

**Talent management as a
method of development
of the human capital
of the company**



TALENT MANAGEMENT AS A METHOD OF DEVELOPMENT OF THE HUMAN CAPITAL OF THE COMPANY

LA GESTIÓN DEL TALENTO COMO MÉTODO DE DESARROLLO DEL CAPITAL HUMANO DE LA EMPRESA

ABSTRACT

The development of an innovative economy, the acceleration of technological changes require new forms and methods to improve the human capital quality. Globalization and digitalization of the world require other methods of managing the organizations, other principles and approaches to working with the employees. In the current circumstances, it is especially important to develop the employees' talents, to form self-government for making effective decisions in changing conditions, to introduce flexible and effective labor methodologies, to create an organizational culture based on trust. The management of talented employees occupies an important place. Talent is seen as a demonstration by an employee of the consistently high labor results, the desire for self-education and self-realization. The use of talent development tools offered by the authors among the working professions in the innovative economy allows the companies achieving the strategic goals of bringing the economy to a qualitatively new level. Creating incentives for productive work, motivating successful workers will lead to improving their physical and intellectual capital. The authors singled out the actual factors stimulating the need to manage the talented employees of the working professions in the Russian companies, made an attempt to identify the development tools for the talented workers: individual development map, long-term professional career motivation, WorldSkills, mentoring, self-education and self-realization, generation of innovative ideas.

KEYWORDS: talent management, human capital, innovative economy, development map, mentoring, work competencies, WorldSkills.

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RESUMEN

El desarrollo de una economía innovadora, la aceleración de los cambios tecnológicos requieren nuevas formas y métodos para mejorar la calidad del capital humano. La globalización y la digitalización del mundo requieren otros métodos de gestión de las organizaciones, otros principios y enfoques para trabajar con los empleados. En las circunstancias actuales, es especialmente importante desarrollar el talento de los empleados, formar el autogobierno para tomar decisiones efectivas en condiciones cambiantes, introducir metodologías laborales flexibles y efectivas, para crear una cultura organizacional basada en la confianza. La gestión de empleados con talento ocupa un lugar importante. El talento es visto como una demostración por un empleado de los resultados laborales consistentemente altos, el deseo de autoeducación y la autorrealización. El uso de herramientas de desarrollo del talento que ofrecen los autores entre las profesiones que trabajan en la economía innovadora permite a las empresas alcanzar los objetivos estratégicos de llevar la economía a un nivel cualitativamente nuevo. La creación de incentivos para el trabajo productivo, la motivación de los trabajadores exitosos llevará a mejorar su capital físico e intelectual. Los autores destacaron los factores reales que estimulan la necesidad de administrar a los empleados talentosos de las profesiones que trabajan en las empresas rusas, hicieron un intento de identificar las herramientas de desarrollo para los trabajadores talentosos: mapa de desarrollo individual, motivación profesional a largo plazo, WorldSkills, Mentoría, autoeducación y autorrealización, generación de ideas innovadoras.

PALABRAS CLAVE: gestión del talento, capital humano, economía innovadora, mapa de desarrollo, tutoría, competencias laborales, WorldSkills.

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INTRODUCTION

Human capital has four components: talent, skills, knowledge and experience. Education is associated with the formation and growth of human capital as follows. Talent is inherent in a person from an early age and is an invariable feature of the employee. Training does not affect the availability of talent in a person. In this sense, it is important to manage talent, that is, the talent coordination of the employee and the activities carried out by him/her.

In the innovation economy, when the economic competition shifts from the areas of resources and technologies to the field of human capital, the task solution of attracting and retaining talented employees, especially young ones, becomes a decisive factor in the survival and development of large and small companies and non-profit organizations.

Until recently, mainly high-potential managers and representatives of key professional professions have fallen into the category of talents, masterful mastery of which requires considerable time and effort. Currently, the talent management field has replenished almost all young specialists and even young workers. The high-tech companies are forced to expand this field through the systematic work with young people outside their borders. In modern conditions, the main objects of talent management are also students of profile educational institutions and gifted schoolchildren.

METHODS

The modern researchers define talent as the demonstration of consistently high labor results by the employee, and often attention is drawn to the ability of such workers to positively influence the labor motivation of other employees of the company [Berger, 2004]. The term "talent" is used in conjunction with the skills [Silzer, Dowell, 2010 ; Cheese, Thomas,

Craig, 2008], competences [Schuler, 2015], and potential [Williams, 2000].

There are two approaches to the talent concept: objective and subjective. The first one defines talent as a personal feature through natural ability [Davies, 2010], skill [Ericsson, Prietula, Cokely, 2007] and compliance [Pruis, 2011]. The second one characterizes the employee as a team member that demonstrates high performance [Peters, 2006] or has a great potential [Schuler, 2015].

