

## THE FORMATION OF THE KEY ASSETS OF HUMAN CAPITAL AT THE CORPORATE LEVEL

**Statement of the problem.** Socio-economic transformations in Ukraine, could not affect the sphere of formation and use of human capital assets at the corporate level. Modern production requirements are accompanied by the emergence and spread of new corporate values and competencies and a new attitude to training of personnel.

Developing in line with global trends, ukrainian industrial enterprises try to create all necessary conditions for the effective reproduction of human capital, facilitating the transition to the innovation stage of development of the enterprise. All this implies the need to achieve not only high levels of development of personal and professional qualities of the staff, but their professional abilities to the reasonable introduction of innovations in production, forecasting and planning of its activities with a focus on trends in technology and production.

### **Analysis of recent researches and publications.**

The study challenges the training and development of staff within the formation and reproduction of human capital are widely considered in the scientific works of leading domestic scientists A. Amosha, V. Antonyuk, S. Bandur, L. Beztesnaya [1], N. Boretskaya, D. Boginya, S. Kalinina, A. Kolot, G. Nazarova, V. Nikiforenko, O. Novikova [2], T. Petrova [3], V. Savchenko[4], L. Shaulskaya [5], etc. Despite the high level of research shows the problem, the formation of the key assets of human capital at the corporate level are not yet enough investigated domestic economic science. Accordingly, the change of approaches to the formation of human capital assets in the enterprise requires new, effective methods and forms of staff training that causes the relevance of this study.

**The aim of the article** is research of features of formation of human capital assets at an enterprise level and development of recommendations on improvement of the development system and professional development of staff.

**Presentation of the basic material.** Successful implementation of strategic objectives and short-term plans of the company, balanced development of social and labor relations in the conditions of instability of external environment is largely dependent upon the effectiveness of staff management and rational use of labor potential.

Currently one of the modern tools of personnel management for the HR Manager and the head of the company is the evaluation of staff based on the competency model. The use of this HR-instrument as the model of competences will give the company a more efficient way to manage the following processes: achieve-

ment of strategic goals; selection of personnel; evaluation of personnel; development of corporate culture; employee training; employee development; work with the personnel reserve.

A competency model may include a variety of knowledge, abilities, skills and personal characteristics. The main requirement that is presented to them, they should be described in the form of indicators of behavior. All competences are described through behavioral indicators.

Competencies can be used as a tool for evaluation or selection of candidates, and you can become a "core" around which will be built the entire system of personnel management. It is important that the project to develop a competency model was supported by line managers and top managers. Without their participation, only by service personnel, the project very difficult to implement.

The model of competences will allow to define and estimate precisely the qualities that are important for the enterprise to achieve its goals and objectives, but also facilitate the process of integration of competences in the system of development of employees, facilitating achievement of business goals.

The use of a competency model will enable employees to clearly understand which qualities and skills depends on their promotion. If the decision on promotion is based on clear criteria, the staff perceive it as more fair. It is very important to align corporate values with core competencies.

As a basis for building a competency model is proposed to use the value system of the enterprise, including: leadership, professionalism, customer focus, reliability and teamwork. For each of the above values it is necessary to formulate the appropriate competencies for staff.

A competency model is a kind of manual step-by-step repetition of the mission and strategic goals and objectives of the enterprise, with a clear understanding of the place and importance of every employee in the process of building an effective business.

Leaning and relying on longtime experience of using competency model to assess and personnel management by companies such as Microsoft, Procter&Gamble, Coca-cola, DTEK, LLC "Metinvest Holding", which took place the process of introduction, adaptation and improvement competency model, it is possible to form a model of core competencies for the company (table 1).

Using a competency model, the company will be able to: clearly define standards and expectations to em-

ployees; lead the activities of individuals, groups and managers in accordance with the organization's strategy; create plans of development for themselves and subordinates; to increase the level of responsibility and competence of managers, evaluate activities of employees, and the employees themselves, but also to raise the level of competence of the whole enterprise.

Table 1

### Model of key enterprise competencies

The values of the company	Competence
Leadership	the ability to take responsibility for decisions
	the ability to set goals and achieve them
	continuous improvement of processes
Professionalism	effective management of resources
	focus on your own development
Customer focus	the customer satisfaction
	focus on quality execution of work
Reliability	strict quality control
	stability in the following order
Teamwork	the formation of a trusting relationship
	focus on the team achieving a common goal

The difficulties that may arise at the enterprise when implementing competencies: a rejection by the staff of any change of control, rejection and fear of the new; the reluctance to be assessed; errors in the definition of competencies, as a consequence of not following the correct order of the company; lengthy and complex descriptions of competences make it difficult to understand their employees.

