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CERTIFICATION AS A TOOL FOR MANAGING THE ORGANIZATION'S DEVELOPMENT STRATEGY

Properly constructed certification system is effective tool for implementing both HR strategy and strategy of organization as a whole. Appraisal should ensure relationship of mission, strategy, vision, values and correlate individual tasks with goals of organization.

Purpose of this work was to analyze functioning system of attestation of activities of institute's personnel, identify existing problems and find ways to solve them.

Authors studied indicators of provision of enterprise with scientific personnel, qualitative composition of employees, considered indicators of composition of personnel by education, presented indicators of effectiveness of organization's activities and proposed measures to improve personnel policy.

Employee survey was conducted to assess effectiveness of existing certification system and to obtain information about attitude of employees to assessment problem. Survey was conducted on issues of job satisfaction and index of job satisfaction of organization's employees was calculated.

Analysis of currently existing methods of working with personnel is carried out. Issues on improving development of human resources were considered. Modern multi-stage approach to personnel certification procedure is proposed. Methodological provisions of procedure for attestation of managers and employees of Institute have been developed. Subsequently scientific and practical recommendations developed were aimed at improving certification procedure and increasing efficiency of human resources.

Key words: *certification, analysis, assessment, questioning, satisfaction index, performance indicators, personnel management.*

Introduction. The development of an effective strategy for the development of an enterprise requires the coordination of economic, technological, information, structural processes and changes in the life of the organization. The essence of certification is to determine the conformity of the employee to the position held, which provides for its compliance with a certain list of requirements specified when concluding an employment contract.

The object of the study was the personnel of the enterprise, the Eurasian Institute for System Research. The purpose of the study determined the solution of the following tasks:

1. to consider the theoretical aspects of personnel certification, its essence and modern approaches. To study traditional and experimental methods of conducting certification;
2. to analyze the existing methods and procedure for certification of personnel at the enterprise - PA "Eurasian Institute for System Research". Identify the role and place of human resource development in the organization's strategy;
3. to conduct a sociological survey, in order to analyze problems that have arisen in work on formation and development of human resources in organization. Identify shortcomings in methods of attestation of employees, improve work of the personnel department in terms of personnel management.

4. to develop scientific and practical recommendations aimed at improving the certification procedure and increasing the efficiency of human resources.

Research methods. When considering modern approaches to certification and increasing the personnel potential of the company's personnel, a set of the following methods of economic research was used: factor analysis, methods of statistical analysis, questionnaire survey and analysis of the information received, content analysis, the method of absolute, relative and average values, index method, expert assessments, comparison and generalization [1].

Research results and discussion. The main purpose of research was to consider attestation as a tool for managing the development strategy of an organization. The efficiency of solving tasks set before certification directly depends on the quality and objectivity in assessing potential of employees, order and technology of its implementation and the correctness of the subsequent procedure, based on the assessments obtained in the attestation process [2].

To analyze the use of human resources in the Eurasian Institute for System Research, we calculated the indicators of the enterprise's scientific staff [3].

Despite the increase in the total number of employees in the organization, the number of leading and senior researchers decreased by 16.7% in 2018 and 2019 compared to 2017, and the number of junior researchers increased by 48%.

Along with quantitative changes, the scientific organization is also distinguished by qualitative changes that occur as a result of the transfer of workers from one category to another. It should be noted that in the Eurasian Institute for System Research, more than 80% of the staff with academic degrees of candidates of sciences, doctors of PhD, who have worked in a scientific institution for more than 5 years. Therefore, the analysis of the use of labor did not reveal significant qualitative changes.

From the analysis of the indicators of the movement of workers of the Eurasian Institute for System Research, it can be seen that in 2017 the number of laid-off workers exceeded the number of hired ones. The employee turnover rate was almost 16% of the average number of employees. Thanks to change in the personnel policy in organization, by 2018 it was possible to significantly reduce the turnover of personnel, and already this year it was 7.8%, and in 2019 - 6.3%.

An analysis of the characteristics of the qualitative composition of workers shows that the largest share in the structure of workers is occupied by persons with a total experience of up to 10 years. The share of these categories of workers was 75.4% in 2017; in 2018 80.9%; in 2019 - also 80.9%. The share of employees with over 20 years of work experience averaged 4.7% over the past three years. All this positively characterizes the qualitative composition of the Institute's employees.

