

The Most Important Features of Operational Development and Human Resource Management

Jumaev Zafar Ikromiddinovich

Head of the Bukhara regional branch of the State Service Development Agency under the President of the Republic of Uzbekistan

Mukhsinova Fotima Anvarovna

Inspector of the Bukhara regional branch of the State Service Development Agency under the President of the Republic of Uzbekistan

Abstract

In the modern world, the development of high technologies and increased globalization lead to the formation of a perfectly competitive market, where the success and profitability of the enterprise depends on many factors. However, increasing productivity in enterprises is no longer possible only by increasing quantitative indicators. For the successful operation of the enterprise, it is necessary to increase the labor efficiency of employees, build human potential, and develop and implement employee development programs. To solve these problems, personnel management services are created, which are distinguished by the multi-functionality, complexity and versatility of tasks and use innovative approaches to personnel management.

Keywords: industry, personnel management, competence, personnel potential.

Currently, personnel management is the leading element of the enterprise's innovative management system and occupies the position of the most important factor of the enterprise's economic success, because the activity of personnel management services is aimed at maximum efficiency. The potential development of employees in the realization of their potential abilities, as well as the contribution to the development of human resources in the enterprise is one of the elements that characterize the investment potential of the entire enterprise [4].

Modern personnel management services, primarily, perform many complex functions aimed 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 organizational goals;
- provision of qualified personnel;
- effective use of personnel competencies;
- development of motivational systems;
- increase the level of job satisfaction;
- creation of training and qualification improvement systems;
- maintaining a favorable climate in the workforce;

- development of incentive planning system;
- development of creative approaches to the development of personnel qualifications;
- development of personnel qualification assessment system;
- improvement of working conditions and quality of life.

Of course, a necessary condition for the effective operation of a modern personnel management service is the process of modeling the competencies necessary for employees to more successfully perform professional tasks related to enterprise goals and product quality requirements.

Modeling employee skills allows to improve any employee evaluation system. Competence means a set of qualities and abilities of an employee that allow to determine the effectiveness of his activities. The set of qualities and abilities of a specific employee that can be described, measured and described are called competencies.

Competency model is a set of competencies and behavioral indicators that appear in appropriate situations and times, which are mandatory for the employee to perform their duties effectively and are specific to a certain organization with its personal goals and corporate culture. is called

Behavioral indicators - standard norms of behavior of a person with a certain qualification.

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

A well-developed competency model provides organizational leaders with the tools to select and evaluate employees based on available and understandable criteria, and also promotes high alignment among managers by clearly defining evaluation criteria.

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

An average competency model should describe 10-12 individual competencies. With the increase in the number of authorities, the complexity of introducing the model into corporate practice also increases, which is primarily due to the fact that the differences between the authorities are very small [3].

The structure of the authority model is a set of closely related blocks with a group of related behavior indicators.

Experts distinguish three types of powers:

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

Management competencies or management competencies specially developed for managers working in different fields.

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

Competencies can also be divided into:

- simple, this is a list of behavioral indicators;
- detailed, i.e. those consisting of several levels, the number of which is determined at the stage of development of the competency model.

These authority models should reflect not only what the company expects from its employees, but also how they should act. By creating competency systems, a company can implement already prepared models, models created based on the experience of leading companies, or create a competency model from scratch.

The choice of method is based on several factors, such as money and time resources, how well the company has a vision of the work and how detailed they want to understand the competencies so that they can be a work tool, and justifying all the costs.

Competency modeling is, of course, an important part of personnel management service activities, because an assessment based on a correctly created competency model allows solving many problems:

1. Assessment of the current level of qualifications of employees and their compliance with the level of demand. With the help of competence assessment, you can not only adequately assess the work results, but also guide the employee in the right direction for development.
2. Creating a personnel reserve of employees who have shown the best results, as well as creating individual development programs for each of them.
3. Development and implementation of individual and group innovative programs and training aimed at developing specific competencies.
4. Conducting evaluation interviews in the selection of candidates at the innovative level. It will be possible to select new employees not only by formal criteria, such as education, knowledge, work experience, but also by corporate criteria of the company. At the same time, the candidate's compliance with corporate and professional competences is an important condition for success in comparison with other candidates.
5. Incentive employees needed to motivate the employee to work to achieve their goals and the company's goals. If the company's requirements are based on the competency model, then it is necessary to determine the relationship between the competencies and the principles of wages, because competencies include specific behaviors in the workplace, which should be encouraged by rewards [1].

Thus, we can conclude that the modeling of employee competencies is a very important process in the field of innovative personnel management. This allows you to develop uniform standards for describing work performance, ensures a high level of consistency in employee evaluation, sets quality standards for the work performed, and allows you to assess the strengths and weaknesses of each employee.

However, competency modeling is a long and laborious process that requires serious preparation [6]. When forming a competency model, it is necessary to assess each criterion and its level of severity in detail. It is of scientific interest to study the methods of economic assessment of personnel qualifications [5].

In addition, the creation of competency requirements can be accompanied by errors related to the development of overlapping competencies, for example; or complex competencies; or conflicting

powers; or competencies whose description includes a desired outcome rather than behavioral indicators; or sufficiently developed competencies; powers that mischaracterize standards; or an entire competency model from another company.

Despite the potential difficulties of competency modeling, this process is of great value to the organization. Undoubtedly, sufficient attention should be paid to competency modeling in any organization, because the competency model allows direct integration of the personnel management system with the strategic goals of the company, helps to form and develop corporate culture, and the necessary character of employees - describes actions.

Thus, we can conclude that competency modeling plays a special role in the management of employees at the innovative level. The importance of this process is in simplifying the selection and hiring of personnel, giving employees a clear idea of the requirements for them, as well as the standards of successful work performance, increasing the effectiveness of training and training.

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