



# Al-Farabi University



- **Introduction to Human Resources management**
- **Strategy and policy of human resource management**
- **Competency-Based Approach in HRM**
- **Department of Management**
- **Course " Human Resources management**
- **Professor Adambekova A.A.**

# Introduction to HRM

01 | Modern approaches to HRM

02 | Terms and concepts in the field of HRM

03 | Human capital

# Modern approaches to HRM

What influenced the strengthening of the role of the human factor:

- 01
  - Changes in the field of production that require changes in the qualifications of the workforce
  - Structural changes in the economy
- 02
  - Changing nature and structure of the workforce:
    - Slowing down the growth rate of the number of labor resources
    - Reduction in the number of able-bodied people under the age of 35 and an increase in the proportion of the age group from 35 to 54 years and older
    - Women are more actively mastering purely male professions
- 03
  - Change in the organizational structure of management
  - The development of computer networks has changed the nature of managerial work, making it more informative and productive.
- 04
  - Rapid obsolescence of knowledge, and as a result, the need for their constant updating

# Modern approaches to HRM

**A rigorous approach to human resource management** is based on the quantitative, measurement and strategic aspects of personnel management and is carried out by methods that contribute to the creation of additional value and the formation of a competitive advantage of the company.

**A flexible approach to human resource management** is rooted in the school of human relations based on communication, motivation and leadership



## Terms and concepts in the field of HRM

**Human resources** is a concept that reflects the main wealth of any society, the prosperity of which is possible when conditions are created for the reproduction, development and use of this resource, taking into account the interests of each person.

**Labor resources are** the main productive force of society, the carriers (subjects) of relations that develop in the process of formation, distribution and use of labor resources constitute the able-bodied population. The most important qualitative characteristic of labor resources is the ability to work.

**Personnel** - a team of employees or a set of persons performing labor functions on the basis of an employment contract.

# Terms and concepts in the field of HRM

## **1. Human resource management**

The main tasks are the development, justification, adoption and implementation of policies and recommendations in the field of labor resource management, as well as social and labor relations

## **2. Personnel management**

The theory of bureaucratic organizations, when a person was considered through a formal role - a position, and management was carried out through command and administrative mechanisms (principles, methods, powers, functions)

## **3. Human resource management**

A person began to be considered not as a position (an element of the organizational structure of management), but as a non-renewable resource - an element of social organization in the unity of three main components (labor function, social relations, employee status).

## **4. Human management**

# Terms and concepts in the field of HRM

**The Harvard model (or the 4C model)** is based on an assessment in four areas:

**Corporate loyalty** - employees' loyalty to the organization, personal motivation and attachment to their work

**Competence** - the level of qualification of employees, their professional skills, the need for their training and retraining and the potential to perform work at a higher level

**Team Consistency**- Leadership and company employees share a vision of the organization's goals and work collaboratively to achieve them

**Corporate** cost effectiveness

# Terms and concepts in the field of HRM

## Aspects of human management

**Philosophy of HR** describing the general values and guiding principles that managers have.

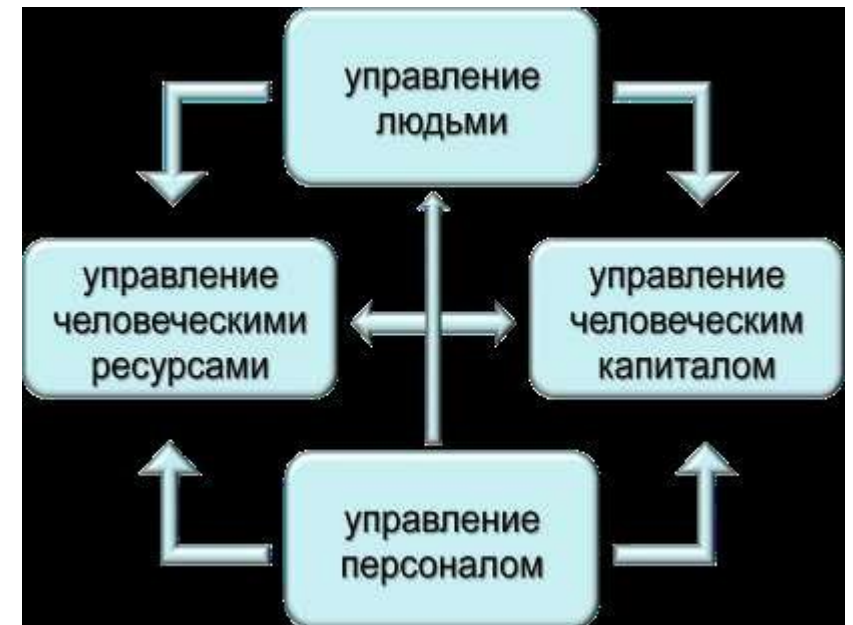
**HR strategy** that defines the direction in which HR will take action.

