

### Список использованной литературы

1. Машиностроение [Электронный ресурс] // Беларусь факты. – Режим доступа: <http://belarusfacts.by/>. – Дата доступа: 20.02.2020.
2. Системы менеджмента качества. Особые требования по применению СТБ ISO 9001-2015 для организаций, участвующих в цепях поставок автотракторного, сельскохозяйственного, погрузочно-транспортного, карьерного и специального машиностроения : СТБ ISO 16949-2018. – Введ. 01.01.2019. – Минск : Госстандарт, 2018. – 120 с.
3. Перспективное планирование качества продукции и план управления. APQP. Ссылочное руководство : [пер. с англ. изд. июль 2008 г.]. – Н. Новгород : ООО СМЦ «Приоритет», 2012. – 221 с.
4. Техническое регулирование и менеджмент качества : учебно-методическое пособие. В 2 ч. Ч. 2 / И.И. Осмола [и др.]. – Минск : БГАТУ, 2013. – 172 с.
5. Применение статистических и связанных с ними методов в процессе разработки новых технологий и продукции. Часть 1. Общие принципы и перспективы развертывания функции качества «QFD» : СТБ ISO 16355-1-2018. – Введ. 07.07.2018. – Минск : Госстандарт, 2018. – 61 с.

УДК 331.108.2.009.12

### FORMATION AND DEVELOPMENT OF MANAGERIAL STAFF PROFESSIONAL COMPETENCE

**Oksana Lavruk, PhD in Economics, Associate Professor**

*State Agrarian and Engineering University in Podilia, Kamianets-Podilskiy, Ukraine*

**Ключевые слова:** компетентность, компетенции, образовательно-профессиональный потенциал, компетентностный подход, управленческий персонал.

**Keywords:** competency, competence, educational and professional potential, competent competence, management personnel.

**Аннотация:** В статье рассмотрены направления формирования и развития профессиональной компетентности управленческого персонала. Рассмотрена компетентность как интегративная величина умений работника, как системное сочетание технологически-операционной, межличностной, коммуникативной, контекстуальной, адаптивной, концептуальной видов компетентности. Предложена технология поэтапного развития компетенций специалиста.

**Summary:** In the article is considered directions of formation and development of professional competence of management personnel. Competence is considered as an integrative value of employee skills, as a systematic combination of technological-operational, interpersonal, communicative, contextual, adaptive, conceptual types of competence. The technology of step-by-step development of specialist competencies is proposed.

Professional competence management personnel is a unique and multifaceted phenomenon. Its development depends on the interest of the company's management in the formation and further development of its main components. In the process of research, we have identified the problem of duplication of functions of different positions, which creates obstacles in the formation of educational and professional potential, reduces the reliability and objectivity of assessing the professional competence of management staff and determining reserves of its development.

At the same time, all unpredictable situations which are increasingly occurring in the work time of the enterprise are requiring the training of specialists who are able to quickly respond to changes, reorientation of personnel management from the economic model of the person to a socialized, competent, shifting emphasis on social-psychological and educational tools to influence staff activity. The training of such specialists is possible when used for the formation of their professional competence approach, which involves the use of an innovative training technologies complex during the period of working life.

Despite the awareness of the competent approach importance to providing high-quality personnel of a modern enterprise by domestic scientists and practitioners, many theoretical and practical problems of its use remain unresolved. In particular, they need to substantiate the approach to clarify the list of competences for the formation of its profile for managerial staff through the enrichment of traditional and refinement of new functions, the formation of its educational and professional potential.

Enriching the functional approach with a competency approach allows to overcome inconsistencies between the requirements of the workplace and the competency of the applicant for it.

In our opinion, the basis for the professional competence formation of the modern manager is the synthesis of these approaches. Their analysis and generalizations make it possible to offer a list of typical and new competencies of a personnel management specialist, on this basis to form a profile of requirements for a specialist and to determine the directions of development of each of them.

The classification of competences in regulatory documents and scientific literature is represented by many options. As we consider competence to be a range of competences (the functional responsibilities that a manager must

perform) we propose to consider competence as an integrative value of employee skills, a systematic combination of the following types: technological-operational, interpersonal communicative competence, contextual, adaptive, conceptual.

Technological and operational competence is defined as the ability to transform the goal set by the employer into a system of specific tasks, to select appropriate management methods, to apply them practically.

Interpersonal communication competence is defined as having communicative skills, the ability to interpret group processes, a high level of awareness of one's personal qualities and motivational attitudes.

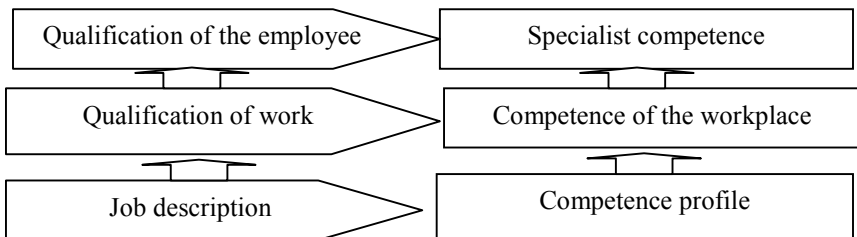
Contextual competence implies an understanding of the social and cultural environment.

