

Tazhiyeva S.K.,  
Otarbayeva A.H.

**Competence management as a factor of the organization adoption to the external environment in implementing the personnel management strategy**

Company competencies represent a rational combination of knowledge and skills of employees that it requires a certain period of time to achieve the objectives and expected results. One of the trends in human resource management is to manage the process of determining the application, evaluation, acquisition, promotion and development of competencies in the company. Consequently, HR-manager should determine whether competencies in candidates for vacancies in the primary interview for employment, as well as to analyze and predict the possibility of acquisition and further development of staff to meet the needs of the company. The purpose of the definition, use, purchase, promotion, development and evaluation of personnel competence of the company – the achievement of planned results in the shortest possible time and to obtain the greatest possible benefit to the company.

**Key words:** competence, management competence, strategy, competency model, the adaptation of the organization, the external environment, HR strategy.

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Тажиева С.К.,  
Отарбаева А.Х.

**Персоналды басқару стратегиясын жүзеге асыруда ұйымның сыртқы ортаға бейімделу факторы ретінде персоналдың құзыретін басқару**

Компания үшін құзырет қызметкерлердің білімдері мен қабілеттерін ұтымды үйлестіру, бұл белгілі уақыт аралығында көзделген мақсаттар мен нәтижелерге жету үшін қажет. Персоналды басқарудың бір бағыты – ұйғарым, қолданыс, сарапшылық, табыс, ынталандыру және жұмысшылардың құзыретін дамыту үдерісінен тұрады. Демек, HR-менеджерге бос орындарға үміткерлердің құзырыбарын алғашқы сұқбасуда анықтау қажет және талдау жасап, ұйымның қажеттілігі орындалуы үшін жұмысшылардың құзыретін әрі қарай дамыту мәселесіне болжам жасау керек. Ұйым персоналының құзыретін анықтау, қолдану, ынталандыру, дамыту және бағалау мақсаты – компанияның пайдасын максималдау мен жоспарланған нәтижелерге минималды уақыт аралығында жету.

**Түйінді сөздер:** құзырет, құзыретті басқаруы, стратегия, құзырдың қалыбы, ұйымның сыртқы ортаға бейімделуі, қызметкерлерді басқару стратегиясы.

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Тажиева С.К.,  
Отарбаева А.Х.

**Управление компетенцией персонала как фактор адаптации организации к внешней среде при реализации стратегии управления персоналом**

Для компании компетенции представляют собой рациональное сочетание знаний и способностей сотрудников, которые ей требуются в определенный период времени для достижения намеченных целей и планируемых результатов. Одно из направлений в управлении персоналом заключается в управлении процессом определения, применения, оценки, приобретения, стимулирования и развития компетенций сотрудниками компании. Следовательно, HR-менеджеру необходимо определять наличие компетенций у кандидатов на вакансии при первичном собеседовании при приеме на работу, а также проводить анализ и прогнозировать возможность их приобретения и дальнейшего развития у сотрудников для выполнения потребностей компании. Цель определения, применения, приобретения, стимулирования, развития и оценки компетенций персонала компании – достижение планируемых результатов за минимально возможные сроки и получение максимально возможной выгоды в компании.

**Ключевые слова:** компетенция, управление компетенциями, стратегия, модель компетенций, адаптация организации, внешняя среда, стратегия управления персоналом.

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For the company to be successful is not enough just to hire highly skilled workers, it is necessary also to organize their work so that together it was as effective as possible. Therefore it is very important to do the right choice HR strategy, allowing the company to obtain the greatest profit.

HR strategy in an organization ties together many aspects of human resource management in order to better promote and optimize their impact on workers, especially on their labor quality and skills and thus create a single corresponding to a specific target group, a combination of elements of human resources management policy. As soon as at least one element (eg, recruitment or payroll system) fails, expect failure and the use of other instruments. Thus, an isolated, non-consensual use of economic instruments of personnel management can lead to undesirable consequences. In other words, the principles of the relationship of individual items in their "system" combination is based primarily on the fact that the use of certain elements perceived by employees as part of a unified personnel management system of the organization. [1, p.8]

At the present time it is impossible to give a definite answer to the question: "What is meant by HR strategy?". Results of great scientific debate on this issue are still very controversial. This explains the inconsistency of terminology. However, at least with respect to certain features of HR strategy unanimity reigns: HR strategy, firstly, are long-term, not least because of their focus on the development and change of attitudes, motivation, skills and structure of the workforce, and such changes occur, are usually only after a long time; Secondly, they are derived from a large number of factors and associated with the company strategy in general.