The risks facing the company: description of core competencies for the enterprise is strictly confidential, because competitors on the basis of the competence model can get a detailed picture of the life and activities of the company, its strengths and weaknesses, business priorities and business strategies; lack of compliance with the objectives of the company have developed competencies and personal objectives of each employee within the company. It is important to achieve harmony and unity of purpose.

For more effective personnel management it is necessary to expand the duties of the special (professional) competence, as they allow to evaluate behavioral characteristics of each employee.

A competency model is the basis for the training and development of employees. It helps to determine what skills are required by employees at their positions and what you need to train your employees.

It is therefore appropriate to develop and implement industrial enterprise development system and the professional development of staff which will identify and justify the methodological guidance of the process of formation and development personnel and which meets the following criteria:

saving and transfer of knowledge (development of training programs will involve knowledge of all the best experts of the enterprise);

the universality (the system will be replicated to all enterprises);

the prompt response to existing gaps (response will occur through the assessment of performance indicators. The programs will be developed in a problem, resulting in reduced production efficiency);

the development of engineering capability (will lay professional knowledge – the basis for the solution of engineering problems in the development of technology);

the measurability and transparency (will be based on a qualitative assessment before and after training).

The proposed name of the system – "School of Professional", a feature of which is saving and transmission of knowledge by internal experts (training and mentoring). School of Professional complements existing systems, which also give contribution to the development of professionalism.

Also assume the creation of a "School of excellence" to share best practices and development Programs of Personnel reserve, which will allow to develop professional knowledge through project activities (development of technologies / equipment).

The basis for the School of Professional founded the universal cycle, which consists of five steps (Fig. 1). The detail and the used instruments can be modified depending on the specifics of production and enterprise.

Step 1. Defining the target audience for training. The Organization of the Schools. The objective is to identify staff who need training; to organize the School of Professional share the responsibility in the Schools (Fig. 2).

Step 2. Diagnosis. The challenge is to identify the skills gaps and shortcomings of existing regulations, instructions, standards.

Step 3. The preparation and planning. The goal is to improve the quality of regulations, instructions and development of training programs.

Stage 4. Implementation, namely, to train staff and to fix knowledge in practice through mentoring.

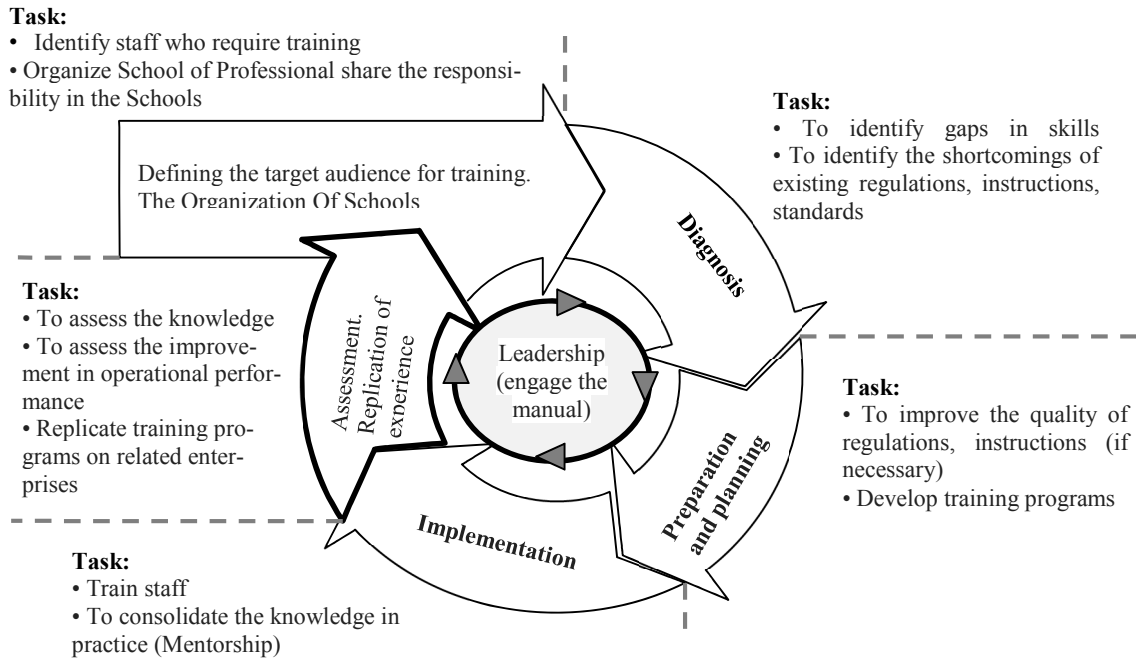
Step 5. Assessment. The replication of experience. The goal in this step is evaluation of obtained knowledge, improve performance, replication of the training program for related businesses.