**A HR policy**, which is a directive on how these principles, values and strategies should be applied and put into practice in specific areas of HRM.

**HR processes**, consisting of the formal procedures and methods used to implement HR strategic plans and HR policies.

**HR practice**, which includes informal approaches used by managers.

**HR programs** that enable systematic implementation of HR strategies, policies and practices.



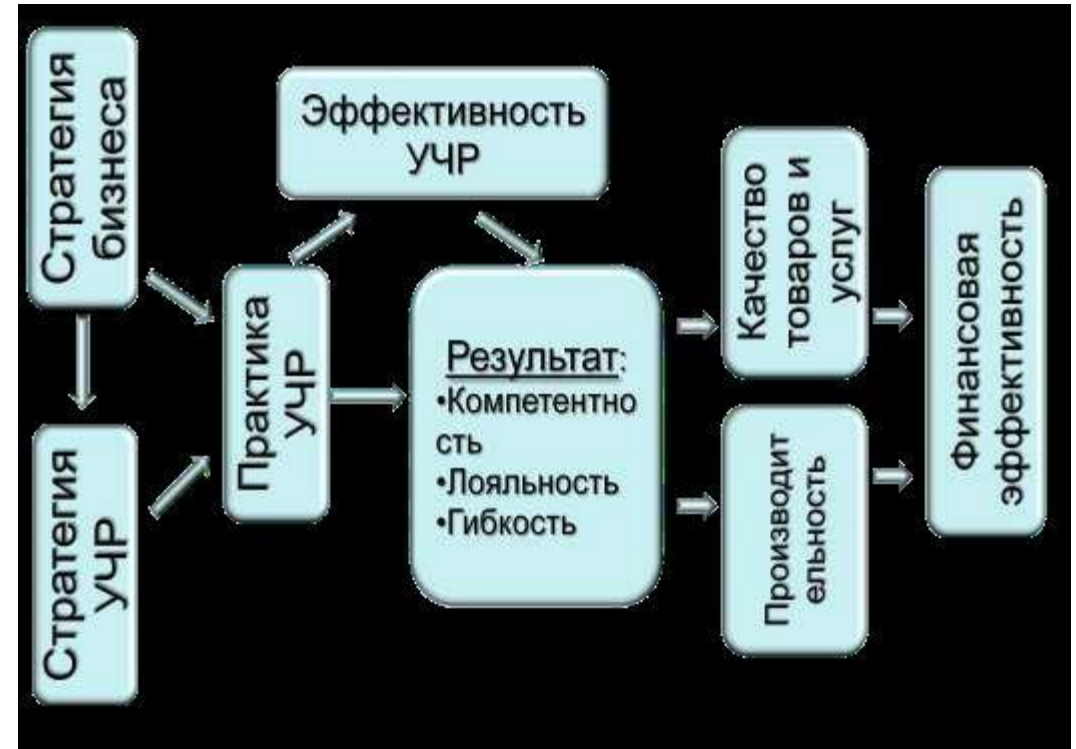


# Terms and concepts in the field of HRM

The main task of human resource management is to develop the potential of employees in accordance with the goals of the enterprise and society and its effective use.

*HRM - key questions:*

- Find competent, motivated candidates for a specific job*
- Ensure the efficiency of competent employees*
- Retain competent employees*



