

Creating a Seasonal Profile of the Construction Organization Based on Its Strategic and Current Goals

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Abstract

This article is devoted to creating a profile of competencies, experience, as well as personal data necessary to perform specific work in a particular organization. Competent profile building allows you to clearly correlate the selection of people with strategic objectives, constantly improve the selection and development of personnel, and ultimately gives the most important competitive advantage to the level of people working in the company.

Keywords: *job profile, competence, sociability, communication skills, individual and personality characteristics, stress resistance, general and professional competence, leadership style.*

“Currently, the construction industry has become one of the important drivers of the economy. This is confirmed by the fact that its share in the gross domestic product exceeded 6 percent. In order to further develop the industry, it is necessary to harmonize the rules and regulations in the construction sector with international standards, introduce modern construction technologies and materials, and radically reform the personnel training system.”

The correct formulation of the problem when searching for personnel in an organization is a factor that predetermines the selection of assessment methods. This is a matter of strategy and building an organization for many years to come.

Information about the requirements of a candidate for a vacant position requires structured information, consolidated into a unified system of criteria and requirements (professional and personal) for the future employee, taking into account the corporate guidelines of the organization regarding personnel, personnel policy, and the characteristics of the workplace.

A profile is a description of the competencies, experience, and personal data necessary to perform a specific job in a specific organization. Competencies are divided into both individual personal characteristics (for example, resistance to stress, a tendency to teamwork, creativity, and others) and skills (for example, the ability to negotiate or draw up a business plan). Competence (from Latin *competere*) - to conform, to fit.

Thus, based on the formed and conscious strategies, a job profile of the future candidate is drawn up - the first step in the selection process and personnel assessment. When compiling a profile, four main points are taken into account:

1. features of corporate culture – a system of values, norms and rules;
2. a feature of the immediate environment with which a person will interact during work;

3. prospects for the development of the position (is leadership potential necessary or will it only get in the way, should a person be prone to change or consistency);
4. features of the work performed and the environment in which it is performed.

The part that includes expectations from a new employee in accordance with the corporate culture of the organization, as well as the compliance of the employee's values and views with the company's values are no less important than professional competencies when drawing up a profile. Let's look at the general rules for creating a profile:

1. Each competency must be developed very specifically. Very often in the description of the requirements for a candidate you can find such wording as "communication skills, or communication skills." In fact, these are different concepts. Sociability is the ability to quickly establish contact with strangers. And the competence, for example, for a PR manager, is the ability to quickly, on one's own initiative, establish contact with the right people.
2. The profile must have clear priorities. How exactly this is done depends largely on the corporate culture, the characteristics of the future work, the personality of the manager and many other factors.
3. Each competency specified in the profile must have its own "meter". Actually, these are techniques and methods for assessing candidates, and as much time as possible should be devoted to this topic. A correctly compiled profile is certainly the first and very important step, but no correct profile will help if we "forget" to select tools for assessing people with clear measurements and parameters (Table 1, fragment)

Table 1

Position	Skills	Abilities	Personal qualities, temperament	Behavior patterns
Sales Representative	Not very significant, can be trained easily and quickly	Very significant	Very significant, since selling requires increased contact and	Very significant, since the risk of conflict situations is high.
Translator (written translations)	Very significant, since acquisition requires a long time	Significant	stress resistance	Significant in the context of compliance with corporate culture.
Head of Department	Significant, although we can talk about partial training if there is sufficient potential.	Average significance	Not very significant, since work is largely independent of interaction with other people.	Very significant and have a serious impact on the organization.
Financial analyst	Very significant	Average significance	Very significant, since effectiveness is highly dependent on interaction with other people.	Significant only in the context of compliance with corporate culture.

The development of appropriate assessment tools becomes the next major step that shapes the company's strategy in the search for "its" personnel. Based on all the points listed above, you can

begin to create a job profile for a specific specialist. It is important to remember that the profile is individual for each company, although it has common features based on the specifics of the work as such.

Table 2 shows the profile of one of the vacancies typical for the construction business.

Table 2

№	Source data	Competency
1.	Principles of company	Honesty and loyalty, including honesty towards clients.
2.	Principles of company	Tendency to work in a democratic management style.
3.	Principles of company	People are an important asset
4.	The company's focus on employee growth and development, as well as complex products and a large amount of information.	Good learning ability
5.	The need to combine orientation towards the opinions of the client and colleagues and the ability to defend one's own point of view.	Mixed reference
6.	The need to perform a large volume of work while communicating with difficult clients. The need to make public presentations to large audiences.	Stress resistance
7.	Complex non-standard situations may arise that require quick decision making.	Creativity and the ability to quickly find ways out of difficult situations.
8.	The company's focus on creating a positive image and long-term relationships with partners.	Ability to win over and establish long-term relationships with clients
9.	High degree of independence and a really significant area of responsibility.	Initiative and ability to work independently.
10.	A large amount of information in a foreign language.	Knowledge of a foreign language is at least intermediate level.
11.	Company policy regarding personnel development.	Motivation for growth and development.
12.	Preferably at a high level.	Negotiation skills.

Competently building a profile allows you to clearly correlate the selection of people with strategic objectives, constantly improve the processes of selection and personnel development, and ultimately gives the most important competitive advantage to the level of people working in the company. And this is precisely the decisive factor on the basis of which the most successful companies in business compete.

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