So, the essence of HR strategy is as follows:  
 careful selection of personnel for employment;  
 classification of staff by gender, age, skills, etc. ;  
 adaptation of personnel to the specific conditions of work;  
 developing flexible behaviors in relation to each of the workers;  
 identification of the strengths and weaknesses of the staff in order to attract some of the employees to perform certain tasks;  
 making decisions about downsizing, transferring employees from one to another position and others.  
 financial incentives for employees;

availability of a corporate culture that promotes cohesion of staff;

creating favorable conditions for professional development of employees (trainings, seminars, etc.). [1, p.32]

Selection of personnel and their employment is quite expensive and time-consuming procedure. By the beginning of the organization for the purchase of a new employee spends a considerable amount of financial and time resources that maybe lost if the employee is dismissed due to the fact that he could not adapt to the conditions of work. Therefore, the organization is interested to accept candidates spent a period of time when the cost of closing the vacancy became equal to the impact of the position adopted by the employee.

The above steps of HR strategy constitute the internal environment of the organization, but for the proper implementation of the HR strategy is important to consider the external environment of the organization. That is, the goal of strategic human resource management - to ensure coordinated and adequate state of the external and internal environment of the formation of the employment potential of the organization, based on the upcoming long period.

The external environment is very dynamic and unpredictable. The uncertainty of it is that not all economic agents may have access to valuable information of the market system and the economy as a whole. In addition, in order to timely and adequately respond to various changes, the information should be sufficiently accurate and precise as possible, which is not always observed, especially in a market economy. For example, advertising as a factor in the impact of products on the structure of consumer demand is less effective because it violates the basic principle of its existence-truthfulness. As a result, organizations are gradually beginning to lose contact with consumers, due to the market collapse that causes an imbalance of supply and demand.

The organization's success is largely dependent on the forces external to it, and ensure global external environment. In the face of constant changes in the political, economic and demographic conditions for the effective implementation of administrative functions necessary to understand the effects of these external variables. Organizations operating in today's complex world, objectively necessary to adapt to changes in the external environment and modify its policy of personnel management. [2, p. 28-29]

Adaptation instruments are as follows:

1. Establishment of an information system. This will reduce the uncertainty in the input and output of the organization in a timely manner to get

reliable information from the first person, and as a result, maximize the degree of protection against unforeseen circumstances. All this can be done through the establishment of the organization of marketing, logistics and, of course, strategic planning department. This is an expensive practice, it requires a huge investment in the development of the organization. Therefore, from an economic point of view for organizations with poor financial management system will involve experts from consulting firms.

2. Prediction of possible changes in the external environment development and implementation of strategic planning. Through this organization can predict the trends of development strategy and its environment, which in itself significantly reduces the amount of risk. In addition, the organization is capable of setting long-term goals and strategies for achieving them.

3. Mergers and acquisitions of organizations, creation of strategic alliances. This tactic allows organizations to strengthen their position in the market to become more flexible, adaptive, stable, especially if you are connected to two strong and large firms. However, this is an outlet for those organizations that are not able to withstand the onslaught and aggression of the environment. Good proven ways to join the competition. This contributes to the expansion of the zone of influence and stability, which causes a reduction in the uncertainty of the external environment. In addition, it is convenient in the case where one organization is strong in one, the other is able to solve other problems, respectively, and together they make up a huge tactical force.

4. Create a flexible organizational structure. The organization built on this principle, not related norms, traditions and development framework, is able to respond quickly to the most slightest changes in the environment. This firm has an opportunity for a minimum period of time to reorient, change the direction of development, and finally, if required by the economy, to radically change the specialization. In addition, the advantage of flexible structures is that they are easy to learn and achieve STP development, introduce new technologies, develop new markets, create a qualitatively new types of services themselves can conduct research in the field of development prospects.