Analyzing the indicators of the personnel composition of the Eurasian Institute for System Research by the educational level, it can be stated that the level of education in the organization is growing. So, if in 2017 the share of postgraduates and doctoral students was 43.85%, then in 2018 and 2019 it was already 49.2%. More than 80% of respondents have higher education, which indicates a high level of education and confirms the ability of respondents to competently answer the questions posed in the questionnaires.

Analyzing the indicators of the personnel composition of the Eurasian Institute for System Research by educational level, it can be stated that the level of education in organization is growing. So, if in 2017 the share of postgraduates and doctoral students was 43.85%, then in 2018 and 2019 it was already 49.2%. In general, the educational level and qualifications correspond to the job requirements of a research organization. More than 80% of respondents have higher education, which indicates a high level of education and confirms ability of respondents to competently answer the questions posed in questionnaires.

In order to trace the dynamics of labor efficiency at the enterprise, indicators have been calculated that characterize ratio of the level of labor productivity and wages. The calculated indicators confirm that, in general, personnel labor is used ineffectively. For five years, average annual growth rate of labor productivity was 1.27, and the average annual wage growth rate is 1.29. At the same time, the coefficient of advancing on average for five years was $(1.27: 1.29 = 0.98 = 98\%)$.

Based on the analysis of the use of scientific personnel, it can be concluded that the enterprise is sufficiently provided with highly qualified scientific personnel, with an average age of up to 40 years, an average work experience of 10 years and a level of graduation of 49.2%. However, there is a certain staff turnover in the organization, which is caused by a lack of incentives and low motivation to work.

Employee satisfaction with their jobs is an important factor. Therefore, for a deeper characterization of the use of the personnel of the Eurasian Institute for System Research, a survey of personnel was carried out on the issues of job satisfaction in this organization, and the index of job satisfaction of the organization's employees was calculated [4].

To do this, we have developed a questionnaire with specific questions grouped into 6 blocks. Each block contains 3 of the most significant, in our opinion, questions. Each question was rated on a seven-point scale. Satisfaction indices for each group are calculated as the arithmetic mean of the indices based on each factor. All calculated data are summarized in table 1.

Table 1 – Indices of job satisfaction of employees of the Eurasian Institute for System Research, by groups of factors

Factors (X)	Satisfaction indices
1	2
I. Company strategy: (average group index)	13,95
1. The organization is a leader in research and service delivery	15,2
2. The management of the company is doing what it says	8,55
3. I understand and accept the company's strategy	18,1
II. Corporate culture (average group index):	36,0
1. High quality of services provided and work performed is the company's priority	58,5
2. Our company welcomes initiative	28,7
3. The presence in the company of a system of values and traditions supported by the majority of its employees	21,0

1	2
III. Pay and incentives (average group index):	16,7
1. Stable pay	25,0
2. The possibility of material reward and social package	17,5
3. Opportunity for an employee to influence the amount of remuneration received through benefits and incentives	7,6
IV. Working conditions (average group index):	21,6
1. Convenient schedule	36,8
2. Stability in operation	0,5
3. Lack of frequent organizational and personnel changes	27,4
V. Career and training (average group index):	10,4
1 Opportunity for continuous learning, scientific internships	7,0
2. The ability to move up the career ladder based on periodic certification	5,2
3. Professional growth prospects	19,0
VI. Interaction with management (average group index):	16,5
1. Complete understanding	12,8
2 Show management interest in proposed innovations and ideas	35,1
3. Manifestation of recognition, encouragement from management	1,7
GENERAL SATISFACTION INDEX	19,9
<i>Note.</i> Compiled by the authors based on sociological research [4]	

The lowest index of 0.5 in the “working conditions” block has the “work stability” factor, which is of great importance in the satisfaction of workers with their work. The manifestation of recognition and encouragement from the management is an index of 1.7. In the block “career and training” - parameters - the possibility of career advancement on the basis of periodic certification is 5.2. Thus, in the organization under consideration, the overall index of satisfaction with the work of research workers was 19.9%. The normal (using a 7-point scale) is considered to be a satisfaction index of 35%. In this regard, groups of factors with the lowest values are subject to additional analysis.