# Terms and concepts in the field of HRM

**Q: Who manages the staff?**

*Answer options:*

*CEO*

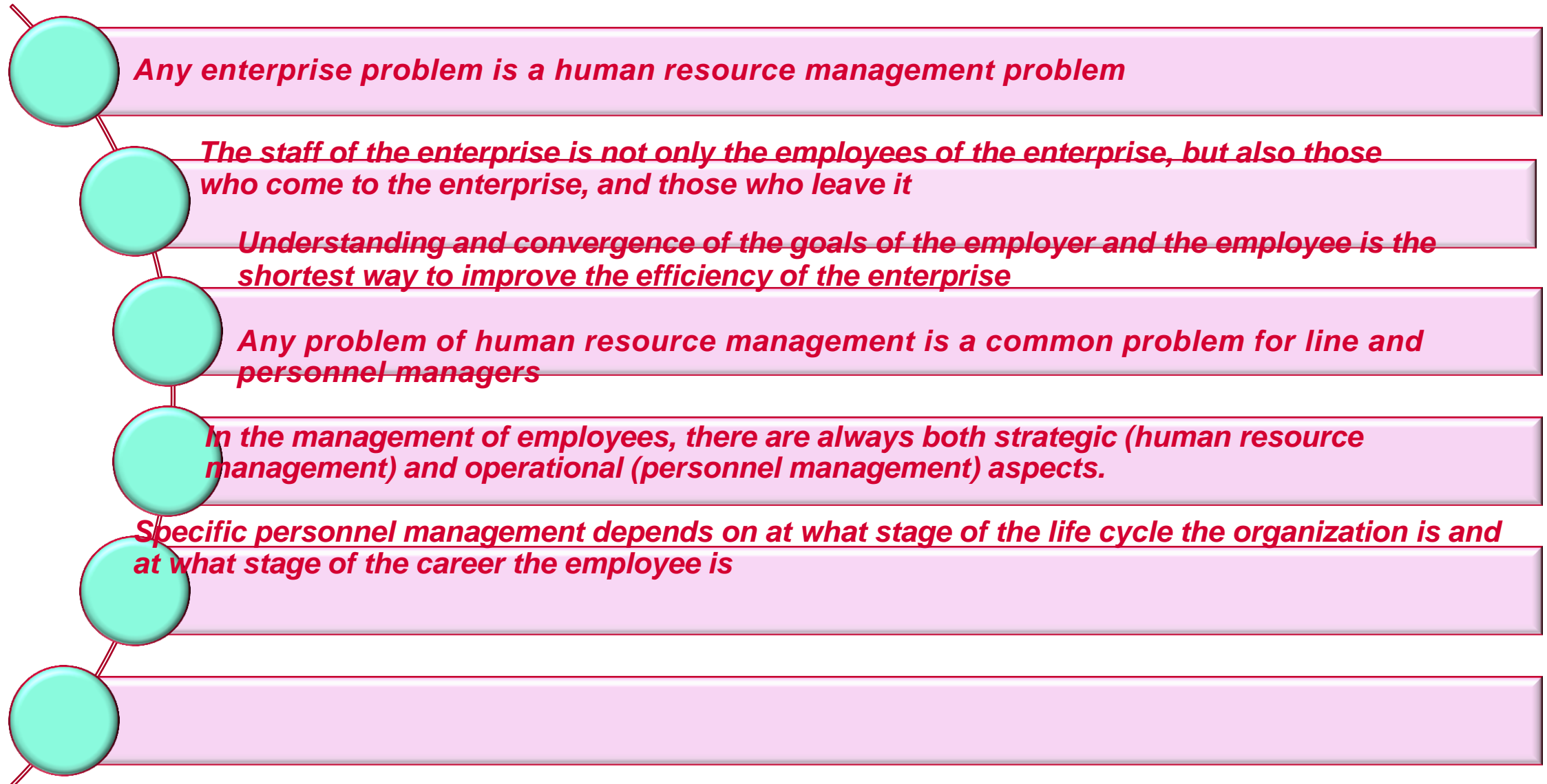
*Personnel Service*

*Direct supervisor*

*Nobody*

Functions	Direct supervisor	HRM Service
Recruitment	20%	80%
Staff adaptation	80%	20%
Personel assessment	50%	50%
Training and development	50%	50%
Motivation	30%	70%

# Terms and concepts in the field of HRM



# Human capital

If we combine the concept of "**capital**" with the meaning of the word "**person**", then we can confidently say that we are talking about the value of personal and professional qualities:

- Knowledge
- Experience
- Intelligence

## Components of human capital

A person's inner beliefs, as well as his hobbies and desire to develop

Accumulated experience and knowledge at a specific time

Individual qualities of a person



# Human capital

***Human capital = Hard skills + Soft skills***

Hard skills—technical knowledge and skills related to the performance of certain job functions



# Human capital

**Soft skills** are not related to a specific profession, but they help to do their job well and are important for a career

Conventionally, all soft skills can be divided into several groups:

**Communication skills.**

**Self-organization skills.**

**Creative skills.**

**Ability to work with information.**

**Stress resistance.**

## Треугольник развития.



# Principles of the modern concept of HRM

- *Recognition of human resources*
- *Focus on a strategic approach to personnel management*
- *The principle of investment*
- *Self-government and democratization*
- *Development principle*
- *Principle of quality of working life*
- *The principle of professionalization of management*
- *The principle of innovation*



# Strategy and policy of human resource management

**01** | Human Resource  
Management Strategy

**02** | Principles of Human  
Resource Management

**03** | Human Resource  
Management Policy



## Strategy and policy of human resource management

**Strategic personnel management** of an organization is the management of the formation of a competitive labor potential of an organization

- taking into account the ongoing and upcoming changes in its external and internal environment, allowing the organization to survive, develop and achieve its goals in the long term.