School of Professional is being implemented through a disciplinary approach. Leaders of disciplines are considered the main experts of the enterprise. The proposed procedure for the determination of workshops for staff training:

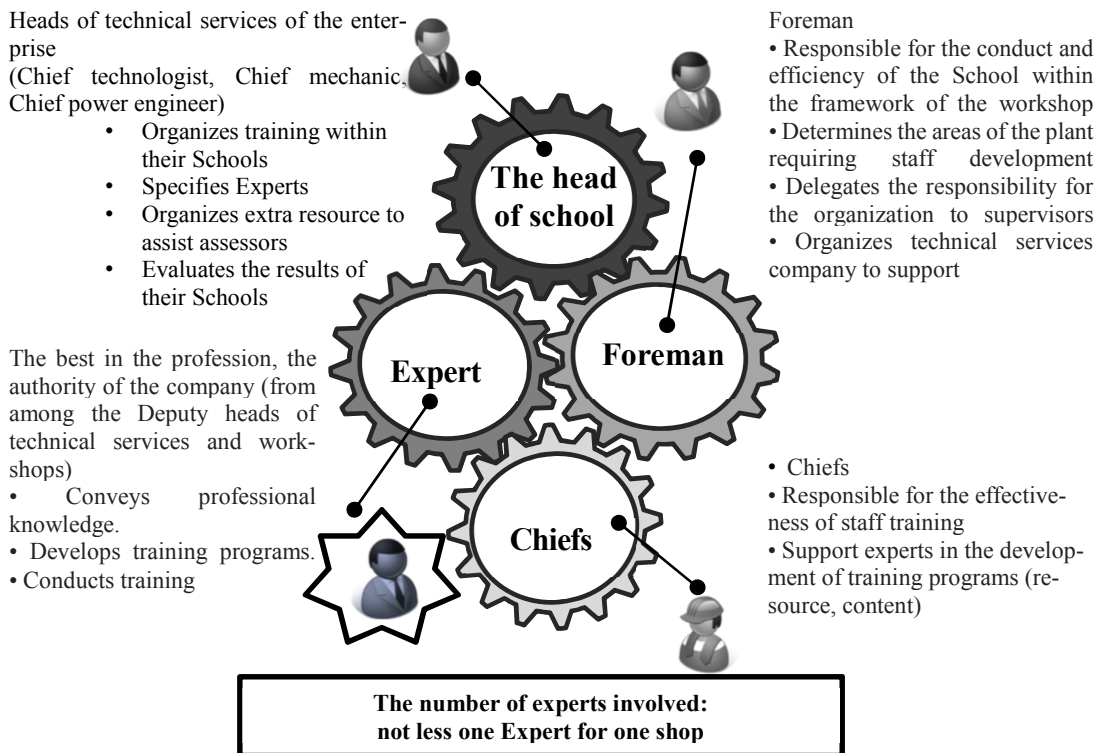
1. Disciplines leaders prepare their proposals for the shops, urgently requiring advanced training.

2. Review and approval of proposals of Leaders of the Discipline at the level of functional directors (production, engineering, technology). Department heads will announce their assessment of the level of qualification of personnel of their departments.

