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**СИСТЕМА СЛУЖЕБНО-ПРОФЕССИОНАЛЬНОГО  
РАЗВИТИЯ ПЕРСОНАЛА ОРГАНИЗАЦИИ КАК ОБЕСПЕЧЕНИЕ  
ЕЕ ЭФФЕКТИВНОСТИ В ДОЛГОСРОЧНОЙ ПЕРСПЕКТИВЕ**

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Рассмотрена актуальность и важность непрерывного образования персонала организации, изучены основные пути повышения квалификации и развития карьерного роста. Предложены новые методы обучения в подготовке кадрового резерва. Проанализирована зарубежная практика обучения кадров, а также возможности получения интересов как организацией, так и самим сотрудником при обучении.

*Ключевые слова:* профессиональное развитие; обучение; повышение квалификации; карьерный рост; мотивация; качество труда; эффективность труда.

**УЮМДУН УЗАК МӨӨНӨТТҮҮ КЕЛЕЧЕКТЕ НАТЫЙЖАЛУУЛУГУН  
КАМСЫЗ КЫЛУУ КАТАРЫ КЫЗМАТКЕРЛЕРДИ  
КЫЗМАТТЫК-КЕСИПТИК ӨНҮКТҮРҮҮ СИСТЕМАСЫ**

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Бул макалада уюмдун кызматкерлерине үзгүлтүксүз билим берүүнүн актуалдуулугу жана маанилүүлүгү каралган, кесиптик билимди жогорулатуунун негизги жолдору жана карьералык өсүштү өнүктүрүү изилдөөгө алынган. Кадрлар резервин даярдоодо окутуунун жаңы ыкмалары сунушталды. Кадрларды окутуунун чет элдик тажрыйбасы, ошондой эле окутууда уюмдун да, кызматкерлердин да кызыкчылыктарын канааттандыруу мүмкүнчүлүктөрү талдоого алынды.

*Түйүндүү сөздөр:* кесиптик өнүгүү; окутуу; кесиптик билимин жогорулатуу; карьералык өсүш; түрткү берүү; эмгектин сапаты; эмгектин натыйжалуулугу.

**THE SYSTEM OF PROFESSIONAL DEVELOPMENT  
OF THE ORGANIZATION'S PERSONNEL  
AS ENSURING ITS EFFECTIVENESS IN THE LONG TERM**

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The article reviews the relevance and significance of ongoing education of the organization's staff, the main ways of improving qualifications and developing career of individuals and groups. The new instruments of education in the preparation of the human resource have been offered. This paper considers the foreign activity of training personnel, the ability to extract interests of both the organization and the employee.

*Keywords:* professional development; education; career development; motivation.

In this highly competitive environment, the conditions of the free market and the absence of personnel for valid reasons estimated for the average annual working time is between 8 and 10 per cent. This means that every 10th–12th employee is absent from work every day. Often there is an uneven workload of individual managers and specialists. A turnout staff usually replaces the work of absent employees. At the same

time, there is a possibility of sudden dismissal of some employees. In order to stabilize this issue and ensure the smooth operation of the organization, a certain part of employees must be prepared for their replacement, for which they are trained that allow them to replace absent colleagues in a timely manner. Moreover, with timely and proper personnel management, the work will be done more efficiently.

On the other hand, firms need to respond quickly to changes in the environment and at the same time understand that due to STP and R & D, many professional skills of employees quickly become obsolete. That is why, simultaneously with the modernization of old knowledge, it is necessary to master completely new professional skills. Today the availability or obtaining of financial and material resources in the globalized economy cannot serve as an advantage over competitors. At the same time, it becomes difficult to use the organization's *Information resource* to create any advantages. There are two resources that can be changed: people and time. There is a high probability that competition will be based on the speed at which people will develop (change), which will gradually change the organization itself. Following this logic, we can conclude that the "*speed of personnel development*" will determine the success of this organization. In our country, the education system is too slow to respond to changes in the economy, and even more so in the world. Education in higher Education institutions is conducted according to programs that are compiled and approved the old-fashioned way for 2 years or more. Academic programs are very slowly being modernized, and while they are being created, the demand for them begins to fall. This means that there will always be a gap in the education system. Currently, many managers who are 45–50 or more years old do not use computer technology in their work. They subconsciously block their use in management. It is also important to consider that 80 % of existing professions appeared in the last 20 years, which also implies the relevance and need for regular development of personnel [1, p. 17].