- **The essence of strategic personnel management** in response to the following questions:

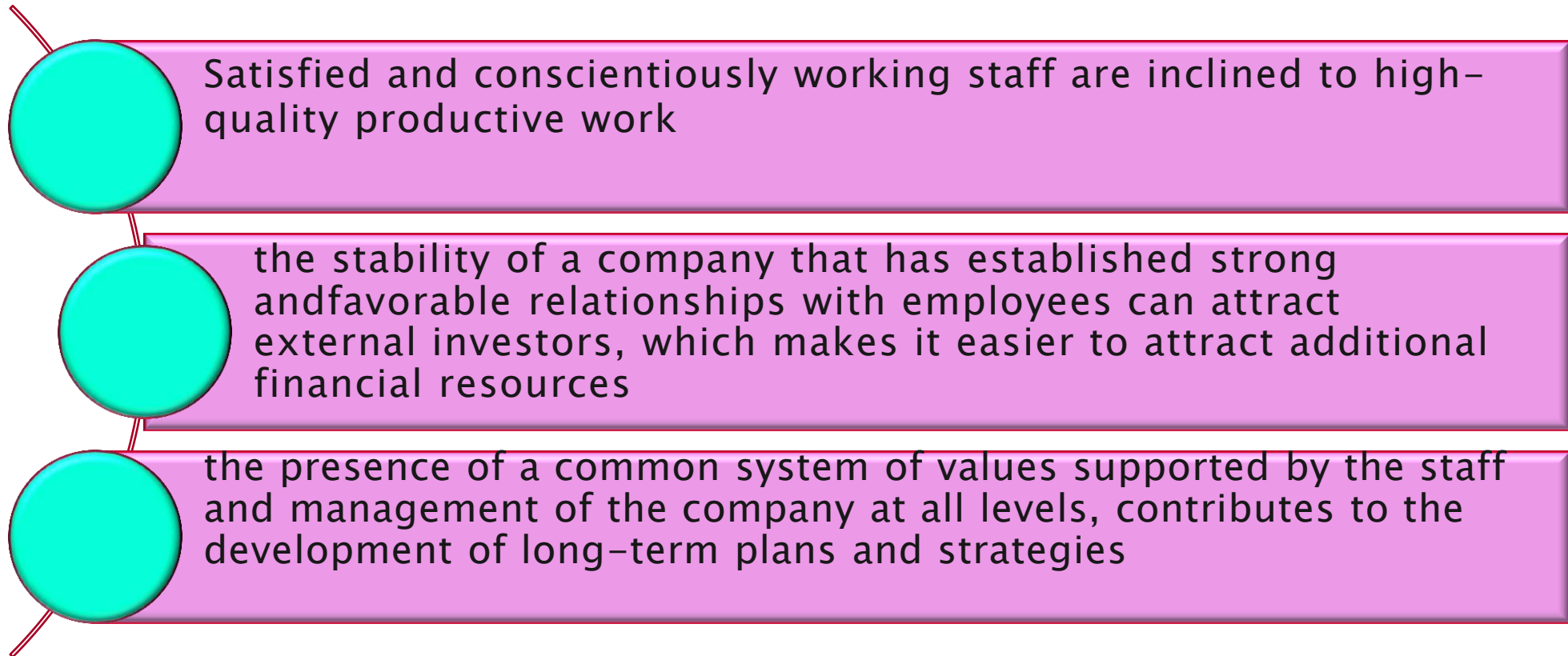
- Where is the organization and its staff located now?

- In what direction should personnel develop in accordance with the organization's development strategy?

- What needs to be done to make staff able to meet the new challenges of the enterprise?

## Strategy and policy of human resource management

The ability of an organization to produce goods and services needed by a customer – is the result of the behavior of all its members, the behavior of top-level managers planning strategy and organization; the behavior of middle-level managers who coordinate and manage human and other resources; the behavior of grass-roots managers, foremen and employees.



# Strategy and policy of human resource management



## Directions of human resource management strategy



reduction in the share of wages in the total costs of production and sale of goods




- the inextricable link between the HRM strategy and the main strategy of the company




- continuous investment in human resources for their professional growth



- organizational culture development



- introduction of HRM methods that correspond to the mentality of employees



- continuous improvement of personnel strategy and policy



- individual approach to the most talented employees

# Human Resource Management Strategy

The mission of the organization formulates the thesis about who will be the client of the organization, what needs of the organization's clients will be satisfied

The mission of the human resource management strategy is to provide the organization with the necessary number of personnel of the necessary professional, qualification structure.