In the course of the analysis, the need to develop a modern methodology for personnel certification was identified. Since the main problems of the passed attestations is the subjectivity of managers, in order to avoid this, the number of criteria was reduced and the main sources of their information were identified.

Along with the traditional methods of attestation we proposed to assess the business and personal qualities of the attested, to apply the experimental method - the “360-degree method” [5]. This method will avoid subjectivity in the assessment. It took a lot of preparatory work to conduct a qualitative assessment using the 360-degree method. The method was implemented through the use of questionnaires. The questionnaires were compiled to assess business and personal qualities, depending on goals and tasks to be solved. The questionnaire was carried out both in quantitative (point) and in qualitative assessment. When a certified

employee recruits 70 points and above, he gets a promotion, if 85 points and above are recruited, the applicant is included in the personnel reserve.

The experience of conducting appraisal activities shows that the optimal model of appraisal procedures for the activities of a leader and the formation of a group of a reserve of management personnel is a three-stage model for collecting information about personalities of managers. This technology makes it possible to find out how manager owns the situation in a specific professional sector of the problems and prospects of the enterprise, and to obtain information on how well he owns the professional knowledge necessary in his work [6].

The previous management appraisal system had a multi-purpose focus. The proposed certification procedure is more unified and simplified; contains a specification of object of attestation and more modern attestation methods. [7].

As a result of the study, scientific and practical recommendations were developed aimed at improving the certification procedure and increasing the efficiency of human resources:

1. in order to increase the objectivity of the personnel assessment and ensure the reliability of the results of this assessment, the “circular assessment” method was used during the certification, as well as the employee’s self-assessment in the results of his work;

2. to increase the validity and objectivity of decisions made by the manager based on the certification results, an addition to the normatively established assessments was introduced: - “exceeds the requirements for the position held”;

3. to ensure the relationship between the results of certification of workers and the system of their incentives, to increase their motivation to work, it is proposed to use a system of grades (classes, ranks);

4. a modern multi-stage approach to the personnel certification procedure has been proposed and methodological provisions have been developed for the certification procedure for department heads.

Thus, the practical implementation of the proposed proposals and recommendations for the certification has made it possible to increase the efficiency of the personnel potential of the enterprise and make its work more meaningful and meaningful.

Conclusions. Based on the study, the following conclusions and conclusions can be drawn:

1. Certification should be considered as a tool for managing the development strategy of an organization, since a competently conducted certification allows you to reasonably form a talent pool for promotion, an individualized approach to improving the qualifications of personnel, etc.

2. An analysis of the current legislation on certification showed that many normative acts on certification to a greater extent do not reflect the realities of the current state of the economy, since the constantly changing external environment requires a change in approaches to it.

3. An analysis of the use of human resources revealed that the index of satisfaction with the work of research workers is 19.9%. The normal (when using a 7-point scale) is a satisfaction index of 35%. The analysis of employee satisfaction showed that the main reasons for dissatisfaction with work, which have low indices. The organization’s management needs to take measures in the direction of resolving the causes of employee dissatisfaction.

4. In the course of the study, when studying modern methods and technologies for attestation of employees of organizations, the practice of attestation and assessment of personnel, the authors concluded that the assessment of personnel is a rather difficult methodological and organizational work. None of the methods of personnel certification used is universal, complex. The choice of certification methods for each specific organization is a unique task that can only be solved by the management of the organization itself.

5. The effectiveness of solving the tasks set for certification directly depends on the quality and objectivity of the assessment of the potential capabilities of employees, the procedure and technology for its implementation, and the correctness of the subsequent procedure based on the estimates obtained in the certification process. Our proposed algorithm for the certification of research workers makes it possible to obtain more accurate information about them, thanks to the development of the required number of criteria, delegation of authority and the use of modern certification methods.

6. Improving procedure for attestation of executives, which is quite flexible and adaptable to conditions of the analyzed organization, will increase motivation of employees and the efficiency of using personnel potential of enterprise.

