

## FORMING THE PATTERN OF STAFF TECHNICAL COMPETENCE

**Iryna Buzko, Olena Vartanova, Olena Chasovskaya\***

*Department of International Economics, \*Department of Enterprise Management  
Volodymyr Dal East-Ukrainian National University, Lugansk, Ukraine*

**Summary.** The essence and the structure of staff competence are defined. The notion of the staff competence pattern and its structure are defined. The basic pattern of enterprise staff competence is developed. The approaches to evaluation of technical staff competence are defined.

**Key words.** competence, technical competence, pattern, staff, structure, forming.

### INTRODUCTION

In the age of postindustrial society the objectives of searching for new sources of competitive advantages are particularly important. There is no doubt nowadays that the competitive advantage of the near future is knowledge and information, and the knowledge bearer is staff. The abilities and potential of the staff to generate, use, transfer and develop knowledge are defined as its competence. Thus, the staff competence is an important resource of competitive advantage of the enterprise above all, and it makes it necessary to identify this resource, the ways to use and develop it.

The main direction, the main goal and the object of strategic enterprise management are the competence which is represented as materialized knowledge of the enterprise and is the background of its main competitive advantages. This fact is admitted in the works of many foreign scientists such as I.Ansoff, G.Hamel, C.Prahalad, P.Selznick, H.Stevenson, M.Porter and others [Andrews 1987; Learned et al. 1965; Prahalad et al. 1990; Selznick 1957; Parkinson 1999]. These researchers let us define the concept and terminology of enterprise management based on the competence of enterprise staff. However, the questions of competence patterning, its identification, forming and development are still unsolved what makes it necessary to develop this field of scientific research.

## RESEARCH OBJECT

Competence is a set of factors including business and personal features, knowledge and skills which are necessary for the enterprise staff for successful work. In other words they are the indices for evaluation of employee's work effectiveness. The technical competence is set apart as it refers to the field of special knowledge and skills rather than personal features and abilities as it is used to be described in management competence. In this connection the forming of technical competence in particular makes the main difficulty.

The notion of the competence has recently been used by HR-managers as an independent unit and is not still researched enough. Different authors give various definitions of competence. One of possible descriptions of the notion of competence is given in the book "Use of Psychology in Business" by Mark Parkinson. There is stated that competence is "the cluster of factors including the abilities, personal features, knowledge and skills necessary for the employees to fulfill their work [Parkinson 1999]. Both knowledge and skills and personal characteristics are referred to competence, such as inborn gifts, emotional peculiarities and willing which are revealed in the employees' behavior.

## RESULTS OF RESEARCH

Patterning the staff competence has lately gained its special relevance. The pattern of staff competence is understood as the whole of personal and professional features (characteristics) of the enterprise staff which allow to identify the most significant knowledge and skills necessary for achieving the set goals under the certain circumstances [Buzko et al. 1999].

It is significant, however, that generally the main attention is attracted to the behavior patterns by forming the patterns of competence, which is determined by the present abilities and personal features of people, rather than professional knowledge and skills. Management competence patterning justifies it as it is considered that management is independent activity. However, according to the specialists' estimation who are occupied mainly with intellectual activity, it is essential to count on the field of special knowledge and skills. That is why competence pattern, developed for the specialists without taking into consideration professional knowledge necessary for them, are not so effective.

In order to receive the full information about the effectiveness of staff activity we offer to include other competence, so called technical competence, besides usual one such as "organizing skills", "leadership", "convincing skills" into the competence pattern. Our experience shows that the estimation of technical competence is possible both for directors and employees but there are definite difficulties in this approach.

First of all, the most important thing by competence forming is not the amount of knowledge which can be transmitted, interpreted and demonstrated by the employee with the profound knowledge of theory, but above all his ability to apply this knowledge. Thus, the level of technical competence development will depend on the level of objective difficulty and knowledge amount necessary for the successful solution

of this objective. That is why a simple professional testing (similar to examination testing) does not fit to evaluate the level of technical competence development. Thus, the knowledge of a person and necessary for his successful work must be realized through skills. Their evaluation out of the work activity is yet a new objective.

We suppose, the description of technical competence is impossible to be fulfilled separately from the general competence pattern. We offer to define the following kinds of enterprise staff competence: basic, functional, role.

Basic competence is business and personal features which every employee of the enterprise must have no matter which position and activity he has. It is based on values, traditions, management styles which are characteristic for the organized culture of the enterprise. Basic competence of enterprise staff includes:

- Devotion to business;
- Change targeting;
- Transfer of authority;
- Team work;
- Doing the duties conscientiously;
- Honesty.

Functional competence is necessary requirements to the position based on functions and actions fulfilled at the work place. Functional competence is described in details in the qualified reference books, it is required for the suitable specialist. Functional competence differs from functional duties because the first one is represented by facility in doing a definite activity. The essential of functional competence is professional knowledge and experience, it is possible to estimate them by professional certification.

Functional competence can be subdivided into:

Management competence – abilities and personal features which make the whole of skills which are necessary for director to achieve business goals successfully;

Specialist's competence – abilities and personal features which are necessary for specialists to fulfill their work successfully.