A clear mission statement predetermines such serious indicators of personnel management as the competencies needed by the staff, ideas and values around which the organization's staff will rally, as well as the internal organizational culture

## Human Resource Management Strategy

Specific recruitment planning should not be based only on the mission, so goal setting plays an important role. The clarity and specificity of the goal-setting system determine the strict direction of the long-term policy of the organization. Its goals and objectives form the strategy of marketing, production, sales of products, personnel.

Analysis of the external environment in relation to human resources will consist in collecting information about the state of the human resources market

An analysis of the internal environment will determine the required number of personnel, their professional and qualification composition in accordance with production volumes

# Human Resource Management Policy

**The personnel policy of an organization** is the general direction of work with personnel, reflecting a set of principles, methods, a set of rules and norms in the field of work with personnel, which must be understood and formulated in a certain way.

**The purpose of the personnel policy** is to ensure an optimal balance between the processes of updating and maintaining the number and quality of personnel in accordance with the needs of the organization itself



# Human Resource Management Policy

The reasonableness of the human resource management policy presupposes clear answers to the following questions:

- ✓ 1. What kind of employees do our company need? Are the personnel requirements determined by the personal preferences of the management or the specifics of business goals?
- ✓ 2. How do we attract these workers, retain them and use their forces productively?
- ✓ 3. Which systems will support/provide this?
- ✓ 4. How much will it cost?
- ✓ 5. How will this affect the profitability of the business and the reputation of the company?



# Human Resource Management Policy

Since the improvement of human resource management policy involves its evaluation, the most important criteria for its effectiveness should be noted.

## Creation of human capital



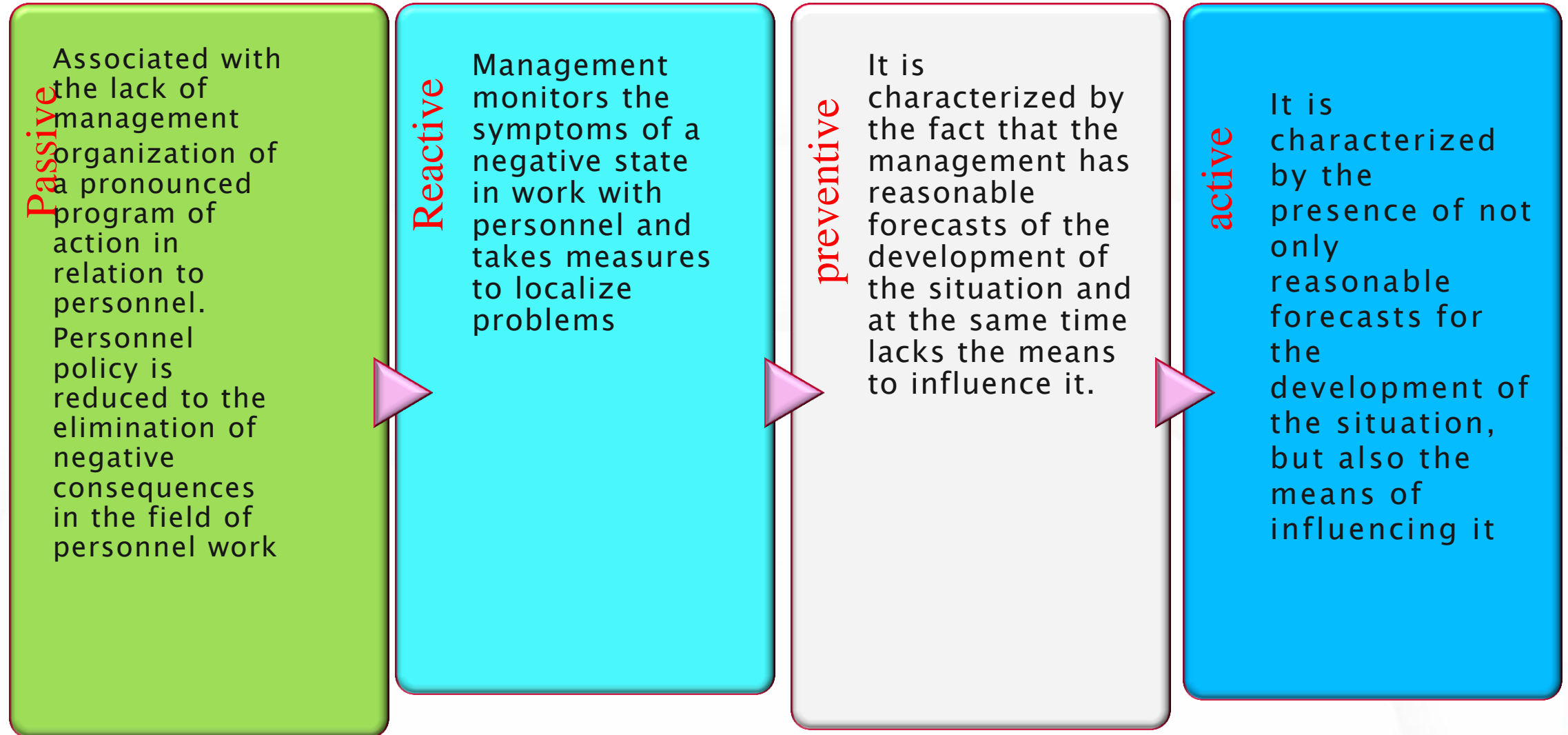
# Human Resource Management Policy

The formation and development of personnel policy is influenced by external and internal factors



