[4]

They vary in the management of the structure, relation, and suggest the importance of the use of different methods of development. Under develop-

ment by the way we understand the use of various tools for the development of personnel competence.

For the development of the competence of personnel necessary to use methods that are aimed at creating and enhancing staff knowledge, skills and abilities.

The basic methods of personnel competence are:
– Evaluation methods;
– Methods of motivation;
– Teaching methods;

Motivation of staff focused on the study of individual characteristics of employees, their needs, aptitudes, social values, with a view to their development, enhance their competitiveness in the labor market. On the basis of such knowledge organization builds its strategy of human capital management.

Methods of training aimed at creating a system of training and development of employees at all levels.

Methods of personnel development and improvement of knowledge of the staff in their professional activity, activation of the behavioral aspects and capabilities of workers.[5]

There are special competence - the body of knowledge, skills, abilities, attitudes, personality traits and other characteristics of employees - that allow them to effectively carry out their work in accordance with established standards, so that it leads to the realization of business objectives and goals of organizational development.

In any successful organization, there are so-called core competencies, which are what sets it apart from other, similar ones, is its competitive advantage and determines the course of its development. Key competencies must in some degree have everyone in the organization. They reflect its values prevailing in its corporate culture and vision to which the company is committed.

In the training and development of staff should strive specifically to develop competencies, ie the ability of employees to a comprehensive work effectively - as opposed to a simple transfer of knowledge and skills. Education should be a system, based on the needs identified by the method of competencies.[6]

Select and hire new employees should be evaluating have inherent competence and their development potential - instead of being limited to a candidate of relevant documents on education and professional knowledge.

Competence - the key, personal and professional – are also used in the evaluation of staff performance.

For all of the above areas of work are used special tools: a model of competence, competence profiles, map skills. Competency model describes the key competence of the organization, which must possess all of its employees; competency profiles are prepared for individual posts or categories of employees and include a list of professional competences they need; card competencies are used to in the recruiting process to assess whether the one or the other candidate competencies needed by the organization. With these tools, it is planned and carried out training evaluation. The model profiles and competencies described standards to be met by the work of employees and demonstrations of behavior. Comparing the current situation with this standard, we can estimate the current level of performance and make decisions about the proper development of certain competencies - at the corporate level or at the individual employees.

The advantage of competencies is not only that it is designed for the integrated management of personnel, but also the fact that this method involves a high formalization and objectivity of the results. The organization gets quite certain criteria by which you can plan and conduct training, and measure its results, as well as select new employees.[7]

Developing a model of competences, of course, the problem is not too easy and will require significant organization of analytical efforts. But if you do it right, that is, to describe the structure of competencies that will really reflect the specific activities of the organization, the result is a versatile tool that can streamline the entire system of personnel management and greatly facilitate the achievement of key business objectives.

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