

Artículo de investigación

Human Resource Management: Assessment of Qualifications for The Sustainable Development of Regions (On the Example of Specialists Working with Investment Projects)

Gestión de recursos humanos: evaluación de las calificaciones para el desarrollo sostenible de las regiones (en el ejemplo de especialistas que trabajan con proyectos de inversión)

Управление Человеческими Ресурсами: Оценка Квалификаций для Устойчивого Развития Регионов (на Примере Специалистов, Работающих с Инвестиционными Проектами)

Recibido: 8 de mayo de 2019. Aceptado: 16 de junio de 2019

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https://elibrary.ru/author_items.asp?authorid=462025

Abstract

The purpose of the study is to analyze the approaches to human resource management through the introduction of an assessment of the qualifications of specialists in the labor market on the example of an assessment of the qualifications of specialists working with investment projects. The content of the article reveals the scientific and methodological approaches and tools for assessing the qualifications of specialists working with investment projects. Research methods: methodological tools for assessing the qualifications of specialists working with investment projects, used in the framework of the activities of qualification assessment centers. Main results: analyzed the mechanisms for the sustainable development of regions through the implementation of state investment policy, the creation of investment development agencies in the regions of Russia and the training of new specialists - specialists in working with investment projects. In connection with the development of the national system of professional qualifications, an approach to assessing the qualifications of specialists working with investment projects has been described. The analysis of the approbation of scientific and methodological tools for assessing the qualifications of a specialist in working with investment projects is given. The novelty of the work lies in the new applied development of tools for assessing qualifications in accordance with the professional standard "Investment Projects Specialist" and the results of using these tools for human resource management.

Аннотация

Целью исследования является анализ подходов к управлению человеческими ресурсами путем введения оценки квалификации специалистов на рынке труда на примере оценки квалификации специалистов, работающих с инвестиционными проектами. Содержание статьи раскрывает научно-методические подходы и инструменты оценки квалификации специалистов, работающих с инвестиционными проектами. Методы исследования: методические инструменты оценки квалификации специалистов, работающих с инвестиционными проектами, используемые в рамках деятельности центров оценки квалификации. Основные результаты: проанализированы механизмы устойчивого развития регионов через реализацию государственной инвестиционной политики, создание агентств инвестиционного развития в регионах России и обучение новых специалистов - специалистов по работе с инвестиционными проектами. В связи с развитием национальной системы профессиональных квалификаций был описан подход к оценке квалификации специалистов, работающих с инвестиционными проектами. Дан анализ апробации научно-методического инструментария для оценки квалификации специалиста по работе с инвестиционными проектами. Новизна работы заключается в новой прикладной разработке инструментов оценки квалификаций в соответствии с

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Keywords: Human resource management, National professional qualifications system, professional standard, State Investment Policy, sustainable regional development.

профессиональным стандартом «Специалист по инвестиционным проектам» и результатах использования этих инструментов для управления персоналом.

Ключевые слова: управление персоналом, национальная система профессиональных квалификаций, профессиональный стандарт, государственная инвестиционная политика, устойчивое региональное развитие.

Resumen

El objetivo del estudio es analizar los enfoques de la gestión de recursos humanos mediante la introducción de una evaluación de las calificaciones de los especialistas en el mercado laboral en el ejemplo de una evaluación de las calificaciones de los especialistas que trabajan con proyectos de inversión. El contenido del artículo revela los enfoques científicos y metodológicos y las herramientas para evaluar las calificaciones de los especialistas que trabajan en proyectos de inversión. Métodos de investigación: herramientas metodológicas para evaluar las calificaciones de los especialistas que trabajan con proyectos de inversión, utilizados en el marco de las actividades de los centros de evaluación de calificaciones. Principales resultados: analizaron los mecanismos para el desarrollo sostenible de las regiones a través de la implementación de la política estatal de inversiones, la creación de agencias de desarrollo de inversiones en las regiones de Rusia y la capacitación de nuevos especialistas: especialistas en el trabajo con proyectos de inversión. En relación con el desarrollo del sistema nacional de calificaciones profesionales, se ha descrito un enfoque para evaluar las calificaciones de los especialistas que trabajan en proyectos de inversión. Se presenta el análisis de la aprobación de herramientas científicas y metodológicas para evaluar las calificaciones de un especialista en el trabajo con proyectos de inversión. La novedad del trabajo radica en el nuevo desarrollo aplicado de herramientas para evaluar las calificaciones de acuerdo con la norma profesional "Especialista en Proyectos de Inversión" y los resultados del uso de estas herramientas para la gestión de recursos humanos.

Palabras clave: gestión de recursos humanos, sistema nacional de cualificaciones profesionales, norma profesional, política de inversiones del Estado, desarrollo regional sostenible.

Introduction

In order to ensure the sustainable development of the regions in Russia, a state innovation policy is being implemented, regional Investment Development Agencies are being created, and a national framework for investment and innovation qualifications is being developed. In order to manage human resources and ensure professional development of specialists in the field of investments and innovations in the regions, the professional standard of a specialist in work with investment projects has been put into effect.