# Human Resource Management Policy

## Types of personnel policy of the organization



# Competency-Based Approach in HRM

**01** | Concepts –  
competency and  
competence

**02** | The essence of the  
competency-based  
approach

**03** | Competency  
Models.

## Basic concepts

**Competency** is based on the acquired skills, knowledge and experience that provide the ability to perform a given task or carry out a specific activity.

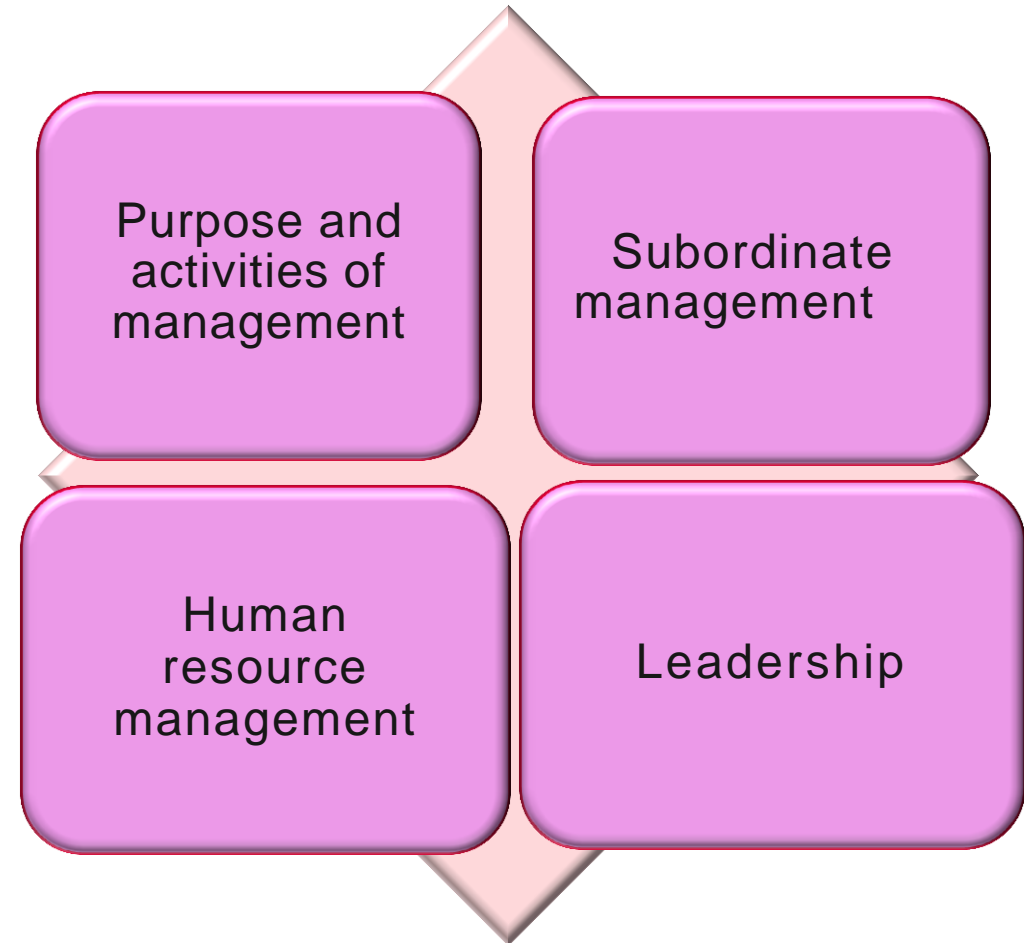
**Competence** - is based on the competence previously formed as a result of training or acquired experience and represents the properties of a particular person, as well as his ability to perform the above tasks or activities.



