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Болгарская Академия наук  
Академия инженерных наук им. А.М. Прохорова  
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ИЗДАТЕЛЬСТВО

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## **FORMATION OF THE HUMAN RESOURCE CAPACITY IN MODERN UNIVERSITIES**

**A.V. Timofeeva**

*National Research Tomsk State University  
timof.anna.13@gmail.com*

*The paper discussed the personnel issue, its importance and problems of its formation in higher educational institutions.*

*Keywords: human resource capacity, personnel, university.*

An undeniable condition for the quality of education provided by an educational institution is the high level of scientific and pedagogical potential and the qualification characteristics of a faculty. The educational environment is a system in which the personality of the teacher is one of the main components. The human resources potential of the educational organization should be analyzed to determine the degree of staffing of the current and promising tasks of the organization, to assess the adequacy of the personnel to the tasks and prospects of development [1].

Personnel is a totality of all university professors. Human resources are the capabilities of teachers who can be activated during their work by their duties and objectives [2]. The potential of human resources is a workforce that has its quality characteristics. For example, numbers, structure, qualifications, skills, health, education, and professionalism. Several components are identified in the structure of human resources potential: physical, intellectual, social, technological and integrative.

– Physical: abilities that are limited to certain limits of each worker and are used substantially.

– Intellectual: abilities that have no clear boundary and are used not completely, and only partially.

– The social relations and communications: what is created with the participation of all team taking into account features of each team member; under certain conditions, these relationships should have a reinforcing effect on the personnel capacity.

– The social community of workers: making a team differs in integrity expressed in the uniform or agreed to targets, tasks, technologies, requirements, and motives. Consequently, social potential contributes to the development of staff communicative abilities.

– Integrative potential: the mechanism of compensation absent or not enough developed abilities.

Human resources capacity is the core wealth of any university, and its formation should be a key element in the management process. In the market of educational services, the competitiveness of any university will depend directly on this. The scientific article by Zelenin E. E., Volokha T. S., Suntsov D. V. "To the issue of development of personnel potential in universities" presents statistical data on demographic indicators of faculty of state and municipal educational organizations of higher education, which show an unfavorable trend. Personnel under 30 fell from 35.5 thousand in 2000 to 19.9 thousand in 2016. According to researchers, the share of young teachers under the age of 25 in Russian universities is less than a percent; the age category of 25-29 years in universities is about five percent [3]. According to the research conducted in Russian universities, the formation of human resources potential revealed several problems that lead to one result that is the departure of teachers from the workplace. These reasons are psychological incompatibility with teaching work, low wages, mismatch between teachers' wages and workload, and the lack of conditions for serious research.

The identified problems have both internal and external causes. External reasons include the practical absence of a federal and regional public policy to preserve young human resources. There are very few grants for young scientists, especially for humanitarian areas. For teachers without a degree, the salary is low. There is no possibility to purchase mortgages at reduced rates, there is no preferential queue of children to kindergarten. Internal reasons are related to the corporate university policy of attracting and retaining young personnel. Often, support programs for young teachers and scientists are only declared and applied in a small amount because they are directly dependent on the availability of extra budgetary funds.

Effective personnel evaluation plays a critical role in personnel management and is the basis for many procedures used to justify a management decision. The task of selecting a personnel analysis method is solved within the framework of management analysis. In educational organizations, the assessment is carried out in three directions: 1. Labour Results Accounting, 2. Analysis of business and personal qualities, 3. Assessment of working behavior [4]. Modern socio-economic changes have led to a transformation of personnel assessment methods. The methods are divided into traditional and non-traditional. Traditional methods are more subjective, but their narrowness can be eliminated by an integrated assessment

center method (competence model). It is necessary to define the key figures that are used to evaluate, accurately evaluate, and make management decisions. There are groups of professional, business, moral, and psychological criteria. The combination of several criteria enhances evaluation capabilities [5]. Evaluation of the teacher based on competence models allows us to assess not only the conformity of the position but also the potential for improvement of professional results. In carrying out the assessment, feedback is important with consumers of the main activity of the teacher. Such a method allows highlighting the strengths and weaknesses of the teacher. In addition, the method will help to determine the list of professional and personal qualities required by the teacher depending on the specifics of the work, to draw up a development plan for each teacher and heads of units.

Formation and analysis of personnel potential play a large role in the organization of effective activity of the university in the market of educational services. The high human capacity and quality of the personnel composition of each educational program have an impact on all processes of the university, as well as on the results of procedures of external evaluation of the work of the university as a whole and its divisions.

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