

вают влияние ценности и принципы, принятые в организации. Многие компании установили, каким принципам они привержены, и донесли их до сведения своих работников, особенно выделяя то, какую роль эти ценности должны играть в повседневной деятельности. Некоторые компании корпоративные принципы и ценности включили в модель компетенций и заботятся о том, чтобы поведение персонала соответствовало принятым установкам [5].

Модель компетенций в данном случае – форма обозначения полного набора компетенций (с уровнями или без них) и индикаторов поведения. Модели могут содержать детальное описание стандартов поведения персонала какого-то подразделения или стандарты действий, ведущих к достижению специальных целей, но могут и включать основные стандарты поведения, предусмотренные для полного описания деловой структуры или деятельности, рассчитанных на достижение всего комплекса корпоративных целей. Набор деталей, входящих в описание модели компетенций, зависит от предполагаемой сферы применения [5].

Разработанная и принятая в ОАО «РЖД» в 2010 году модель корпоративных компетенций «5К+Л» (таблица 1) дает каждому работнику свои ориентиры, чтобы помочь ему решать стоящие перед ним задачи. Формула «5К+Л» включает в себя: Компетентность, Клиентоориентированность, Корпоративность, Качество, Креативность и Лидерство, показывает, как общие для всех ценности должны проявляться в работе отдельного сотрудника. Проявляя свою способность к развитию, ориентируя личностные интересы на интересы холдинга, занимаясь самообразованием, обучаясь работать в команде,

проявляя инициативу, творчество, лидерские качества, нацеливая себя на результат, каждый из состава персонала сможет в конце концов научиться оценивать уровень своих корпоративных компетенций.

ВЫВОДЫ

Эффективная деятельность компании достигается в том числе за счет гибкой и регулярно обновляемой системы управления кадрами, применения инновационных технологий, оперативного совершенствования всех направлений развития и обоснованной очередности в реализации поставленных задач. Компетентность выступает базовым условием такого уровня руководящих позиций, с объективной точки зрения являясь в известной мере синонимом профессионализма.

То есть компетентностный подход при структурно-административном формировании персонала становится, по сути, строго определяющим фактором, основой прогресса производства.

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COMPETENCE OF CORPORATE MANAGERS IN THE SPHERE OF HRM

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ABSTRACT

The article provides an analysis of the following issues: what competences a leader should have for solutions of a totality of tasks at hand, for innovative development of professional capacity and creativity, increase in performance and effectiveness of production activities

ENGLISH SUMMARY

Background. Higher requirements for modern management personnel are designed to fully disclose personal, business, professional qualities of each employee. Therefore, any manager should continuously maintain and improve his level of knowledge, use an individual approach to all subordinates.



The current situation of high staff turnover and the current system of psychological diagnosis and selection of executives emphasizes a problem of evaluation and indicative criteria in the formation of staff reserve of different level on the railway transport. The ongoing reform of the sector does not relieve an acute need for specialists, having reliable knowledge and being able to competently perform their job functions, to manage human resources professionally.

Market economy based on competition and entrepreneurship, and not on the hierarchical subordination of economic processes, needs more managers than the previous system. But these managers (i. e. people taught to manage) must be quite different than before, have many new qualities.

However a certain redistribution of competences does not involve extremes. It is impossible and inadmissible to neglect a valuable potential of existing employees with management functions, knowing reality with considerable training, accustomed to discipline, persistent purposeful work.

If we take the direct object of managers' competences to consider it in more detail, the question will inevitably arise, what competencies leaders should also have to be prepared to tackle the challenges they face.

Objective. The objective of the authors is to investigate modern approaches to competences of leaders of companies.

Methods. The authors use descriptive method and analysis.

Results. Emergence of human resource management systems on the basis of competences has caused lately not only a wave of enthusiasm, but also a lot of problems because of the novelty of the subject and misunderstanding of the model itself. Most of the problems with the skills and use of competences stems from the lack of a shared vision of what they represent in the human resources management system.

Classic business is a system of resources, management of which is aimed at achieving the objectives of entrepreneurship. There are four main resources of any company: clients, the staff, finance and business processes. To some extent, these resources are opposites, which as it is known, are driving forces of any development, including the sphere of business. For example, finance – internal resource, and customers – external resource, the staff – general human relations, while business processes – sustainable technologies. Moreover, it is the balance of these opposites makes management effective and business successful [1].

Ability needed to deal with workloads and obtaining the expected results, is mostly defined as competency. Ability, reflecting adequate standards of behavior, qualifies as competence.

Competence can identify strengths of a person and skills that he should improve.

On the other hand competence is an ability of a company and its staff to perform the required functional level in accordance with specific vision, mission and values. That is, in fact, competences are embedded in the overall system of human resources management, aimed at achieving the strategic goals and recognized equally by the company and each of its employees.

Competence represents the integral quality that combines knowledge, skills and attitudes of a person,

described in terms of the observed behavior in the workplace. Availability of required competences is a mandatory prerequisite for the success of an employee.