## Basic concepts

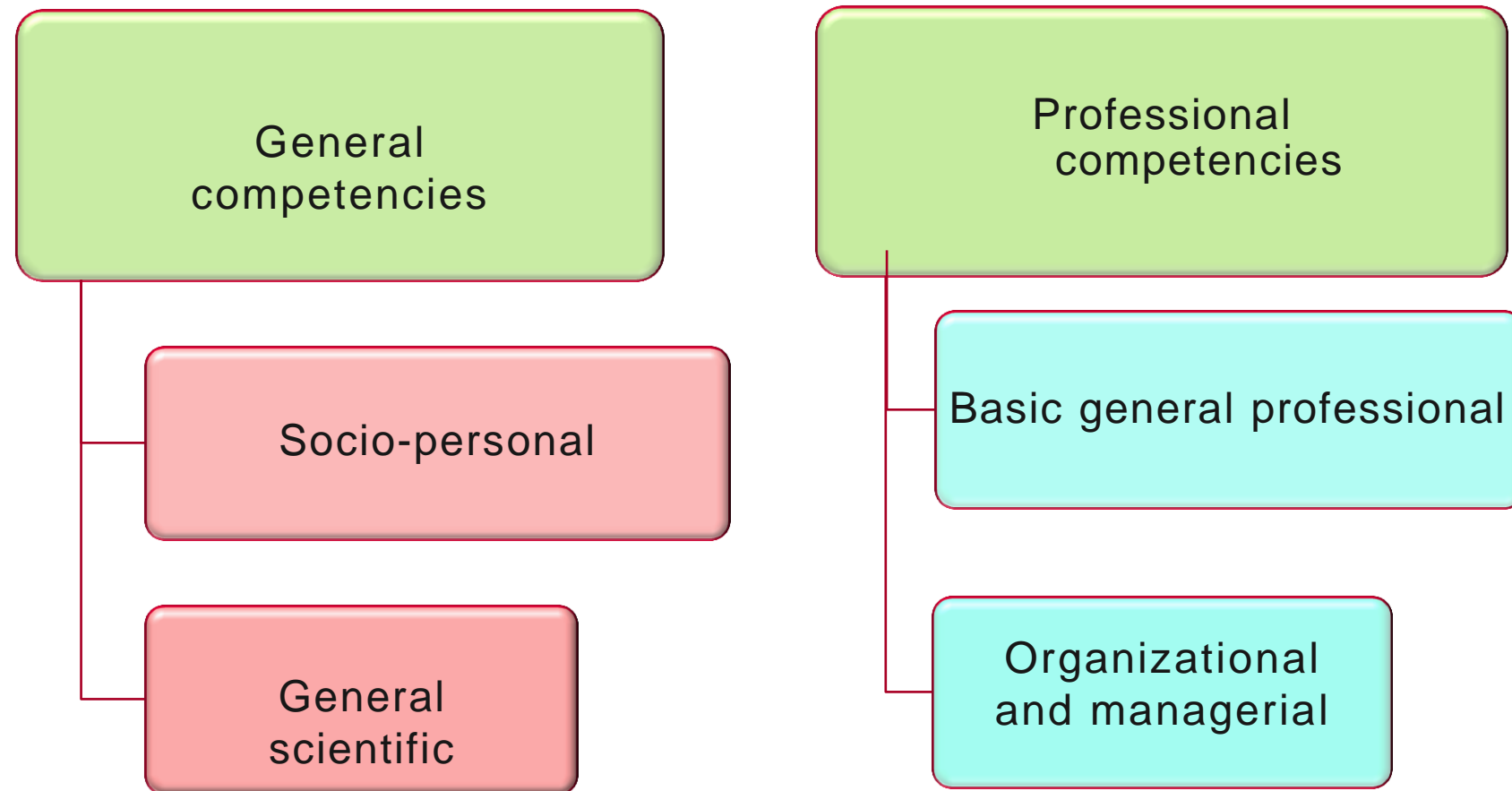
As part of the competency-based approach in HRM, R. Boyatzis defined competence as: "The ability of a person to behave in a way that meets the requirements of working in a certain organizational environment, which, in turn, is the reason for achieving the desired result».

He identified the following "groups" of competence:



## The essence of the competency-based approach

The competencies required by a specialist can be divided into two main groups: **general** (universal, key, “over-professional”) and **professional** (subject-specialized).



# The essence of the competency-based approach

## ***American approach.***

**Competency is** the main characteristic of an employee, having which, he is able to show the right behavior and, as a result, achieve high results in work.

## ***European approach.***

**Competency is** the ability of an employee to act in accordance with the standards adopted in the organization (definition of the minimum standard that must be achieved by the employee).