Improving the quality of personnel (indicators), the level of its development, provides the organization with new benefits:

- allows you to more successfully solve the problems associated with the new environment and maintain the necessary competitiveness in the market;
- increases the quality and productivity (efficiency) of staff work, which leads to a reduction in various costs, cost reduction, reduction of injuries, etc.;
- increases the value of personnel, their ability to adapt faster to rapidly changing conditions and market requirements;
- increases commitment to the organization and reduces staff turnover;
- allows you to remove the financial burden from other educational institutions;
- saves the organization money and time;
- allows you to maintain and spread your values and priorities of corporate culture among the staff,

promote new standards of behavior designed to maintain a favorable climate.

The final success of an organization depends on the ability of its employees to perform their current duties efficiently, so the importance of continuous staff development increases.

In HR management, personnel development refers to a set of activities aimed at improving personal skills, developing internal potential, and obtaining new knowledge, ideas, and views. It includes spiritual, social and physical development, which is especially important, since the overall development forms a modern society. Professional development of personnel is a planned approach to training, mastering new knowledge and skills in the profession.

This is the process of changing behavior and motivation to improve the compliance of personal characteristics of employees with job requirements. It includes specially designed programs (events), Designed for individual employees, groups, and organizations [2].

At the disposal of modern teams is a huge number of forms, methods and methods of employee development.

The most common classical forms of professional development are professional training, career planning, and training of a reserve of managers.

The system of service and professional training is understood as a set of many tools and methods of job training of personnel within the organization through its own plans (programs) for the development of employees.

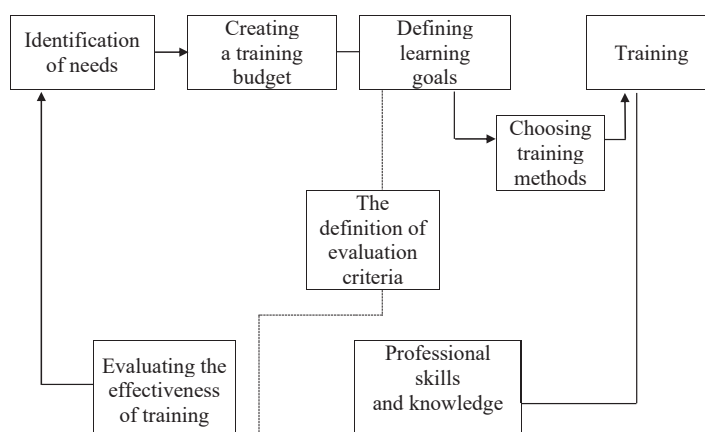
The purpose of training (education) of personnel is to provide the organization with competent, highly qualified employees, at the right time, in the right position, in the right place and in the right quantity, taking into account the current movement of personnel.

Modern education is necessary for the following reasons:

- a) education of "new" employees;
- b) education during changing the workplace, position;
- c) professional development in the specialty;
- d) education when changing production or technology;
- e) education for the growth of a favorable climate, etc.

Performing employees with professional growth opportunities will allow the organization to respond more effectively to market changes, and strengthen the elements of stability and profitability, both for the organization and for the employee. The employee receives new benefits as a result of training:

- a higher degree of job satisfaction;
- a clearer vision of personal professional prospects;
- ability to plan other aspects of your personal life;



Scheme 1 – The content of the programs

- possibility of career growth, purposeful preparation for future professional activity;
- the possibility of personal to competence growth, self-esteem, self-affirmation and significance in the team;
- improving personal competitiveness and living standards.
- The organization, in turn, gets new opportunities and benefits:
- highly motivated and loyal professionals;
- ability to plan employees' careers based on their interests;
- ensuring the smooth operation of the organization when employees leave;
- strengthens work motivation and discipline;
- improves the moral and psychological climate;
- trained personnel for the reserve for vacancies.