There are several tools that, when combined, can produce a tangible effect - the Agile methodology and the TMS talent management system. Flexible Agile methods are a universal methodology for building the labor process. This method came into general application from the IT industry. A flexible development methodology is a series of approaches to the software development that is focused on the use of iterative development, the dynamic formation of requirements and the provision of their implementation as a result of constant interaction within self-managing working groups consisting of the specialists of various profiles [Wolfson, 2017]. This method includes several unique tools which make working processes flexible, fast and effective. Agile became widely popular in 2001 due to the publication of the document "Flexible Software Development Manifesto" in the state of Utah, USA.

The following set of methods was applied at writing: general (induction, deduction), observation, document analysis, data analysis and information processing.

RESULTS AND DISCUSSION

Talented workers are those employees who make a significant contribution to the creation of the company's value by 1) demonstrating sufficiently high labor results, 2) applying skills and competencies corresponding to the current and future activities of the company, 3) having a high potential for professional development and growth [Latukh, Tsukanova, 2013].

The companies pay special attention to the management of talented workers of working specialties. The lack of competent skilled workers encourages management to conduct professional selection.

In many industries, the employees, who have been selected, make up an individual development plan. It acts as a tool that helps the employee dynamically and purposefully expand his/hers skills and competences. It indicates the goals and objectives of development, as well as certain activities that will lead to the attainment of the goals established.

The goals and objectives of the individual development plan:

- Allow the employee growing purposefully and dynamically.
- Link current goals and development goals.
- Provide an opportunity for monitoring and self-monitoring of the development.
- Agree on common and specific ideas for self-development, translating them to the level of specific actions.
- Analyze the strengths and growth areas.

The process is carried out in stages:

- The employee fills in the IDP form.
- The master gets acquainted with the IDP form.
- The master communicates with the worker.
- The employee adjusts the IDP (if necessary).
- The manager gets acquainted with the adjustments.

Russian companies introduce the graduation system of labor remuneration. Grade is the qualification level of a group of posts and professions with the same degree of complexity of the work performed. All positions are distributed according to grades in accordance with such factors as the amount of work, complexity of the work performed, level of responsibility, importance in the structure and necessary qualifications.

The grade system is the basis of the policy and practice of personnel management and

Individual Development Plan Form

Name: _____		Qualification: _____	
Warehouse (unit): _____		Date of receipt (month/year): _____	
Date of debate: _____		Date of next debate: _____	
The Goal Of The Warehouse (unit): _____			
<i>Self-knowledge: Identify areas of development focused on professional quality and technical competencies.</i>			
Your goal for this year at this position:		The activities you plan to undertake over the next 3-5 years:	
Skills/abilities/qualities that you find particularly strong to improve the effectiveness of your activities		Areas in which you feel is not particularly strong	
<i>Plan: define 2-3 target areas, which are aimed at further developing strengths</i>			
Area development (Strengths, Parties for development or purpose)	The steps that you are going to make this year	Date	Necessary help from mentor

Figure 1. Individual Development Plan Form [1]

guarantees an honest and consistent attitude to the employees. The qualification level of the post does not depend on the personal qualities of the employee who occupies it (Mansurova, Rudneva, 2017). The standard

Rank No.	Employees category
1 rank	Courier, Room Cleaner, Dish Washer.
2 rank	Cook,Boiler Operator, Laboratory Analyst of Chemical Analysis; Accountant,Administrator (Timekeeper)
3 rank	Loader, Carpenter, Grinder; Dispatcher
4 rank	Painter (on the outside line), Collector, Storekeeper, Quality Controller, Car Driver; Technician, Physician
5 rank	Painter (in the chamber), MKS Welder, Forklift Truck Driver, Instrument Builder; Warehouse Manager, Canteen Head, Head of Medical Station
6 rank	Body Technician, Car Repair Locksmith, Technical Equipment Technician; Specialist, Economist, Translator, Master of Production Training
7 rank	Technician, Labor Economist, Mechanic
8 rank	Lead Specialist, Lead Economist
9 rank	Group Head, Lead Technician, Shift Head

Table 1. The correspondence of occupations of Hourly category to the qualification level [1]

grading system divides the employees into two categories - HOURLY and SALARIED

- according to the standards. The study examines the first one.

HOURLY - main and auxiliary workers (MKS locksmith, body repair technician, picker, carpenter, welder); technical/non-technical personnel (technician, specialist, labor economist, lead specialist); Line Team Leaders (LTL) (site heads / masters of production units).

The companies can raise their salaries every year. There is also a "rank" within each qualification level, according to which it is possible to develop. And another option is to move up the career ladder or move to a higher grade.