## ***Practical approach.***

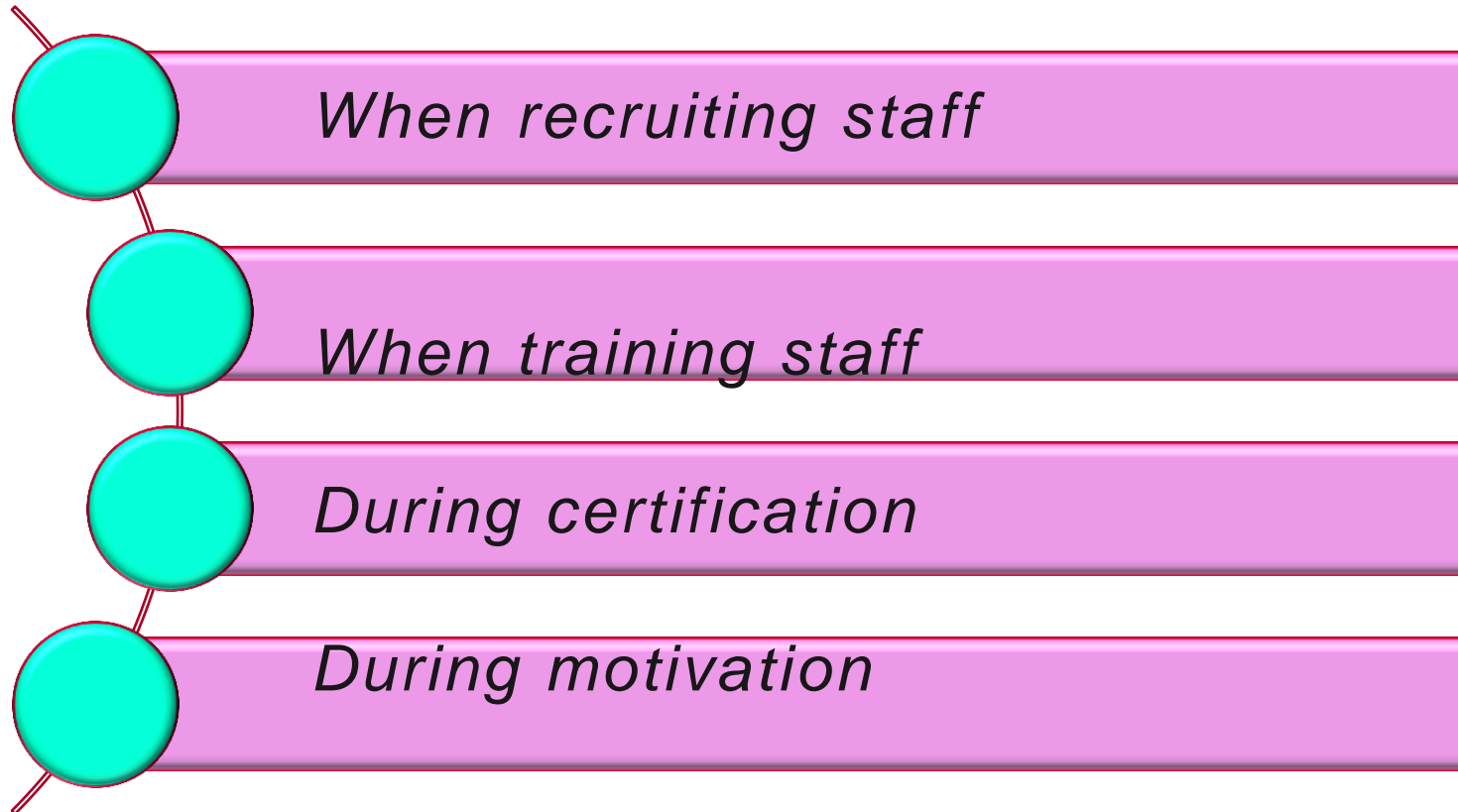
**Competency is** a behavioral characteristic necessary for an employee to successfully perform work functions, reflecting the necessary standards of behavior.

**Competence is** the ability necessary to solve work problems and obtain the necessary work results.



# Competency Models

When does an organization use competency models?



## Competency Models

In addition, **the competency model is complemented by a set of evaluation criteria.**

Score quantitative value of the level	Level name	Meaningful description of the level
3	Exceeds expectations	- achieves success by applying competency to solve particularly complex problems
2	Meets expectations	-successfully applies competency to standard and new work tasks; -all elements of competency are manifested stably and systematically
1	Improvements needed	-successfully uses competency to solve only standard, simple work tasks; -showing competency to solve new problems, achieves only partial success; -elements of competency are unstable, from case to case
0	Does not meet expectations	- does not use competency in his work; - exhibits behavior opposite to that described in the competency

## Competency Profile

**A competency profile** is a list of competencies, a precise definition of the level of their manifestation, related to a particular position.



## Competency Profile

In the business environment, the concept of competency is determined not only by the acquired knowledge, but also by rights and powers.

