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STRATEGIC COMPETENCE MANAGEMENT AS A BASIC COMPONENT OF ENTERPRISE DEVELOPMENT IN THE CONDITIONS OF TRANSFORMATIONS

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In the conditions of global transformations of the world economy, the most important factor in ensuring the competitiveness of a modern enterprise is not natural and financial resources, but human resources, that is, personnel and their competencies. Personnel is one of the most important resources of railway transport enterprises, necessary for the achievement of all their goals and objectives. Every enterprise has a personnel management system or a personnel system in one form or another, but currently there is a need to update it. In the conditions of an unstable external environment, a new effective personnel management system is needed, which will allow identifying ways to improve personnel potential and create conditions for optimizing the numerical and qualitative composition of employees.

Training should be considered the main source of competency for the enterprise. The relationship between competency management and the function of personnel development as an element of the personnel management system is beyond doubt. To implement the concept of competency management based on the personnel management system, the key functions of the system are the functions of personnel development, evaluation, motivation of labor activity and regulation of social and psychological processes. The formation of competency in the process of developing personnel competencies occurs both as a result of attracting competent employees and as a result of organizational training. For the formation of a continuous system of training and development of personnel at railway transport enterprises, it is necessary to work on the transformation of organizational culture, the creation of the so-called culture of knowledge, as well as the formation of an effective system of strategic management. The main goals of strategic knowledge management at enterprises should be defined as: development of personnel competencies focused on the implementation of strategic tasks of the railway industry; creation of a complex integrated information environment that ensures the improvement of the quality of business processes of railway transport enterprises; implementation of effective interaction between railway transport enterprises and interested parties to improve the image of the railway industry, etc.

Key words: *strategic management, competencies, enterprise, concept, transformations.*

СТРАТЕГІЧНЕ УПРАВЛІННЯ КОМПЕТЕНЦІЯМИ ЯК БАЗОВА СКЛАДОВА РОЗВИТКУ ПІДПРИЄМСТВА В УМОВАХ ТРАНСФОРМАЦІЙ

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В статті доведено, що в умовах цифрових глобальних трансформацій світової економіки управління компетенціями персоналу є основою для забезпечення конкурентоспроможності вітчизняного підприємства. Головним управлінським інструментом стає стратегічний менеджмент. Запропоновано теоретичний підхід до управління компетенціями персоналу підприємств залізничного транспорту, який ґрунтується на побудові системи кореляційних зв'язків між компетенціями персоналу стратегічних одиниць бізнесу, загальнокорпоративними орієнтирами розвитку головної компанії, а також пріоритетами та потребами стейкхолдерів

Ключові слова: *стратегічне управління, компетенції, підприємство, персонал, концепція, трансформації.*

Statement of the problem. The beginning of the new millennium is marked by the entry of human society into such a phase of its development, when competency becomes the main source of competitive advantages of individuals and organizations. Information and the competency developed on its basis make it possible to respond quickly and adequately to changes in the external and internal environment of the organization. Awareness of competency as an economic resource that is vital for the activity of companies is a good reason for including it in the sphere of managerial activity.

Analysis of recent research and publications. The problem of competency generation and management was studied by both foreign and domestic scientists. Among Western scientists in this field of research, we highlight the works of V. Dykan, I. Tokmakova, V. Ovchynnikova, G. Obruch, M. Korin, B. Ostapyuk, V. Babenko, V. Prokhorova [1-9]. In the modern economy, competency really becomes the main driving force of socio-economic development. The generation of new competency acquires the status of a priority strategic activity of the enterprise, which requires additional scientific developments.

Purpose of the article. The purpose of the study is to study the conceptual provisions of competency management and

improve the strategic approach to competency management at enterprises.

Main part. To characterize the existing competency management systems, first of all, it is necessary to define the very concept of "competency". Competency is considered in a broad and narrow sense. Competency in a broad sense - a set of concepts, theoretical constructions and ideas; competency in the narrow sense - data, information. In the competency-based economy, the term "competency" is understood not only as an array of information possessed by specific people, but also as part of a product and service.

First of all, it is necessary to reveal the essence of the concept of "competency" in the context of the concept of competency management, and therefore it is suggested to interpret competency as an object of management, which appears in the form of practical information, which is both a resource and a result in organizational processes, contributes to the growth competitiveness, profitability, adaptability and efficiency of railway transport enterprises.

In contrast to the technological approach, in which competency is considered as accurate information on a given problem, processed with the help of computer technology, today the prevailing approach is

based on the fact that the real bearers of competency are people. The main task of a modern organization is the identification, preservation and effective use of people's competency. In other words, the object of competency management is not so much documents or tables-classifiers as people and the relationships between them, therefore, it is necessary to manage competency, first of all, with the help of human resources management technologies. That is why competency management is becoming an important area of activity for personnel management specialists.

