

# Formation and Functioning of the Management Personnel Certification System

A Mitrofanova<sup>1</sup>, A Mezhevov<sup>1</sup>, L Anikeeva<sup>1</sup>

<sup>1</sup>State University of Management, Ryazan Avenue, 99, 109542 Moscow, Russian Federation

E-mail: alexamitr@gmail.ru, amegevov@mail.ru, anikguu@yandex.ru

**Abstract.** The article is devoted to the problems of formation and functioning of the management personnel certification system. The relevance of the topic is stipulated by the fact that the present period of the economic development of Russia requires a particularly careful approach to the assessment of the quality of personnel and the ability to manage the work of personnel with maximum quality. So, organizational and methodological aspects of certification of management personnel, with the help of which it is possible to choose employees more carefully and subsequently coordinate the activities of the entire enterprise, become very important. On the basis of the analysis of modern approaches, the authors' definition of management personnel certification was proposed. The structure of the management personnel certification system was formed, which includes such elements as qualification requirements for the employee; educational programmes of professional development made in accordance with the qualification requirements; qualification assessment systems developed in accordance with the educational programme of advanced training and qualification requirements; employee qualification monitoring system and the system of assessment of the certification system.

## 1. Introduction

Today in the Russian economy there is a tendency of transition to the stage, the realization of further economic growth on which becomes impossible without developing the quality of personnel in the country and, accordingly, maximally effective personnel management. To manage personnel at the enterprise effectively means, first of all, to assess the professionalism of workers on the basis of specific standards with the requirements to the level of professionalism that ensures high efficiency and productivity [6, 16].

The abrupt transition of Russia from planned economy to market economy led to the fact that the need for management personnel in terms of growth is now far ahead of the development of the system of personnel training in general and managerial personnel in particular. Today, because of such the imbalance of the problem, the assessment of the professionalism of managers turns out to be particularly relevant. Further improvement in the business environment of key institutions, such as the labour market or the system of organizing business education in general, requires the formation of clear criteria for determining the level of professionalism of management personnel [20].

Taking into consideration the fact that today the value of human factor for enterprises has increased, the problem of high-quality certification of management personnel is of great importance. The country faces the need to increase the significance of personnel management and to strengthen management structural units. The consequence of such changes is the need for continuous professional

development and assessment of the level of training and professionalism of management personnel, which requires constant updating of organizational and methodological aspects in the certification of management personnel [18]. It is stipulated by the need to improve the personnel management system, as well as the professional level of managers, as they are strategically significant and most important factor in increasing the competitiveness of both individual enterprises and the country's economy in general [1, 10, 20].

## **2. Problem statement**

Fundamentally, new tasks and problems directly related to personnel management, in accordance with the requirements of market economy have become significant for many Russian enterprises since the 90s. This happened precisely because of the country's transition from the centralized system that had been developing over many decades in managing of the economy, in general, and individual enterprises, in particular, to the market. The priority problems at this stage are the problems associated with deficiencies in managerial and professional training of managers. The current lack of qualified managerial personnel is explained by the fact that for a long time in our country specialists who dealt with issues of state regulation of labor were being prepared, and personnel management of enterprises was underestimated [7.16].

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The scientific problem that should be solved during the creation of the certification system for management personnel is to identify the contradictions between [4, 15]:

- requirements for high quality of graduate students professional skills stipulated by professional standards; lack of systematic approach to the regulation of such qualities and certification of graduates;
- the need for a quantitative analysis of the degree of managers training and the lack of qualimetric criteria for determining this degree;
- the lack of special methods that could give an accurate assessment of the graduate's competence and the lack of a complex of measuring materials.

The above-mentioned contradictions make it possible to state that at present in the management theory and practice there is an objective problem of the scientific substantiation of the management personnel certification system, approbation of the procedure for assessing the quality of training for compliance with the needs of the labor market [9, 14]. This confirms the theoretical, scientific and practical role of developing the theoretical foundations of management personnel certification. These studies coincide with the ideology of the Concept of the Improvement of Russian Education which main goal is to train a qualified employee of an appropriate level and profile that will be highly competitive in the labor market, possessing certain personal qualities: responsibility, competence, good professional skills and orientation in related fields of activity. Such a person can work effectively, observing all the rules of world standards and constantly develop professionally and socially [21].

## **3. Purpose of the research**

The purpose of the study is to develop theoretical and methodological provisions and practical recommendations on the formation and functioning of the certification system for management personnel, providing the increase in the effectiveness of the organization.