Technical competence is referred to functional one. They are represented as special (professional) knowledge, skills necessary for employees to fulfill their work duties effectively.

Role competence is requirements to the estimated work behavior of the employee. They are determined first of all by the peculiarity of the enterprise activity: business field, management style and corporate culture features which reflects all details of the enterprise activity. Role competence "crowns" the position profile in this enterprise; it reflects the strategic direction of business development within a definite period of time, that is why it is quite changeable.

The lists of role competence in different enterprises coincide as a rule. At the same time the content and description of behavioral indices must be precisely individual for each enterprise. They must be adjusted according to the aims of enterprise development, even better in advance.

Such a structure of the competence allows to form staff competence patterns and make them applicable for the major positions. First of all, it reduces the development expenses, secondly, it allows to project methods and procedures of competence evaluation.

Competence pattern of enterprise staff based on definite kinds of staff competence corresponds general conditions of functioning of a modern enterprise (basic competence), and it must be completed by individual features which correspond to the specific working conditions of the staff.

Technical competence patterning is one of the efficient ways of forming it, but its evaluation is essential for competence patterning. Technical competence consists of acquired knowledge, motivation and individual skills which are required for doing specific work at this enterprise. Competence evaluation lets compare work efficiency of the staff and those skills which are necessary for doing this work, i.e. expectations from its activity. Evaluation of these skills is necessary for creating educative and developing programs for an employee with the aim of mastering his skills for career growth and evaluation of contribution into the final produce of the enterprise. Everything is important from the point of view of effectiveness of each employee for the enterprise.

To evaluate the technical competence of enterprise staff we offer to use the following tools. Using them will let us not only form the list of technical competence, develop the competence pattern which will correspond to the requirements of specific enterprise but also evaluate the competence of each employee of the enterprise.

1. Evaluation of enterprise staff. Defining the criteria and tools of staff evaluation. Evaluation direction – working load, working results, personal features.

2. Staff evaluation based on aim management. Procedures of aim management. Technology of effective aiming. Interpretation of evaluation results based on aim management.

3. Staff certification. Certification methods. Legislative background for certification. Organization of certification. Role and place of HR-service to realize them. Organization of work of certification commission.

4. Result management. Pattern of work type evaluation. Work type ranging. Comparison with the inner pattern. Reviews of labor indices. Documents. Work effectiveness indices for different types of subdivisions – infrastructure, main business process, support. Evaluation based on competence. Role profile.

5. Competence patterns. Typical scheme of competence structure. Key steps for creating the competence pattern. Using competence for effectiveness evaluation of fulfilled work. General competence patterns for various positions. Corporate competence. Management competence. Professional technical competence.

6. Competence evaluation by the method 360°. Evaluation form development. Evaluation scale. Using the evaluation methods in different stages of life circle of the enterprise.

7. Using evaluation centers. Stages of evaluation centers. Observer training. Technology of evaluation centers depending on the evaluation objectives. Validity of competence evaluation centre. Feedback according to the evaluation results.

9. Using the results of evaluation. Plans of personal professional development. Planning career growth. Forming staff loyalty. Connection of evaluation with the system of professional and career growth. Influence of the evaluation results on salary and grading.

10. Knowledge management at the enterprise. Forming the assets of the enterprise based on the knowledge. Stimulating the development of corporative memory.

## CONCLUSIONS

As technical competence is made of the knowledge amount necessary for successful activity and ability to apply the knowledge (skills), competence analysis is fulfilled in two directions. One the one hand, studying the present legal documents which determine the objectives and functions of the specialists (methodology recommendations, company standards, etc.). A range of questions is included into the interview which can help to identify the amount of knowledge which is required for the specialist to solve model tasks.

## REFERENCES

1. Andrews, K., 1987: The Concept of Corporate Strategy, Irwin, Homewood, Illinois.
2. Learned, E.P., Christensen, R.C., Andrews, K.R., Guth, W.D., 1965: Business Policy: Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois (revised edition 1969).
3. Prahalad, C., Hamel, G., 1990: The core competence of the corporation, Harvard Business Review, vol. 68, no. 3, pp. 79-91.
4. Selznick, P., 1957: Leadership in Administration, New York: Harper.
5. Parkinson M. Use of Psychology in Business. – М.: Знание. – 1999. – p. 236.
6. Buzko I., Krupko V. Research of Requirements to Staff in the Labour Market // Bulletin of East-Ukrainian National University. – 2000.– № 5 (27). – pp. 5-8.

## ФОРМИРОВАНИЕ МОДЕЛИ ТЕХНИЧЕСКИХ КОМПЕТЕНЦИЙ ПЕРСОНАЛА ПРЕДПРИЯТИЯ

**Бузько И.Р., Варганова Е.В., Часовская Е.А.**

**Аннотация.** Определена сущность и структура компетенций персонала предприятия. Дано понятие модели компетенции персонала и определена ее структура. Разработана базовая модель компетенции персонала предприятия. Определены подходы к оценке технических компетенций персонала предприятия.

**Ключевые слова:** знания, компетенции, модель, персонал, структура, оценка, формирование.