Adaptive competence is seen as the ability to anticipate changes in the profession, to adapt to the changing conditions of managerial practice, taking into account changes in organizational culture, stable and conscious attitude to their profession, striving for continuous self-development and professional improvement.

Conceptual competence is defined as the ability of a manager to recognize and solve problems.

It should be borne in mind that the list of competencies of a specialist should be constantly diagnosed for compliance with his profile requirements, enterprise development strategies and the need to enrich new ones [2].

In general, the formation of the basic competency of the managerial employee occurs according to the scheme (Figure).



**Figure. The order of formation of the basic competence of the specialist**  
Source: systematized by [3, 4].

The use of a competent approach to the development of professional competence of management employees, through periodic refinement of the list of his competences, to ensure reliable professional and qualitative performance of their typical and new functions, and therefore quality assurance of the enterprise personnel. As the competency approach is not traditional to the diagnosis and development of the qualities of a personnel management specialist, it is advisable to carry out its implementation in stages.

In the first stage, the functional content of each type of competence is determined. Since all the competencies required by the organization are complex systems, at this stage it is necessary to specify the necessary and sufficient list of functions that the specialist must perform in the workplace. For example, social competence implies the ability of a person to live in society, to take into account the interests and needs of different social groups, to follow social rules and rules, to cooperate with different partners, etc. It includes the ability to perceive the values of corporate culture, to influence its development; the ability to form a system for collecting information about the basic social processes occurring in the team, to control the social and psychological atmosphere in it; ability to analyze the business, functional, moral and psychological qualities of employees, etc.

The second stage involves deciding on the functional enrichment of job descriptions. The main ways of addressing this issue, taking into account the situation, are the enrichment of standard competences or the formation of new ones. Some of the necessary competencies are already documented in standard documents, so you can use them when compiling a list of requirements for their performer (profile of competencies).

In the third stage, a detailed list of additional non-traditional competencies that an employee of a certain workplace must possess is drawn up. At this stage, clarification of competences is performed, the fulfillment of which requires an appropriate level of professional competence of management personnel. To formulate a list of such additional competencies, it is advisable to use business executives surveys and management research findings.

The fourth stage involves the compilation of a situational profile of the competencies required to perform work activities in a specific workplace. To this end, new up-to-date competences are added to the list of competences provided in the job description, detailing the respective functions.

In the fifth stage, the rights and responsibilities of the employee are specified. The choice of solving ways the foreseen (unforeseen) situation is made in the sixth stage. The choice of the employee to delegate to him the functions necessary for overcoming the crisis depends on the complexity and professionalism with which the task is to be accomplished. For the urgent solution of the situation, contractors are found either directly in the enterprise or involve external specialists (leasing, consulting, recruiting services). In the case of a strategic approach to solving the problem, the company often cooperates with higher educational establishments, which train specialists with the necessary and sufficient basic set of competencies. This choice is effective enough to solve the foreseen problems and has become widespread in many enterprises.

The need to study the impact of the environment when developing a program for the development of managerial staff professional competence due to the following reasons: changing the requirements of employers to employees, improving professional knowledge, skills, this fact affects the motivational settings of managerial staff, reducing the life cycle of life. Therefore, the professional training of a modern HR specialist should be aimed at the formation and further development of their professional competence and competitive qualification level, transferring theoretical knowledge and practical skills to colleagues, exchange of constructs and cognitive maps, etc. The quality of professional competence of management personnel depends on how accurately the profile of employee competencies will be formed. Competence profile (model) is a structured description of functional responsibilities that allows you to perform this work as efficiently as possible.

We believe that in view of the dynamic environment and possible organizational changes, the competency profile needs to be constantly reviewed for compliance with the company's strategy and mission. Therefore, measures to improve the professional level of agricultural workers should be based on the following conceptual provisions: consistency of enterprise and staff development strategies, introduction of world practice, taking into account basic principles and approaches to stimulate staff development. Only adherence to the general and specific principles of employee development allows us to identify the main components of strategies for improving the professional level of the business entities personnel.

### **References**

1. Bulavenko, O.A. (2005), Essential characteristics of professional competence. *Obrazovatel'nyye tekhnologii*, vol. 2, pp. 17–22.
2. Lavruk, O.S. (2016), MANAGEMENT OF ENTERPRISES PERSONNEL PROFESSIONAL COMPETENCE FORMING. *Podilian Bulletin: Agriculture, Engineering, Economics*, vol. 3, no. 24, pp. 116–121.
3. Mikhailova, L.I. (2007), *Upravlinnya personalom [Human Resources]*, Tsentr navchalnoyi literatury, Kyiv, Ukraine.
4. Urbanovich, A.A. (2004), *Psikhologiya upravleniya [Management Psychology]*, Kharvest, Minsk, Belarus.
5. Yankovskaya, L.A. (2007), *Rozvytok osvitno-fakhovoho potentsialu rehionu: teoriya, metodolohiya, praktyka [Development of educational and professional potential of the region: theory, methodology, practice]*, Institute for Regional Studies NAS of Ukraine, Lviv, Ukraine.