5. The final tool to adapt the organization is to partner management organization and its staff. If a manager knows how to delegate decision-making process, consults with employees and gives them the opportunity to show initiative and creativity, motivation and work efficiency increases sharply. Appears respect to the head, which determines the nature of the relationship in the workplace. If the staff - it's a team, the

organization is able to adapt to the most dynamic external environment, since in any case, even the most complex problems will be resolved. [3, p. 167-172]

One of the key factors in the adaptation of the organization of personnel management policy is to manage the competence of staff.

Competence is demonstrated by the ability of the employee to perform certain business functions. Competence combined with ability and motivation and describes production behavior. This is not just knowledge of the staff, but knowledge of applicable and applied in practice. An example of managerial competence is the decision of administrative problems (data collection and analysis, identification of issues, development of alternative solutions and selection of a course of action), the impact on others (transfer of the necessary information, overcoming barriers and resistance, the ability to determine people's actions). Accordingly, the competence of value is not in itself but only insofar as they help managers achieve results. [4, p. 7]

Competence is a characteristic of a person, not the position, so it moves from one job to another, together with the employee. In this case, the competence could serve as a basis for employment, official travel, remuneration or other decision-making in the field of personnel management, the individual must be able to demonstrate competency in practice.

Competency model - a complete set of competencies and indicators of behavior required for successful execution of its functions. The employee is manifested in inappropriate situations and time for a particular organization and its individual goals and corporate culture.

Competence profile - is a list of competencies, the precise definition of the level of their manifestations, related to a specific post.

Most models can be described with 10-12 individual competencies. The more competencies the model contains, the harder it is to implement in corporate practice. According to experts, when the model includes more than 12 competencies, it becomes difficult to work with specific competencies, as differences between individual competencies in this model are perceptibly small.

Competency model consists of clusters (blocks) of competencies. Clusters of competence are a set of closely related competencies (usually from three to five in one "bundle"). Each cluster has competence levels - a set of related behavioral indicators. [4, p. 34]

Behavioral indicators - these are the standards of behavior that are observed in the actions of a person who has specific expertise.

Typically, the following types of competencies:

- Corporate (or key) - competence, proclaimed that

support the mission and values of the company and are generally applicable to any position in the organization, often a list of corporate competencies can be found in the presentation of information and materials companies.

- Managerial competence applicable to all levels of management positions used to evaluate managers.

- Special competence used for certain groups of posts in different departments. For example, special competencies developed for the employees of each of the departments: sales, information technology, finance department, etc. This knowledge and skill that define the professional responsibilities, level of their ability to apply them in practice by certain categories of employees.

- Personal competences with over professional nature and required in any field of activity. Under the personal jurisdiction means spiritual maturity, man's consciousness of their own life goals and the meaning of life, understanding of self and others, the ability to understand the underlying motives [4, p. 53].

Practice shows that some organizations use only core competencies, while others develop and use only the management-to assess senior managers, and some companies are developing special competence only to employees of the sales department.

Competency framework can be created in two ways:

The first way is to adapt to the already existing model of a particular firm. These standard models are created as results of research management experience leading companies tend to be foreign.

The second way is a creation of a competency model from scratch. In this case, you can resort to the help of external consultants or develop their own competence. The choice of method will depend on several factors: what money, time resources the organization has, how well it represents the process of this work, and how detailed a company wants to understand the competencies that they began working to and justify all costs. The result of efforts to collect data, analysis and modeling of competencies should become a model of competencies of employees of your organization around which the personnel management system of the company.

Competencies that are understandable for members of the organization detailed description, which greatly facilitates their diagnosis, can be characterized by their levels of expression.

The first level - the level of understanding - the employee understands the need for these competencies, he tries to show them, but it does not always work.

The second level- basic level- the competence development of normal, an employee exhibits necessary for quality.

The third level- a strong level (complementary basic level)- competence can be manifested in the labor process, in solving complex problems.

