SECTION III. INFORMATION TECHNOLOGY

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Model of personnel competencies in the transformation of the agro-industrial complex into a digital economy

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Abstract

The article deals with the influence of the main trends in the formation of information and digital society and economy on the formation of personnel in the agro-industrial complex. In conditions of modern economic development requirements for the workforce is constantly growing, education and learning should be the goal of employees, and identifying structures and incentive mechanisms the main task of scientific research and personnel policy. Thus, the role of competencies in the formation of personnel in the digital model of the economy is becoming increasingly popular and relevant, which entails the need for specialists focused on information as a production resource.

Keywords: competence model, personnel, labor resources, digital economy, agro-industrial complex.

The ongoing modernization of the country's agricultural economy in the context of the transition to a digital economy, and the implementation of the strategy for sustainable development of rural areas of the Russian Federation for the period up to 2030 require the involvement of a qualitatively new type of specialists: competitive, active, creative, sociable, professionally trained, able to make quick decisions not only in standard, but also unplanned production moments. The range of tasks that were solved in the areas of traditional technologies is constantly being reduced. Transformation into a digital economy imposes higher requirements to the quality of professional activities performed [1].

The share of people employed in agriculture, forestry, hunting, fishing and fish farming has been steadily decreasing from year to year. According to Rosstat, in 2005 it was 10.1%, in 2010 - 7.7%, in 2012-7.3%, in 2013-7.0%, in 2014 - 6.7%, in 2015 - 6.7% [2]. There is also a reduction in employment for objective reasons [3]. One of the main ones is the introduction of digital economy technologies into the industry, reducing the share of manual labor, and gradually optimizing production processes [4]. In this situation, businesses need fewer employees. Maintaining labor and social activity is an important aspect of providing the agro-industrial complex and the economy as a whole with labor resources.

In our understanding, competence means the ability to apply the professional knowledge, skills and abilities obtained during training in the environment of the team, while showing their professional readiness. In this case, the activity serves as a criterion for evaluating professional competence. Competence in the agro-industrial complex, in addition to knowledge, "skills, skills, also contains a value-motivational component, which is expressed in the personal attitude of the employee to the subject of his activities and the ability to perform this work in good faith" [5].

The stages of developing a competency model may differ depending on the size of the organization, the area of activity, and the needs of a particular position. To create a successful

model, you need to consider the set of competencies of each employee in accordance with the competencies of the entire organization. Figure 1 shows the stages of developing a competency model in an agribusiness organization.

Figure 1 shows that the entire process of developing a competency model can be divided into four stages: the stage of preparation, research, development, as well as the implementation of this model in practice and the assessment of the success of the actions performed.

Preparation	<ul style="list-style-type: none"> •View the existing practices •Matching the mission, vision, and strategy •Selecting a measurement system
Study	<ul style="list-style-type: none"> •Analysis of work elements •Working with employees in a specific role •Identifying patterns of behavior, skills, and knowledge
Development	<ul style="list-style-type: none"> •Data analysis •Compilation •Statement
Integration	<ul style="list-style-type: none"> •The practice of introducing •Analysis of results •Evaluation of the success

Figure 1. Stages of development of the agribusiness competence model

One of the factors of an organization's success is the correct management of its human resources: it is necessary to recruit, hire, retain and encourage talented employees. The productivity of employees can be positively affected by the availability of timely feedback and support from the Manager, as well as providing all the necessary tools for successful performance [5]. Feedback can be based on goals set for the organization and previously defined competencies – organizational, functional, behavioral, or other types, the choice of which depends on the needs of the organization.

Evaluation and control, as part of the performance of work tasks, can serve as motivation. At the same time, it is important that the employee is well aware of the requirements imposed by the organization for the results of their work. The competency model is used when evaluating staff not only to identify outstanding productivity, but also sets goals that are presented in figure 2.

Figure 2. The goal of the competency model in the evaluation of managerial staff

The competence model influences the opportunities for continuous development and professional growth of employees through the revision of job descriptions, clear definition of goals and expectations from the performance of work. The result of using evaluation and

development programs is a high readiness of employees to support changes in the organization.

Since the employee's professional knowledge and versatile skills to perform the work becomes one of the requirements imposed by the organization, the competence model provokes changes in the current system of remuneration and the use of the so-called knowledge fee. Pay for knowledge is a system of "compensation, in which the value of an employee's salary is determined by the level of their qualifications, demonstrated knowledge and professional skills" [6]. The difference from traditional remuneration systems is that remuneration is not awarded for the potential contribution of an employee of a certain position to the process of implementing the organization's goals, but for the employee's possession of additional skills or knowledge that distinguish him from others as a successful performer. The use of the competency model and fees for knowledge Orient the organization's employees to professional development as a result of acquiring new knowledge and skills, which has a positive impact on the quality of the organization's human resources.

Figure 3. General model of competencies in the agro-industrial complex organization

In addition to the strategy in the field of personnel evaluation, the agribusiness organization has developed an adjusted strategy of the organization when implementing and using the model of managerial personnel competencies (Fig.3). the Goal of organizational and individual development is to provide management personnel with systematic development based on evaluation, through which a positive impact on labor productivity and employee commitment is achieved, as well as creating a competitive advantage for the organization.

Thus, the basis for the development of management personnel and the development of critical business competencies are the values of the agro-industrial complex, in turn, determined by the vision and strategy of the organization.

Thus, according to the strategic perspective of assessing the management personnel of the agro-industrial complex organization, it is necessary to "have the required number of loyal personnel who meet the established qualification requirements" [7]. To achieve this strategic goal of the organization, it is necessary to have a tool for evaluating and developing personnel. Such a tool is the agribusiness competence model (Fig.3), which covers the roles of all employees: from ordinary employees to managers. Implementation of the goal using this tool is expressed in the integration of competency model in HR management [7], for example, its use in the preparation of individual development plans for each employee, or the

revision of wages in effect in the organization of agriculture and peculiar to group certain posts.

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