7. The novelty of the work is determined by the fact that an attempt has been made to systematize modern approaches to certification and increase the personnel potential of personnel and to show the relationship of these issues with the management of the development strategy of the organization. For this, we analyzed the currently existing methods of working with personnel. Based on this, new principles and approaches to training, development of human resources have been developed. Both new forms of work with personnel and revised existing processes are proposed. Issues on improving the development of human resources were considered. A modern multi-stage approach to the personnel certification procedure is proposed. The methodological provisions of the procedure for attestation of managers and measures to improve the personnel policy of the enterprise with the calculation of the economic effect of these measures have been developed.

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ҰЙЫМДЫ ДАМУЫ СТРАТЕГИЯСЫН БАСҚАРУ ҚҰРАЛЫ РЕТІНДЕГІ АТТЕСТАЦИЯ

Дұрыс құрылған сертификаттау жүйесі HR стратегиясын және жалпы ұйымның стратегиясын жүзеге асырудың тиімді құралы болып табылады. Бағалау миссияның, стратегияның, көзқарастың, құндылықтардың байланысын қамтамасыз етуі және жеке міндеттерді ұйымның мақсаттарымен байланыстыруы керек.

Бұл жұмыстың мақсаты институт персоналын аттестаттаудың жұмыс істейтін жүйесін талдау, бар проблемаларды анықтау және оларды шешу жолдарын табу болды.

Авторлар кәсіпорынды ғылыми кадрлармен қамтамасыз ету көрсеткіштерін, қызметкерлердің сапалық құрамын, білім деңгейі бойынша кадрлар құрамының көрсеткіштерін зерттеп, ұйым қызметінің тиімділік көрсеткіштерін ұсынды.

Қолданыстағы сертификаттау жүйесінің тиімділігін бағалау, қызметкерлердің бағалау проблемасына қатынасы туралы ақпарат алу мақсатында қызметкерлерге сауалнама жүргізілді. Институттағы жұмысқа қанағаттану мәселелері бойынша сауалнама жүргізілді, ұйым қызметкерлерінің жұмысына қанағаттану индексі есептелінді.

Кадрлармен жұмыс жасаудың қазіргі кездегі қолданыстағы әдістерін талдау. Адам ресурстарды дамытуды жетілдіру мәселелері қаралды. Персоналды сертификаттау рәсіміне заманауи көп сатылы тәсіл ұсынылады. Институт басшылары мен қызметкерлерін аттестаттау рәсімінің әдістемелік ережелері әзірленді. Зерттеу нәтижесінде сертификаттау процедурасын жетілдіруге және адам ресурстарының тиімділігін арттыруға бағытталған ғылыми және тәжірибелік ұсыныстар жасалды.

Түйінді сөздер: сертификаттау, талдау, бағалау, сұрақ қою, қанағаттану индексі, қызмет көрсеткіштері, персоналды басқару.

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АТТЕСТАЦИЯ КАК ИНСТРУМЕНТ УПРАВЛЕНИЯ СТРАТЕГИЕЙ РАЗВИТИЯ ОРГАНИЗАЦИИ

Правильно построенная система аттестации - это эффективный инструмент реализации как стратегии управления персоналом, так и стратегии организации в целом. Аттестация должна обеспечивать взаимосвязь миссии, стратегии, видения, ценностей и соотносить индивидуальные задачи с целями организации.

Целью данной работы явилось проведение анализа функционирующей системы аттестации деятельности персонала института, выявление существующих проблем и поиск путей их решения.

Авторами изучены показатели обеспеченности предприятия научными кадрами, качественный состав работников, показатели состава персонала по образовательному уровню, представлены показатели эффективности деятельности организации.

С целью оценки эффективности существующей системы аттестации, получения информации об отношении работников к проблеме оценки, был проведен опрос сотрудников. Проведено анкетирование по вопросам удовлетворенности работой в институте, проведен расчет индекса удовлетворенности трудом работников организации.

Проведен анализ существующих в настоящий момент методов работы с персоналом. Рассмотрены вопросы по совершенствованию развития кадрового потенциала. Предложен современный многоэтапный подход к процедуре аттестации персонала. Разработаны методические положения процедуры аттестации руководителей и сотрудников института. В результате исследования были разработаны научно-практические рекомендации, направленные на улучшение процедуры аттестации и повышение эффективности кадрового потенциала.

Ключевые слова: аттестация, анализ, оценка, анкетирование, индекс удовлетворенности, показатели эффективности, управление персоналом.