#### **4. Research methods**

The methodological basis of the study was the scientific research of domestic and foreign scientists on personnel certification, the processes of formation and implementation of the certification system for management personnel in the field of strategic decisions to improve the effectiveness of the organization, monographs, materials of scientific conferences, thematic publications in periodicals, reference and information encyclopedic materials, Internet resources, current legislative and regulatory documents of the Russian Federation.

#### **5. Research results**

##### *5.1. The essence of management personnel certification*

In current Russian practice, personnel certification is the process of establishing the compliance of the personnel qualities characteristics (professional competence, level of education) with the requirements of domestic (international) standards. Personnel certification is carried out on the basis of a range of specialties and specializations, otherwise called standards classifier, in the professional educational space, coordinated with the human capabilities and the development of scientific and technological progress, as well as the range of professions and positions in the workplace area, coordinated with the requirements of production and the situation in professional education.

The essence of personnel certification makes it necessary for management personnel to improve the quality of managerial work.

It should be noted that the share of employees who are engaged in managerial work is growing both in our economy and globally. Today, the share of management personnel in the Russian Federation is one third of all those employed, and there is a tendency to growth. The same trends are characteristic to most countries [11].

The managers in modern organizations play a special role, affecting all aspects of the work of the personnel and production in general. Preparing and making decisions, the management staff not only sets goals and objectives for each particular enterprise or company, but also determines the volumes of production, providing economic and organizational, technical and technological, as well as social aspects of the enterprise activities. It is the management staff and the quality of its activities that determines the efficiency of work at the enterprise and its competitiveness in general. [5].

Over the recent decades, not only the contents of management personnel functions have changed, but completely new functions have emerged. At the same time, the independence of enterprises has increased; the regulation from above has disappeared or has been reduced to minimum. In such conditions, the importance and fundamental necessity of managerial labour, the rationality of its organization has increased [3].

Certification of the management personnel of the enterprise is defined as the compliance of the main quality characteristics of the personnel as far as the education and the level of professional competence are concerned with the requirements of domestic or international standards [23].

This definition, rather formal and one-sided, requires clarification from the point of view of systematic approach and compliance with the goals of the organization. The authors think, it is advisable to consider certification of the management personnel as a scientific system of principles, goals, objectives, methods and models of development that can provide up-to-date reliable information concerning individual educational and professional achievements of the personnel from the position and in the interests of the workers, employers and society in general.

As the result of the management personnel certification, there are revealed both theoretical and practical training levels, available professional knowledge, as well as the experience and skills to confirm their compliance with all the established requirements, as well as the ability of the personnel to implement specific management actions in a certain area properly. [12].

Certification of the management personnel determines not only the professional level, but also opportunities to improve qualification in future, increases the chances of employment, taking into account the quality of training, simplifies and shortens the time of finding suitable work for the worker

by the managers. In addition, certification can be the basis for signing labour contracts with an individual wage rate much higher than that of other employees of the enterprise. Certification provides not only psychological comfort of the management personnel, but also the confidence of the employee in his own abilities. It also increases the attention of the management personnel at the enterprise, the trust and respect to the certificate holders [24, 25].

Certification also makes it possible for the employers to increase the motivation of the organization staff; provides confidence in ensuring the quality of work of the staff at the enterprise; the opportunity to choose high-quality personnel independently in the functioning labour market, as well as to maintain and improve the quality standards of their organization through monitoring and improving the professionalism of the company employees. Thanks to certification, employers achieve stability, efficiency and quality of work, as well as high performance and economic results at the enterprise, improving the quality of services provided, as well as the competitiveness of the enterprise, and increasing income because of the work of the qualified personnel. Certification allows employers to control the personnel professional skills along with experts from personnel certification bodies, often through questionnaires under inspection control [24].

So, certification of the management personnel as the process confirming the personnel professional qualities is necessary both for the employee and the employer.

The above-mentioned circumstances ask for the formation of the concept of certification of management personnel corresponding to the modern requirements.

### *5.2. The concept of management personnel certification system*

The concept proposed by the authors is based on the systems approach and takes into account the strategic goals of the organization development (see Fig. 1) [19].

The regulatory framework of certification of management personnel consists of:

- State Professional Standards;
- Interstate Professional Standards;
- International, regional, national standards of other countries;
- Other regulatory documents specified by the applicant.