In the innovative economy, the enterprises are offered a tool to promote talented workers. The World Skills movement is steadily gaining momentum in Russia. As a result of the project implementation, the content of professional education, aimed at forming new competencies that meet the international standards, is changing. The main goal of the World Skills – popularization of working professions. The championship structure includes 45 professional competencies, divided into six main lines. The competitors are selected in the regional professional championships. They demonstrate their technical abilities, individual and collective qualities, solving problems, as close as possible to the real ones. The result of the team's performance speaks not only about the personal qualities of the participants, but also about the level of professional training and the general level of service quality in the home country of the participants [Access mode: https://asi.ru/staffing/world_skills, 10.05.2018]. Simultaneously with the competitions at the sites of the Russian championships, it is held an extensive business program, which discusses key issues in the development of competencies and qualifications that are in demand in the Russian economy and are adequate to modern demands of high-tech industry, services and social field. WorldSkills has developed a training strategy for the professions that are required by the local economy. There is a system of personnel promotion and labor remuneration incentives for the employee participating in the movement. The development of mastery skills of the employees of the enter-

prise is an aid to management in the field of employees development.

The opportunities for young people increase in two ways: when becoming professionals, they can rely on higher earnings or, having the entrepreneurial abilities, they can open their production.

Mentoring is becoming a key method of training staff in the workplace, in which the emphasis is on the practical component of the technological process. It consists in transferring the skills of experienced and skilled workers to young people. This institute is aimed at developing the employee's applied competencies at his/her workplace and disclosing his/her talent.

In practice, Russian enterprises use the following algorithm. The mentor recommends the employee to the personnel training specialist. In the training department, they develop an individual training plan, taking into account the wishes of the "receiver," the mentor also recommends his/her employee to the project teams to develop his/her skills and talents.

Mentoring of this kind is carried out on a gratuitous basis and is a tool for transferring experience to the "receiver". One mentor can be the curator of several employees. You can often hear the term HiRO from the mentors. It means "talented receivers". However, there are only elements of this system, but not the entire working model in Russian enterprises. The essential role of mentoring consists also in adapting the employee to a new team. The project approach used plays the role of social elevators, which put the most effective employees in the personnel reserve.

The innovative activity in the company is promoted by the talented employees, who use their authority in the team and are highly qualified. The most promising factors for the employee's development are self-realization and self-education of the individual, the ability to defend and implement his/her ideas. The use of new knowledge and technologies leads to an increased productivity and generation of the rationalization ideas. A technical, technological or organizational proposal that is new and useful to a given enterprise is recognized as a rationalization one. They shall be the results of independent creative work of

their authors. An increase in the employee's involvement in the work is formed due to the employee's ability to influence work processes and develop his/her own projects. This factor forms the company co-owner from the employee. Thus, he/she treats the internal affairs as his/her own and this increases his/her immersion in the work, which allows him/her working more efficiently.

SUMMARY

We offer the following working professions in the innovation economy as the talent management tools:

1. Creation of an individual development map. The map as a plan sets the development vector, where the tasks and goals for the planned period are coordinated with the master or mentor.

2. Motivation of the long-term professional career. Several algorithms of its development are being formed: where, in what direction, what rates will a career growth take place (professional growth within the qualification level).

3. The popularization of working professions through WorldSkills as a development institution, which creates the conditions for disclosing the potential and talents of the employees. This tool is a help for enterprises in the field of talented employees promotion and development of their skills.

4. Restoration of the mentoring institution. There is a problem of filling vacancies in the industrial companies. The professions of high-tech industries are mainly staffed either by persons of pre-retirement and retirement age or graduates of technical colleges. The goal of mentoring is a close involvement of the young worker in the labor process and the social life of the enterprise, taking into account his/her individual inclinations.

5. Encouraging self-education, expanding the outlook to generate the innovative (rationalization) ideas. The key features of rationalization offers are novelty and usefulness for the enterprise to which it is submitted, if its use at this enterprise in the conditions that exist or should be created in accordance with the approved plans allows obtaining an economic, technical or other positive effect. The positive effect of using the proposal can be,

for example, in increasing labor productivity, quality, reliability and durability of products and saving material and labor resources, improving working conditions and safety.


CONCLUSIONS

Each employee is a long-term company's investment. Demand and satisfaction from work induce the employee to continuously develop and improve his/her talents. The team is created only under such conditions where a person feels himself/herself an integral part of the company and is interested in its development.

The proposed talent management tools among the working professions will allow receiving the economic effect of the enterprise, increasing the competitiveness of the products, reducing the personnel turnover among the working professions and contributing to the strengthening of a healthy climate in the working team. The workers who are keen on a common idea and are interested in the work result shall become the core of labor collectives of Russian high-tech industries.

Thus, a talented employee contributes to the company's competitiveness in the market, being a key component of its human capital.

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