3. Coordination of Schools of Professional and workshops with the director of the company.



**Fig. 1. Levels of functioning School of Professional**



**Fig. 2. The distribution of roles in the School of professional**

Speaking about the improvement of the system of education, training and skills development at the enterprise it should be noted that currently, the nature and role of HR management is influenced primarily by the following factors (Fig.3):

1) radically changed the systems and functions of personnel management and business relationships with each other;

2) virtually disappeared many coordinating educational centers, helped the company to work with staff;

3) the lack of a common methodological base has stumped most of the businesses operating the old-fashioned way;

4) most of the problems in the sphere of work with personnel has not just changed, but it got sometimes the

opposite orientation (the problem of shortage of personnel has changed its release, excessive employee turnover excessive stability, a very acute problem of rejuvenation of personnel, etc.); in such circumstances, the earlier accumulated experience were almost unacceptable;

5) new business environment and management came into conflict with the inertia of the mentality, the psychology of dependent and passive employee. In such circumstances should radically change the attitude of the leadership of the enterprise to personnel services and staff training in particular.

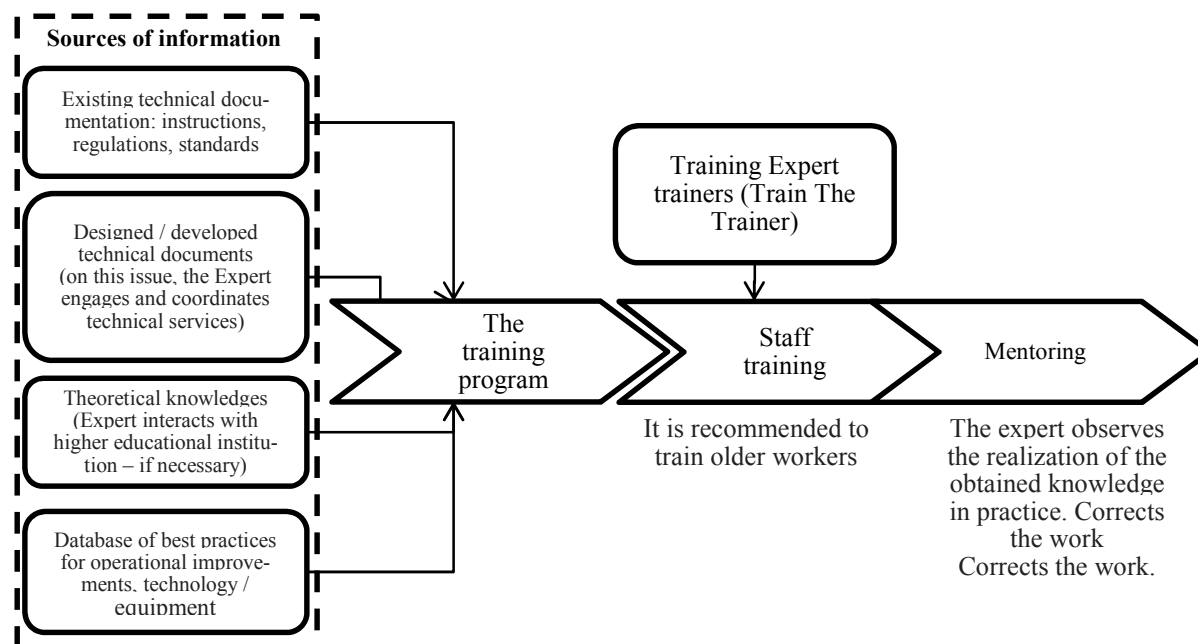


Fig. 3. Development of programs and training

A strategic objective under the new economic conditions must be move beyond accounting and control functions of the system of training and skills development to analytical. It is necessary to assume personal responsibility for the level of qualification of the subordinate employees on the master and foreman.

It is also necessary to link the level of tuition freelance teachers of theoretical training not only the number of classes, and with their level of attendance workers in the shops.

In the prevailing conditions required a stricter approach to the award of high and highest qualification level at the end of the production-technical courses (especially for maintenance personnel). To this end, in our opinion, it is necessary:

1) to develop and approve the list of test qualification works;

2) to create a commissions for certification of workers qualification at level 6 and above with the inclusion of specialists of the chief engineer, department chief engineer, technical control, technical division and the central laboratory;

3) to implement in the practice of awarding the highest qualification level only after passing the examination employees of the commission;

4) in order to maintenance personnel when assigned the highest qualifying discharges to provide a passing test qualification is not in the shops and at the training and production area under the supervision of an instructor or master teachers.