The slogan is relevant today: "If you think that education is too expensive, then think about the price you will have to pay for the ignorance of your employees" [3, c. 29].

Leading organizations in the world today allocate significant funds for the professional development of their employees, which is from 2 to 10 % of the salary Fund. For example, at General motors, this amount exceeds a billion dollars a year.

For comparison, our large organizations allocate 0,5–2 % by creating recruitment, development and relocation services for employees and future managers (reserve), while small organizations ignore internal training altogether.

At this stage of development, corporate training of personnel is very popular. There are three types of such training. This is a system of continuing education, professional training and professional development (re-training). Despite their similarity, they are not identical.

Training involves the development of the General intelligence of employees throughout their life.

It is not always limited to training in institutions. This can be teaching a woman who is ready to become a mother, young people – etiquette and communication in society, etc.

According to profession *professional training* is the process of directly transferring new skills or knowledge to employees of an organization.

*Retraining of personnel* involves the planned training and release of qualified personnel for all areas of human activity, who possess a set of special knowledge and skills for the work performed.

Maintaining a professional level is a pragmatic and achievable goal when building your own training system in an organization. Staff training can be aimed at both business results and employees themselves. High efficiency of training is achieved mainly by transferring to the employee knowledge and skills that are important for a particular position.

Any newly hired employee must have at least primary skills for their job or position.

There is no point in teaching an employee who has a good qualification. They should choose a position where they will be more useful.

At the same time, it is worth identifying whether it makes sense to train them and spend money on their education. The technology of corporate training includes a full cycle of consistently implemented actions and procedures, regardless of the type of activity of the organization (scheme 1).

The classic method of professional development is to train employees for key management positions, through the creation of a personnel reserve.

The source of reserve creation is young people with high leadership skills.

Potential, the so-called "Golden Fund", the identification and development of which has become a priority of the organization. But while performing

Table 1 – Methodological approaches to the implementation of training goals

Goal	Examples
Provide employees with the knowledge and skills necessary for effective work	Introduction and adaptation courses. Mentoring. Studying foreign languages. Computer literacy training. Training to work in the environment of the implemented corporate information system
Maintain the professional level of the staff and familiarize them with modern technological developments, changes in the socio-economic situation and legal conditions	Training in sales skills. Professional seminars and courses for accountants, lawyers, auditors, programmers. Conferences on various business areas. Attending presentations and exhibitions
Prepare employees for possible replacement of their colleagues during vacation, illness, business trip, and in case of dismissal	Technical training in the workplace. Rotation. Training of workers in the second profession.
Prepare employees for relocation or promotion. Among the mass of employees of any company there is a certain percentage of people	Management training of the reserve for promotion. Mentoring. Internship. Rotation.
Create and maintain a sense of involvement in the organization's activities, familiarize employees with the strategy and structure. Services, technology of activity	Participation of senior management in training events as teachers and trainees. Organization of regular management meetings with the team
Maintain a positive attitude to work in employees	Management demonstrates a positive attitude to learning. Creating favorable conditions for learning. The promotion of successful employee training. Promotion based on learning outcomes
Training goals defined by the current legislation	Safety and labor protection. Training of employees in positions that require licensing and certification

their duties, they cannot master the skills required to work in the new position.

For example, for effective HR management, a Manager needs to be well versed in both special and general issues related to HR management, logistics, marketing, psychology, etc.

They must be proficient in these technologies, taking into account STP and R & D, changes in the market, which requires training of the reserve from the moment of its creation on an ongoing basis.