The fourth level- the level of leadership (complementary base and strong levels) – employee sets standards for the community when not only he, but others begin to exercise this competence, the employee helps others to exercise the necessary skills. [5, p. 16]

Competency assessment is typically used for the following tasks:

1. Assessment of the current level of competence of employees and their compliance with the required level. The need for personnel evaluation occurs mainly at the stage of stable growth and development of organizations. By this time, the company has already gained positive and negative experience, developed and subject to certain corporate standards, including personnel management. And if your organization has implemented a competency model, the competence, of course, becomes an integral part of the staff appraisal. Competency assessment system to adequately assess not only the results of operations (that is achieved and whether the objectives have been achieved), but also gives the employee the opportunity to ask the right direction of development.

2. Formation of the talent pool of employees who have demonstrated the best results and the subsequent creation of individual development plans for each employee. Competence-based approach to determine what training must pass manager applying for career growth to the structure of his knowledge and ability to meet his next career step. To do this, the company should be formed overall corporate system of training and development of employees in reserve, which includes measures to develop the professional and personal qualities.

3. Develop training programs (individual and group), aimed at developing specific competencies. Employees who have received high marks (regardless of position), can act as coaches and mentors. Competencies are the criterion for choosing what and how to teach. Moreover, experience shows that the impact on the professional knowledge, experience (i.e. competence) easier and simpler than competence. Just send personnel retraining courses, training, where he will be able to gain experience and improve their professional knowledge. Despite the complexity of the changes in internal systems of human behavior, the impact on his motives, experts suggest to train staff competencies.

4. Selection and recruitment, evaluation interviews in the selection of candidates. Selection meth-

od competency is most often used in companies with poor performance, staff turnover, low percentage of employee retention. During personnel selection model of professional competencies a criterion for selection of necessary staff, it saves time and money spent on the search process. Search and selection have become more specific and effective, as the company is clearly the one it was looking for. In addition to recruitment by formal criteria (education, knowledge, experience), there is a possibility of candidate selection criteria for corporate organization, department. In this case, the candidate's conformity to corporate and special competence is an important condition for success in comparison with other candidates for the position.

5. Motivation as a process of encouraging staff to activities to achieve its goals and objectives. If there are requirements of the company founded competence model, it is necessary to determine the relationship between competence and principles of remuneration, i.e. competencies require a certain behavior in the workplace, and the reward motivates this behavior. Formation of a competency model is necessary and to adjust the compensation policy of the company in respect of employees who have successfully completed evaluation activities. The relationship between the results of the evaluation and the change in the compensation package exists in companies where there is a problem with the assistance of qualified personnel and there is a need to justify the payment of skilled employees. [5, p. 23-28]

There are certain advantages staff estimates based on the competency model.

For the organization of these benefits include:

1. Develop common standards describe the overall performance promotes understanding between employees of different departments and at different levels. For example, to develop a common understanding of all that is "effective work" and that means "teamwork."

2. Consistency in the evaluation of the employee: all experts alike understand what "valuable qualities of" employee, and know that you must evaluate, and what can be ignored.

3. The ability to identify the strengths and weaknesses of each employee and use this information for career planning and development.

4. There are grounds for a personnel reserve and career planning.

5. Develop standards of quality of work performed. [6, p. 31]

For employees these benefits are different:

1. A better understanding of what makes an employee and what qualities he needed and what the requirements are presented to him.

2. Ability to obtain feedback about their strengths and weaknesses, the overall potential and career prospects.

There are also disadvantages of the method of personnel evaluation model based on competencies that are as follows:

1. Enough time-consuming preparatory process, including the preparation of a list of competencies, forming a group of experts and their training.

2. A detailed assessment of each criterion, the level of severity - the process is time consuming and therefore expensive.