**The conclusions and suggestions.** In modern conditions formation and use of human capital assets at the corporate level has some drawbacks and needs improvement. Development and implementation in industrial enterprises the proposed model of core competencies will clearly identify standards and expectations for staff to lead the activities of individuals, groups and managers in line with the strategy of the organization. The creation of the proposed system development and improving professional staff development will give the opportunity to identify and justify the methodological guidance of the process of formation and development of the frames, to compare the size of the budget with identified needs, set priorities in vocational training. From the implementation of the proposed measures to improve the structure of personnel potential, the development of vocational training of workers of industrial enterprises will receive not only the economic effect, expressed in increasing the productivity, profitability of production activities, but also social, which is realized in the form of increased employee satisfaction with various aspects of employment, improving the socio-psychological climate in the team, improving corporate culture.

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### **Бойченко В. С. Формування ключових активів людського капіталу на корпоративному рівні**

Стаття присвячена дослідженню особливостей формування ключових активів людського капіталу на корпоративному рівні і розробці рекомендацій щодо вдосконалення системи розвитку і підвищення професійної кваліфікації персоналу. В ході дослідження обґрунтовано, що на сучасному етапі одним із сучасних важелів управління персоналом є оцінка персоналу на основі моделі компетенцій, використання якої дасть підприємству можливість більш ефективного управління такими процесами: досягнення стратегічних цілей; підбір персоналу; оцінка персоналу; розвиток корпоративної культури; навчання співробітників; розвиток співробітників; робота з кадровим резервом. Встановлено, що розробка і впровадження на промислових підприємствах запропонованої моделі ключових компетенцій та системи розвитку і підвищення професійної кваліфікації персоналу дозволить виявити і обґрунтувати методологічні орієнтири процесу становлення і розвитку кадрів, зіставляти розмір бюджету з виявленими потребами, встановлювати пріоритети в професійному навчанні, що сприятиме підвищенню продуктивності праці, зростанню задоволеності персоналу різними аспектами трудової діяльності, підвищенню корпоративної культури.

*Ключові слова:* людський капітал, активи людського капіталу, управління людськими ресурсами, персонал, модель ключових компетенцій, корпоративні цінності, навчання, розвиток і підвищення професійної кваліфікації, школа професіонала.

### **Бойченко В. С. Формирование ключевых активов человеческого капитала на корпоративном уровне**

Статья посвящена исследованию особенностей формирования ключевых активов человеческого капитала на корпоративном уровне и разработке рекомендаций по совершенствованию системы развития и повышения профессиональной квалификации пер-

сонала. В ходе исследования обосновано, что на современном этапе одним из современных рычагов управления персоналом является оценка персонала на основе модели компетенций, использование которой даст предприятию возможность более эффективного управления следующими процессами: достижение стратегических целей; подбор персонала; оценка персонала; развитие корпоративной культуры; обучение сотрудников; развитие сотрудников; работа с кадровым резервом. Установлено, что разработка и внедрение на промышленных предприятиях предложенной модели ключевых компетенций и системы развития и повышения профессиональной квалификации персонала позволит выявить и обосновать методологические ориентиры процесса становления и развития кадров, сопоставлять размер бюджета с выявленными потребностями, устанавливать приоритеты в профессиональном обучении, что будет способствовать повышению производительности труда, росту удовлетворенности персонала различными аспектами трудовой деятельности, повышению корпоративной культуры.

*Ключевые слова:* человеческий капитал, активы человеческого капитала, управление человеческими ресурсами, персонал, модель ключевых компетенций, корпоративные ценности, обучение, развитие и повышение профессиональной квалификации, школа профессионала.

### **Boychenko V. The Formation of the Key Assets of Human Capital at the Corporate Level**

The article is devoted to research of features of formation of key assets human capital at the corporate level and developing recommendations to improve the system development and professional development of staff. In the study proved that at the present stage one of the modern tools of personnel management is the evaluation of personnel based on the competency model, which will give the company a more efficient way to manage the following processes: achievement of strategic goals; selection of personnel; evaluation of personnel; the development of corporate culture; employee training; employee development; work with the personnel reserve. It is established that the development and implementation in industrial enterprises the proposed model of core competencies and development system and professional development staff will identify and justify the methodological guidance of the process of formation and development of the frames, to compare the size of the budget with identified needs, to establish priorities for professional learning that will enhance productivity, increase employee satisfaction with various aspects of the employment environment, enhance corporate culture.

*Keywords:* human capital, assets, human capital, human resource management, personnel, model of core competencies, corporate values, training, development and professional development, school of professional.

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