Competences can be considered as a combination of knowledge, skills and personal qualities that help to perform work in the organization in accordance with a particular standard, adopted in it.

In foreign research competency is most often considered as an integral phenomenon in which we should differentiate:

- a) competency, contributing to consolidation of decisions, application of skills in a rapidly changing demands of the environment;
- b) conceptual competency;
- c) competency in the emotional sphere, the field of perception;
- d) competency in specific areas [2].

After analyzing the various studies, it can be concluded that competency always includes:

- Basic characteristic of a person, which causally linked with efficient and / or the best performance of duties assigned, which is assessed based on criteria;
- Description of behavior or actions that are usually observed by good performance of work;
- Behavioral characteristic, which implies an ability of an employee to perform job functions in line with accepted standards of conduct;
- A cluster of factors, including abilities, personal features, knowledge, skills and abilities necessary for a person in the course of labor processes.

Personal and organizational competences are divided depending on their sphere of application.

Managerial competences are necessary for leaders to achieve their objectives. Primarily they are important for staff involved in management process and having workers in subjection: linear (constant) or project. By and large – they are standards for leaders in various industries. Competences of a specialist are abilities and personal qualities, which are limited to performing his own work.

Professional competency is perceived as a high level of specialized professional knowledge and acquirement of different areas of employment activity, a deep understanding of the pressing professional problems, business reliability and the ability to accurately address a full range of professional tasks.

Availability of professional competence is a prerequisite for formation and qualitative performance of professional activity. The content of such competences depends on the conceptual approach, while, as a rule, the emphasis is on the ability to perform the expected actions in the use of standards for the profession [3]. Competence-based approach to assessment of candidates in the personnel reserve reveals their strengths and at the same time, the qualities that should be improved in order to achieve optimal results in the workplace. [4]

Professional- technical competences are competences that are provided for in respect of a particular group of positions. Main characteristics: ability to apply knowledge in practice, the amount of knowledge, focusing on the needs of a certain activity. Composition of a registry of professional competences for all positions in the organization is a very time-consuming and sometimes lengthy process. In some companies, however there are already collections of uniform corporate requirements for each position of managers and specialists.

Table 1

Elements of the model of corporate competences of the holding JSC «Russian Railways»

Competency	Availability of professional competency. Ability to learn and develop. Willingness to share experiences and transfer knowledge.
Client focus	Knowledge of current and future clients' needs. Orientation for the benefit of clients. Attitude to colleagues as internal clients of the company.
Corporativity	Focusing on the interests of the company. Ability to work in a team. Focus on results.
Quality	Knowledge of policies and quality standards. Focus on quality and efficiency. Ensuring security.
Creativity / innovation	Focus on improving the results. Taking initiatives and innovation. Support of colleagues' initiatives.
Leadership	Enthusiasm and involvement of colleagues. Effective organization and regulation of work of colleagues. Motivation and conviction without administrative burden.

Key competences provide universalism of a specialist and therefore can not be too specialized. But the universality does not reduce the importance of each of these competences individually, they are characterized by a more regular and massive demand for applicability in typical workflows, which retain for their holders an opportunity to act independently and responsibly at a right moment.

Corporate competences are those that apply to any position in the organization, they are based on the values, traditions of a company and the management style typical of the corporate culture and consistent with development strategy, organization's mission, code of conduct.

As it is known, besides motivating factors, character traits and abilities individual behavior is influenced by the values and principles adopted in the organization. Many companies set, what principles they are committed to, and they brought them to the attention of their employees, especially highlighting the role that these values should play in everyday activity. Some companies included corporate principles and values in the competence model and care about consistency of the staff behavior with acceptable settings [5].

Competence model in this case refers to the full form of a set of competences (with or without levels) and indicators of behavior. Models may contain a detailed description of standards of staff behavior of some division or standards of action, leading to the achievement of specific goals, but can also include basic standards of conduct, provided for a complete

description of the business structure or activity designed to achieve the whole complex of corporate purposes. A set of details, included in the description of the competence model, depends on the intended sphere of application [5].

Developed and adopted in JSC «Russian Railways» in 2010, a model of corporate competencies «5C + L» (Table 1) gives each employee their guidance to help him solve the challenges he faces. The formula «5C + L» includes: competency, client focus, corporativity, quality, creativity and leadership and it shows how common to all values should appear in the work of an individual employee. Showing its ability to develop, focusing of the personal interests on the holding interests, engaging in self-education, learning to work as a team, showing initiative, creativity, leadership, aiming at a result, each employee of the staff will be able to finally learn how to assess his level of corporate competences.

Conclusion. The effective operation of the company is achieved also through flexible and regularly updated human resources management system, the use of innovative technology, rapid improvement of all areas of development and reasonable priority in the implementation of the tasks. Competency serves as a basic condition of this level of managerial positions, being, from an objective point of view, to some extent synonymous with professionalism.

That is, competence-based approach at the structural and administrative formation of personnel becomes, in fact, strictly determining factor, the basis of the production progress.

Keywords: management, personnel, leader, competences, development of management and professional skills.

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