3. In the formation of competencies and possible errors associated with the development of:

– Overlapping competencies. Similar indicators are used to determine two or three different competencies - this leads to confusion during evaluation activities and reduces the reliability of the estimates. To prevent this error, you must find a pair of employees such that one of them has a good command of both of these competencies, and the other would not own one of them. If such employees are found, we can conclude that the competences do not intersect;

– Complex competencies. Too bulky and difficult to formulate competence considerably complicates the work;

– Conflicting competencies. Competence may contain statements that mean opposite things – for example, some contradictory, i.e. mutually exclusive indicators of behavior. To test whether the controversial competence, it is necessary to choose the employee who would own one component of competence and would have no second. If there is at least one such person, the competence of contradictory and it will confuse the evaluation of staff;

– Competencies contained herein is not an indicator of behavior, but the desired result. The indicator should not be indicative of the result of activity, as a result is a consequence of a good command of competence, and not the very definition of competence;

– Ill-defined competencies. Competencies are described in detail is not so and behaviors will be described in sufficient detail;

– Competencies in correctly defining standards. For example, the competence of “decision-making” (director may be able to make decisions, but will they be right?). The error in the determination of standards is that competence is not divided into levels: skilled and unskilled performers in this case receive the same assessment;

– Competency model, borrowed from another company. In this case, it will not be relevant for the staff - they do not see the value of competencies in their daily work;

– Incorrectly defined competencies. Employees can find a contradiction between the daily work and competencies, which ignores the competency model;

– Unsuccessfully introduced competencies. Employees do not understand why we need the competence, management does not consider them important, and their use in the assessment activities is a mere formality. Most likely, the reason for the failure is that employees have attracted little to the discussion at the stage of development of a competency model;

– Untimely embedded competencies. When a company takes a lot of significant changes (introducing new products, methods of operation) that affect the interests of the majority of employees, the competencies are seen as a less important project;

– Misused competencies. Indicators of behavior should not be used as a criterion for evaluating hard worker. It is important to remember that competence is only a tool for the evaluation of personnel, and its use does not preclude the use of other assessments in the certification activities. It is necessary to avoid substituting behavioral indicators defined by their personal interpretation of the director or manager on staff, members of the evaluation committee. [6, p. 45-47]

There are certain criteria for effectively functioning competency models formulated by Mark Parkinson.

Competences should be:

1) Exhaust. The list of competencies should completely cover all the important functions of the working activities. This is easily achieved with the help of 10-12 competencies.

2) Discrete. Separate competences shall relate to certain activities that can be clearly separated from other activities. If competence overlaps, it will be difficult to accurately assess the worker or people.

3) Focused. Each competence must be clearly defined, and should not try to use it to cover too much, as is sometimes said, “Inflate” it. For example, “technical competence” should be very specific.

4) Available. Each competency should be formulated in an affordable manner, so that it can be used universally. It should not place undue use of corporate jargon that may be interpreted differently by all managers.

5) Congruent. Competences should strengthen the organizational culture and enhance the long-term goals of the company. If competence seems too abstract, they do no good and will not be accepted by managers.

6) Modern. Competency framework should be updated and should reflect the present and future (predictable) needs of the organization. As with any method of analysis work, it will require the

contribution of those who have the strategic vision. [7, p. 25]

The versatility of the model lies in the fact that:

1. The model allows you to directly link the personnel management system to the strategic objectives of the organization. This relationship is built through the definition of professional and personal qualities of managers and professionals score competencies the company's future.

2. Competencies contribute to the formation of corporate culture and achieve a common vision of the mission and goals of the organization as the company's management and its employees.

3. The model describes the actual observed behavior of people at work in simple and accessible language to managers and professionals, which increases the efficiency in the use of competencies.

4. Competency Model is the basis of work with the staff:

– Facilitates the recruitment of staff - it is possible to compare the characteristics of the candidate with the requirements of the position;

– Staff is given a clear idea of their requirements, standards of successful performance;

– Increases the effectiveness of training and development of employees, as the training program is to achieve corporate standards specified in the jurisdiction;

– Manager receives criteria for evaluating the performance of subordinates and, as a consequence, to assess compliance with personnel problems facing the company;

– Provides staff development and career planning. [7, p. 113-114]

Thus, management competencies determine the course of the life of the individual in the organization, from the time of hiring. On the basis of the competency approach employees are trained, get a boost, plan your career, go through the evaluation of personnel and rewarded. Such an organization of personnel management and good for the company and for its employees: the first receives a coherent framework for action and analysis, and the latter can be based on clear guidelines, very knowing exactly what to expect from the future.

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