The regulatory framework of the certification system for the management personnel in the organization consists of the following documents [17]:

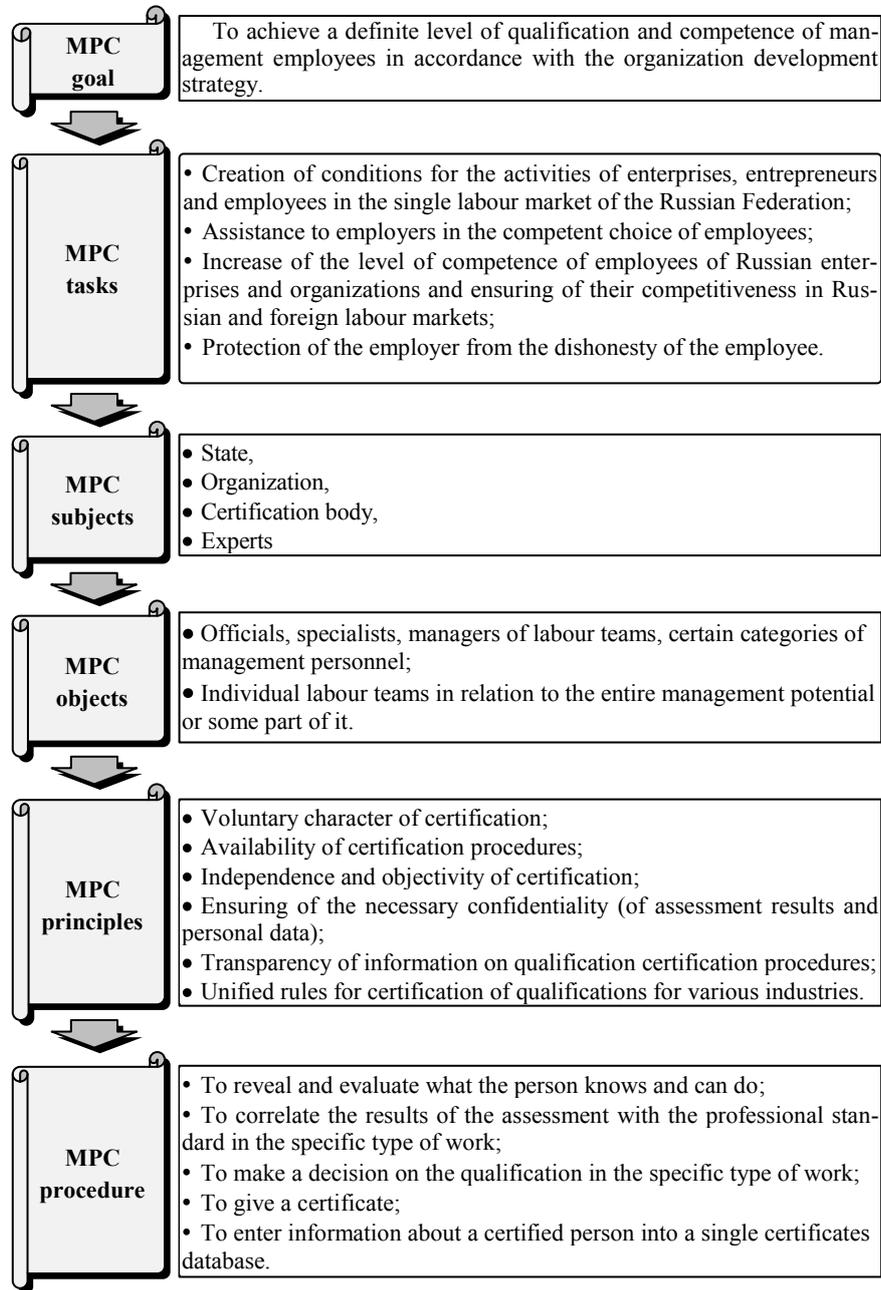
- Provisions on the Personnel Certification System;
- Standard provisions on the regional authorized personnel certification body;
- Standard provisions on the central personnel certification body;
- Standard provisions on the training centre;
- Standard provisions on the examination centre;
- Procedure for the personnel certification;
- Regulatory framework for validation of competence;
- Procedure for accreditation of personnel certification bodies, training and examination centers;
- Payment procedure for accreditation and certification.

The results of the theoretical substantiation of the problem of certification of the management personnel allow us to form the structure of certification system of the management personnel, including the following elements [2, 13]:

1. qualification requirements to the employee;
2. educational programmes of advanced training made in accordance with the qualification requirements;
3. qualification assessment systems developed in accordance with the educational programme of advanced training and the qualification requirements;
4. employees quality monitoring system;
5. the system of quality assessment of the certification system.

