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PROFESSIONAL STANDARDS USAGE IMPACT ON THE ORGANIZATION'S HR STRATEGY FORMATION

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Abstract. The article is devoted to the theoretical and practical aspects development of the professional standards application in the organization's activities. The introduced professional standards system in Russia changes the requirements for the employees' qualification level and their functions content. This study provides a theoretical justification and presents developments for the methodological tools practical application for developing an organization's HRM model in the professional standards introduction context. The results of the study were tested in the inter-district Pension Fund of Russia Department (PFRD). From the theoretical point of view, the article presents the dependence of the HR strategies principles on the basic organizational strategy and substantiates the professional standards role in its implementation, as well as the organizational and methodological HRM model in the professional standards introduction context. From a practical point of view, a comprehensive analysis of the factors influencing the development of the organization's HR strategy was carried out, which showed the human factor significant influence on the inter-district PFRD

activities, this factor is the main risk-forming factor. Further, the balanced indicators system developed by the authors is presented to detail the HR policy goals. A risk map of HR management based on professional standards was compiled, and a comparison of risks was made before and after the proposed model implementation.

Keywords: professional standard; HR strategies; HRM model; qualification requirements; HR efficiency; HR risks.

JEL codes: J44; J89; M59.

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