Competency is, first of all, a powerful resource for the development of any system, in particular the production system, therefore the strategic goal of competency management is continuous improvement and sustainable development of the enterprise. In view of the above, the formation of a competency management strategy based on an innovative and safety approach is necessary.

The competency management strategy should be based on a certain idea or model, which represents a set of scientifically based

approaches to one or another object of management. Analysis of the assets of scientists allows us to formulate several different approaches to the formation of competency management models.

Three directions of competency management can be distinguished - "European" considers competency management from the position of its measurement (Karl Sveiby), "American" approach consists in direct "competency management" (Karl Wiig), "Japanese" - focuses on "creation of competency" (Ikujiro Nonaka and Hirotaka Takeuchi).

The Japanese approach is characterized by the four-phase model of competency management SECI, or the "Spiral of Competency", proposed by Japanese researchers I. Nonaka and H. Takeuchi [8], which is a system of competency transfer between four phases - socialization, externalization, combination, internalization - through three levels of social aggregation, namely: individual, group, context (Fig. 1).

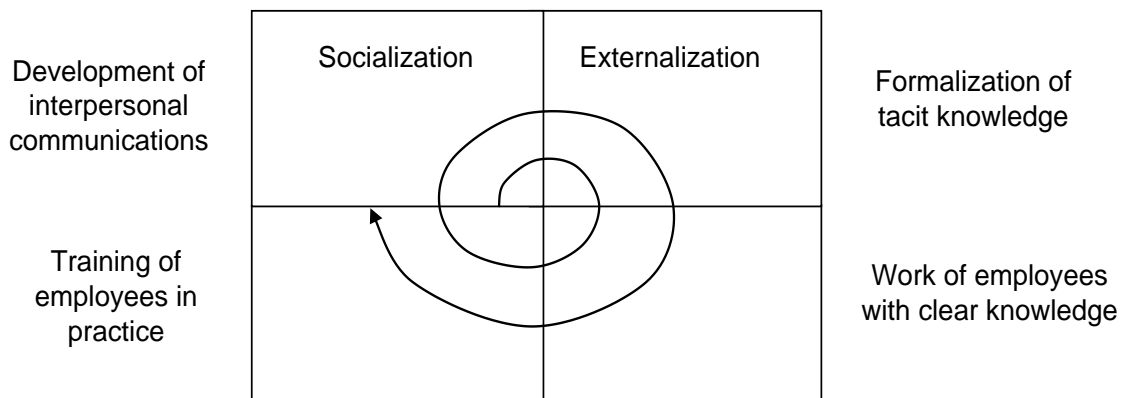


Fig. 1. Spiral of competency [8]

The model presented in fig. 1, represents a spiral movement of competency from an individual to a collective, that is, its distribution from one source to a large mass of users. At the same time, competency goes through the process of transformation from implicit (certain skills, experience) into explicit, that is, specific models, generally accepted concepts and methods are used.

However, the application of this model has certain difficulties due to significant inconsistencies in the organizational structures of domestic and Japanese enterprises, for which the model was developed.

In the representatives of the European approach L. Edvinson, M. Malone [7], competency management models are

presented from the standpoint of the formation of the intellectual capital of enterprises, which represents the interaction of four components: human capital, structural capital, business assets and intellectual property. Such models are purely theoretical in nature, and their practical use is complicated by the difficulty of managing individual business processes.

The American approach, proposed by Wiing K. [9], reveals a model of competency management based on four main principles: creation and application of competency in production technologies and procedures, systematic research of competency, evaluation of competency for each type of business, and active management of competency throughout its life cycle. product and innovation cycle. However, there are a number of limitations that prevent the effective use of this model in practice. In particular, this is the probability of problems arising in the process of competency assessment, assessment methods and procedures, the disputability of their results, on the basis of which, in fact, competency management takes place.

Thus, after analyzing the existing models of competency management, we state that each of the models of competency management requires certain conditions regarding the possibilities of its use. First of all, it is the presence of a stable organizational culture at the enterprise, a favorable moral climate, the initiative of employees, which is actually a prerequisite for the creation of tacit competency, attention to the value of human and intellectual capital on the part of the management, as well as the possibility of accumulating competency for the purpose of their further analysis, use and improvement.

The implementation of leading practices, methods and tools of effective competency management creates a prerequisite for the growth of organizational maturity of the enterprise, the formation of innovative competency-oriented business consciousness of its personnel.

Competency management from the point of view of modern management, first of all, develops special communication routes through which relevant information flows circulate. In this case, the meaning of the term "competency management" will be that the right people will receive only the competency and information they need at the right time to perform the right tasks.