1. Qualification requirements (matrix of competencies of the organization management employees) are represented by such units as professional, communicative, informational and legal competences.

2. The development of advanced training programmes is based on the areas of knowledge of the management personnel which must be learned by the personnel in accordance with the qualification requirements.



**Figure 1.** The Concept of Management Personnel Certification (MPC) System in the Organization.

The training programmes, in turn, like the knowledge areas, have a modular structure: the first module is aimed at preparing the managerial employee for the execution of the professional component of the activity, the second module is for his interaction in the social sphere, the third module is for the use of the latest information and communication technologies in his official duties (functions), the fourth module is for communication of the managerial employee in the legal sphere.

3. The organization of the qualification assessment system in the certification system should be carried out in accordance with the basic principles, which should include voluntary and general interest of the employee and the employer, stipulated by professional and economic reasons, fixed by general agreements, which are fixed by job instructions, contract terms and other types of agreements.

The content of the qualification assessment system must meet the qualification requirements to the employee.

The choice of the qualification assessment system should be based on the need to ensure the effectiveness of the certificate due to the flexibility, dynamism and rationality of the procedure, built on both qualitative and quantitative methods of competence assessment of the management personnel [3].

When analyzing the level of skills of the employee, the following things should be considered: education, work experience, results of testing for the determination of the level of competence and expert assessment of competence. Certificates should be taken into account by the employer when the employee applies for the job when determining the position and tariffing of the employee.

The procedure in the block of the employee qualification assessment system involves several steps [19]:

At the first stage, the initial level of competence of the managers in the studied area of activity (area of competence) is determined.

At the second stage, a computer test is carried out to determine the level of competence in the studied systems of industry concepts.

At the third stage, the examination of the level of learning of the main activities (competencies) listed in the qualification requirements is carried out to determine their competence.

At the fourth stage, the certification of the employees is carried out on the basis of the data obtained during the assessment of his qualifications (stages 1-3).

4. The system of monitoring of the personnel qualifications is a system of collecting, processing, storing and distributing of the information about the results of the functioning of the system, ensuring continuous monitoring of its condition and forecasting of its development. The purpose of this system is to ensure the management of the process of improving of the employee's skills.

The objects of the monitoring are the conditions for advanced training and the results of advanced training of the employees.

When monitoring the conditions for advanced training of the employees, their compliance with state and regional requirements is established (licensing indicators).

The main diagnostic tools in the monitoring system are testing, examination and certification of the personnel.

Constant research of the objects of the monitoring provides an opportunity to answer several management questions: Is the goal of raising the qualifications of the employees achieved? Is there a positive trend in the development of the management personnel compared with the results of the previous diagnostic studies? Does the level of complexity of the contents of the tests and expertise correspond to the abilities of the tested employees?

5. The main indicator for assessing the quality of a certification system is its effectiveness and optimality.

Effectiveness is a deep and comprehensive characteristic of systems of any type. It is in general the expected degree of reaching the goals of a system's functioning.

This peculiarity is integral, including all characteristics, relations and contacts between the parts of a system and it is evaluated with the help of effectiveness indicator.

The study of the quality of the management personnel system is made on the basis of its absolute effectiveness assessment.

Absolute effectiveness means its influence on reaching (other terms being equal) of the final goal of measurement, that is – the defining of the compliance of the management personnel training level to the qualification requirements, as well as the degree of its automatization.

Absolute effectiveness indicator of the certification system is a numerical measure characterizing the degree of fulfillment by the system of the goal of its functioning. It is determined by the following functional dependence [19]:

$$E = f(X, Y, Z) \quad (1)$$

where E is a selected effectiveness indicator;

f is a kind of function connecting effectiveness indicator with argument;

X is a set of parameters characterizing the properties of the certification system;

Y is a set of parameters characterizing the degree of its automatization;

Z is a set of parameters characterizing the environment.

## 6. Findings and conclusion

The introduction of the management personnel certification system is going to become an effective mechanism of the personnel professionalism development, the increase of the effectiveness and quality of labor, the provision of the high level of trust of foreign investors to the development of production and the increase of the organization performance in general.

The main result of the introduction of the management personnel certification system is the regulation of the labor market as the system makes it possible to:

- provide the employer with the managers whose professional qualities correspond to the personnel qualification requirements;
- guarantee employment to the person after appropriate training on the terms concerning professional activities and payment agreed with the employer;
- reduce the time of adaptation of the management personnel to the quality changes in the organization;
- increase the influence on the formation of the contents of additional professional training programmes;
- strengthen the trust of the employer to the employee.

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