The system of working with the reserve includes identification, development, monitoring of progress, for a new position, and assistance in adapting future managers. In recent years, this area has become an area of increased attention of top managers, since their significant contribution to the overall effectiveness of the organization is clear.

Organizations use various types of personnel training in their practice:

- 1) on-out of training: experience acquisition, coaching, assistance, rotation, internships, mentoring, in project groups;
- 2) on-the-job training: University – from 4–5 years (bachelor's degree), postgraduate education from

- 1 to 3 years (postgraduate, master's, doctoral studies); training at the school of management, which gives the necessary knowledge when entering a position and forms a career Manager;
- 3) general training: listening to lectures (passive learning method, without feedback), programming training courses (seminars, practice, role-playing training, modeling Processes');;
- 4) self-education without certification;
- 5) external studies, DIT;
- 6) training by the Manager in RM;
- 7) training by external teachers;
- 8) internships abroad for the exchange of experience;
- 9) examinations and certifications of the organization's personnel, etc.

What type of training to apply depends on the goals and capabilities of the organization?

Training can be full-time and part-time (distance), internal (on RM) and external.

Training can be carried out in the RM outside the RM (in-production and out-of-production). The criteria for choosing the type of training are both the organization's income and its expenses.

Training can be group or individual.

Out-of-work training is associated with significant changing but fixed costs, since a certain number of people are employed in the field of training and there is an appropriate infrastructure.

In organizations with a developed culture of working with personnel, on-the-job training in RM is widely used. The development of information technology has enriched training tools such as Internet that allowed to break the spatial relationship between the object and the subject of the learning process, and also gave the opportunity of self-study.

New methods of training in RM include business games, solving specific Practical problems, socio-psychological trainings, program training, analysis of specific situations, special lectures, discussions, to obtain new special knowledge and develop optimal solutions. It is important to determine the purpose of training, then choose a methodological approach (table 1).

The training method is carried out taking into account the specifics of the organization.

*Knowledge transfer* is carried out in a simple way, the results are easily controlled, it is more profitable in terms of finances and time. Seminars can be organized only for its employees (closed or internal) and are conducted by both the organization's own specialists and external (invited) specialists.

In Kazakhstan, the state program of personnel retraining is carried out by employment centers. Contingent for training: the unemployed and the demobilized of the Armed Forces. The centers train the unemployed in scarce or in-demand professions at the request of citizens. During their studies, they are paid a scholarship, and can, as far as possible, provide employment.

The search for a new professional development organization has begun, with some features are already formed. These new programs focus on two-way relationships, where the employee learns from the company and through the company, and the company learns from the employee.

The program should focus on results, train personnel to solve a wider range of tasks, ensure high performance, and a system of values that correspond to today's realities. The process of development is connected with the process of work; the acquisition of knowledge becomes an integral part of the latter, and not a separate occupation. There is a gradual shift in development methods in favor of the trainees. For example, a new position with a wider range of responsibilities, project management, individual design of RM and production tasks, implementation change programs in the Department, creating a new business, employee responsibility for development results, working in a new culture (country), constant feedback from the organization (informal communication).

Direct communication with managers is desirable.

Dave Ulrich of the University of Michigan and Hope Greenfield of DEC have compiled a list of ten steps to replace the traditional concept of "professional learning" with the concept of "real learning": 'moving from regular classroom activities to a specially designed intelligent learning system; 'moving from example learning to real-world learning; 'shifting the focus from training individual employees to consolidating organizational skills:

- transition from individual to team training;
- transition from classroom learning to ubiquitous learning;
- transition from knowledge-based classes to strategy-based courses;
- transition from external to internal instructors;
- transition from time – limited classes to unlimited classes;
- transition from reviewing the activities of a single company to reviewing activities of the entire production chain (including suppliers and customers);
- transition from local learning models to global models [4–6].

Taking into account the above, we see that the primary task of any organization should be regular development (training) and professional development of its employees, which will ensure its constant efficiency and long-term success.

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