In general, we can conclude that competency management is a combination of individual aspects of personnel management, innovation and communication management, as well as the use of new information technologies in the management of organizations.

The following functions of competency management are distinguished:

- information-technological - operates technologies and technical means for the transmission of information and its storage;

- organizational - determines the necessary structure of the organization for effective implementation of competency management processes;

- communicative or social - considers communications and the environment of human interaction for competency exchange;

- aggregated - based on the synergistic interaction of all the mentioned approaches.

Competency management includes the following components:

- stimulation of competency growth;

- selection and accumulation of significant information from sources external to this organization;

- preservation, classification, transformation, ensuring availability of competency;

- dissemination and exchange of competency, including within the organization;

- use of competency in business processes, in particular when making decisions;

- implementation of competency in products, services, documents, databases and software;

- assessment of competency, measurement and use of intangible assets of the organization;

- protection of competency.

The main principles of competency management should include:

- the principle of scientificity (presupposes the construction of a competency management system based on scientific recommendations, which requires the use of the entire spectrum of modern scientific achievements);

- the principle of system (presupposes accounting for the interaction and interdependence of all components of the competency management system at the enterprise);

- the principle of situationality (presupposes the accounting of the importance of the environment and feedback for the success of the company's activity, making management decisions based on the study of the entire set of situational factors);

- the principle of understanding and using psychological factors (presupposes the creation of conditions for the fullest realization of personal potential

- of each worker and optimization of interpersonal relations in the team);

- the principle of authority and responsibility (consists in the fact that each employee must have sufficient authority to be responsible for the quality performance of work);

- the principle of democratic centralism (presupposes the provision of independence while maintaining coordination functions under the leadership);

- the principle of integration - the effectiveness of competency management depends on the successful integration of qualifications, competency, experience, scientific potential, etc.;

- the principle of development of conditions and opportunities is that it is necessary to create such conditions under which the participants of competency management have all the information, analyze and take into account the

organizational culture, know all the fundamental provisions;

- the principle of ensuring the novelty of competency - competency changes over time, becomes obsolete: competency has a natural life cycle, therefore some elements of competency must be constantly updated;

- the principle of reward for competency - necessary monitoring and analysis of the results of activities related to the creation, application and development of competency;

- the principle of turning competency into action consists in creating new competency and using it for innovative training and scientific projects.

Let's consider the features of the implementation of the outlined concept at one of the largest enterprises of Ukraine - JSC "Ukrzaliznytsia".

The strategic approach to competency management in railway transport is implemented by ensuring the interconnection of competency management with the strategy of JSC "Ukrzaliznytsia" and the needs of external stakeholders. In particular, cause-and-effect relationships between competency and the needs of external stakeholders are established, key competency that is necessary for the implementation of the strategy is determined, and a gap in key competency is determined.

Taking into account the above provisions, we will present the author's approach to the formation of the concept of competency management at railway transport enterprises. Subjects of competency management at railway transport enterprises are managers of all links of the management hierarchy. The management object defines the competences of personnel, information resources, information and communication systems and risks of loss of competency of railway transport enterprises. The main goal of competency management should be the formation of the basis for the effective functioning of railway transport in the conditions of the spread of innovative and

informational progress of the neo-industrial society.

The goals of competency management at railway transport enterprises should be determined:

- development of personnel competencies, focused on the implementation of strategic tasks of the railway industry;
- creation of a complex integrated information environment that ensures the improvement of the quality of business processes of railway transport enterprises;
- implementation of effective interaction between railway transport enterprises and interested parties to improve the image of the railway industry;
- formation of a competency subsystem of economic security management at railway transport enterprises.

Conclusion. In modern business conditions, the most significant factor in the competitiveness of railway transport is not natural and financial resources, but human resources, i.e. personnel. Personnel is one of the most important resources of railway transport enterprises, necessary for the achievement of all their goals and objectives. Every enterprise has a personnel management system or a personnel system in one form or another, but currently there is a need to update it. In the conditions of an unstable external environment, a new effective personnel management system is needed, which will allow identifying ways to improve personnel potential and create conditions for optimizing the numerical and qualitative composition of employees.

Training should be considered the main source of competency for the enterprise. The relationship between competency management and the function of personnel development as an element of the personnel management system is beyond doubt. To implement the concept of competency management based on the personnel management system, the key functions of the system are the functions of personnel development, evaluation, motivation of labor activity and regulation of social and

psychological processes. The formation of competency in the process of developing personnel competencies occurs both as a result of attracting competent employees and as a result of organizational training. For the formation of a continuous system of training and development of personnel at railway transport enterprises, it is necessary to work on the transformation of organizational culture, the creation of the so-called culture of competency.

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