

CRITICAL QUALITIES OF HUMAN RESOURCES  
DEVELOPMENT AND MANAGEMENT

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**Annotation** However, increasing productivity in enterprises is no longer possible by increasing only quantitative indicators. For the successful operation of an enterprise, it is simply necessary to increase the efficiency of employees, build human potential, and develop and implement personnel development programs. In order to solve these problems, personnel management services are created, which are distinguished by their multifunctionality, complexity and versatility of tasks and use innovative approaches to personnel management.

**Keywords:** sphere, personnel management, competence, personnel potential.

Currently, it is personnel management that is the leading element of the system of innovative management of the enterprise as a whole and occupies the place of the most important factor in the economic success of the enterprise, because the activities of personnel management services are aimed at the maximum possible development of the labor potential of employees, as well as the realization of their potential abilities [1]. Contribution to the development of human resources at the enterprise is one of the elements characterizing the investment potential of the enterprise as a whole [4].

Modern personnel management services perform many complex functions aimed, first of all, at providing the enterprise with qualified and motivated labor resources and developing the human potential of employees [2].

The main tasks in the field of personnel management include:

- coordination of personnel services in achieving the goals of the organization;
- provision of qualified personnel;
- effective use of personnel competencies;
- development of motivation systems;
- increasing job satisfaction;
- creation of systems for advanced training and professional development;
- maintaining a favorable climate in the workforce;
- development of a career planning system;
- development of creative approaches to developing personnel competencies;
- development of personnel qualification assessment systems;
- improving working conditions and quality of life.

Of course, a necessary condition for the effective operation of a modern personnel management service is the modeling of competencies, the development of which is

necessary for employees to more successfully perform professional tasks related to the goals of the enterprise, requirements for the quality of products and processes.

Modeling personnel competencies allows you to improve any personnel assessment system. Competence is understood as a set of qualities and abilities of an employee, which allows us to determine the effectiveness of his activities. The set of qualities and abilities of a particular employee that can be described, measured and characterized are called competencies.

A set of competencies and behavioral indicators that are required for an employee to effectively perform his functions and are manifested in appropriate situations and times characteristic of a particular organization with its private goals and corporate culture is called a competency model.

Behavioral indicators are standard norms of behavior of a person with a certain competence.

Competency modeling is one of the most problematic areas in human resource management. The main task of the personnel management service in the field of competency modeling is to develop a competency model that will be effective not only in this period, but also for the enterprise in the future. The optimal model should contain both professional competencies and behavioral indicators, individual for a specific organization and a specific position.

A well-constructed competency model provides organizational leaders with tools for selecting and assessing personnel based on accessible and understandable criteria, and also helps achieve a high degree of consistency among managers through clearly defining assessment criteria.

An effective competency model should be clear and easy to understand, described in simple language, and have a simple structure.

On average, a competency model should describe 10-12 individual competencies. As the number of competencies increases, the complexity of introducing the model into corporate practice also increases, which is primarily due to the fact that the differences between competencies become quite small [3].

The structure of the competency model is a set of closely interconnected blocks that have a group of related behavioral indicators.

Experts distinguish three types of competencies:

Corporate, or key, that is, those that can be applied to any position. They are based on the company's values, so developing corporate competencies is also about working with the corporate culture of the organization.

Managerial, or managerial, competencies developed specifically for managers working in different industries.

Technical or professional, that is, used for a specific group of positions.

Competencies can also be divided into:

- simple ones, which are a list of behavior indicators;
- detailed, that is, those that consist of several levels, the number of which is determined at the stage of development of the competency model.

Models of these competencies should reflect, in addition to what the company expects from employees, also how they should act. When creating competency systems, a company can implement already prepared models, those created based on the experience of leading companies, or create a competency model from the very beginning. The choice of method will be based on several factors, such as monetary and time resources, how well the company has an understanding of the work, and how much detail it wants to understand the competencies so that they are a working tool and justify all the costs.

Competency modeling is, of course, an important part of the activities of the personnel management service, because assessment using a correctly created competency model allows you to solve many problems:

1. Assessing the current level of employee competencies and their compliance with the required level. Using competency-based assessments, you can not only adequately assess work results, but also set the employee in the right direction for development.

2. Creation of a personnel reserve from employees who have shown the best results, as well as the subsequent creation of individual development programs for each.

3. Development and implementation of innovative programs and trainings, both individual and group, aimed at developing certain competencies.

4. Conducting assessment interviews when selecting candidates at the innovation level. It becomes possible not only to select new employees according to formal criteria, for example, education, knowledge, work experience, but also according to the company's corporate criteria. At the same time, the compliance of an applicant for a position with corporate and professional competencies is a significant condition for success in comparison with other candidates.

5. Personnel motivation, necessary to stimulate the employee to work to achieve both their goals and the goals of the company. If the company's requirements are based on a competency model, then it is necessary to determine the connection between competencies and reward principles, since competencies presuppose specific behavior in the workplace, which should be motivated by reward [1].

Thus, we can conclude that modeling personnel competencies is a very significant process in the field of innovative personnel management. It allows you to develop uniform standards for describing work performance, promotes a higher degree of consistency in employee assessment, determines quality standards for work performed, and makes it possible to assess the strengths and weaknesses of each employee.

However, competency modeling is a rather lengthy and labor-intensive process that requires serious preparation [6]. When forming a competency model, a detailed assessment of each criterion and its level of expression is necessary. Of scientific interest is the study of methods for economic assessment of personnel competencies [5]. In addition, the creation of competency requirements may be accompanied by errors associated, for example, with the development of overlapping competencies; or complex competencies; or conflicting competencies; or competencies that contain in the description not behavioral indicators, but the desired result; or insufficiently well-developed competencies; competencies that incorrectly characterize standards; or an entire competency model borrowed from another company.

Despite the possible difficulties of competency modeling, this process is of great importance for the organization. Undoubtedly, in any organization sufficient attention should be paid to competency modeling, since the competency model makes it possible to directly combine the personnel management system with the strategic goals of the company, promotes the formation and development of corporate culture, and describes the necessary behavior of people at work in simple and accessible language [7].

Thus, we can conclude that it is competency modeling that plays a special role in personnel management at the innovation level. The significance of this process lies in simplifying the procedure for selecting and hiring personnel, providing employees with a clear understanding of the requirements for them, as well as the standards for successful performance of work, increasing the effectiveness of training and development of employees, and providing managers with formal criteria for assessing the performance of their subordinates.

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