Investing is considered to be a complex and multifaceted phenomenon in a market-type economy. Investing can be viewed in a political context as the task of improving the investment climate of a territory or country. Investing can be seen in the management context - the development and implementation of regulators of investment and business activities, management of the socio-economic development of the

territory. Investing can be viewed in a professional pedagogical and qualimetric context - the preparation and professional development of specialists working with investment projects and the assessment of the qualifications of such specialists in the labor market.

State policy keeps the system of contexts and discourses: managerial, economic, and professional-pedagogical. Institutionally, these areas of government policy are embodied in the form of the creation of investment development agencies in the regions of Russia (Invest in Russia, n. d.) and the training of specialists of a new profile - specialists in working with investment projects based on the professional standard (Ministry of Labor and Social Protection of the Russian Federation, n. d.).

The range of activities of such specialists: corporate, industry, regional and state. Corporate investment climate - the attractiveness of the

object from the point of view of its lenders who buy securities. Industry -the attractiveness of the industry. Regional investment climate - estimated as the ratio of risk and economic potential of the territory.

The investment policy of Russia is associated with the implementation of new production technologies and innovations (Strategy of scientific and technological development of the Russian Federation, n. d.). The investment climate of the country is estimated by a set of indicators. Three ratings are currently analyzing various aspects of the investment climate:

- Global Competitiveness Index global competitiveness index - reflects the economic component of the investment climate (World Economic Forum, n. d.),
- Rating "Doing Business" - analyzes the regulatory and legal opportunities of investment activity and the comfort of doing business (Doing Business, n. d.).
- The "Failed States Index" of the country's incapacity ("The Fund for Peace") - analyzes the problems of public administration and risks when investing in any country (Humanitarian Technologies, n. d.).

According to some rating indicators, the investment climate in Russia has improved: "Infrastructure", "Innovative potential of the country", "Level of technological development", "Size of the internal market", "Registration of an enterprise", "Protection of investors' rights", "Registration of property", "Accessibility loans. The factors that impede the improvement of the investment climate in Russia remain problematic: high tax rates, bureaucratization of the state apparatus, problems with access to finance, low qualification of the labor force, and corruption.

According to the results of an indicative analysis of rating indicators, one of the key problems of the country remains the unproductive use of the resource potential that is characteristic of the state. Therefore, professional tasks of specialists working with investment projects are currently focused on creating digital surf navigators on investment inquiries and offers within the country, improving the legal framework (Federal Law No. 156-FZ, 2017) applied law enforcement practice tasks, for example: conditions for cooperation with the Russian Direct Investment Fund (Russian Direct Investment Fund, n. d.) or the conditions of the investment deduction (Article 286.1, 2017) the implementation of the

regional investment standard (Agency of Strategic Investment, n. d. a; n. d. b).

Thus, a specialist in work with investment projects becomes the bearer of the development management standard, since his activity is aimed at creating an institutional-legal and economic environment for encouraging investment in the real economy. The regional policy standard for developing the business environment includes:

- approval of the investment strategy and the memorandum of the region;
- adoption of a regional law on the protection of rights and mechanisms for supporting investors;
- adoption of a regional law on regulatory impact assessment;
- creation of a council to improve the investment climate;
- creation of a structure for attracting investments (regional development corporation);
- the creation of vocational training centers, qualifications;
- constant information support of the investment policy of the region (Agency of Strategic Investment, n. d. a)

The professional standard of a specialist in working with investment projects includes such work activities (Ministry of Labor and Social Protection of the Russian Federation, n. d.).

Materials and methods.

In Russia, the formation of a national system of professional qualifications continues (National Agency for Qualification Development, 2019) one of the mechanisms of which is an independent assessment of professional qualifications (Federal Law No. 238-FZ, 2016). Independent qualification assessment is the procedure for checking the qualification of an employee to a professional standard. In accordance with article 197 of the Labor Code of the Russian Federation, employees have the right to undergo an independent assessment of qualifications. In accordance with Article 196, the need to refer workers to such an assessment for their own needs is determined by the employer (Labor Code of the Russian Federation No. 197-FZ, 2018). An independent assessment is conducted by the Center for Qualification Assessment in the form of a professional exam in the prescribed manner (Resolution of the Government of the Russian Federation No. 1204, 2016), and the examination is carried out using the means for carrying out an independent

assessment of qualification, which are necessarily approved by the Council on Professional Qualifications.

With regard to the assessment of the qualifications of an investment project specialist, the means for conducting a qualification assessment have not yet been developed and approved.

Methods for assessing skills associated with the success of the professional activities of specialists were used as research methods. The structure of skills to be assessed is contained in the professional standard of an investment project specialist. The purpose of the study is to assess the level of development of skills in accordance with the professional standard of specialists working with investment projects. In this regard, we will present a draft appraisal tool for conducting an independent assessment of the qualifications of specialists working with investment projects (Note 1).¹³⁴

The project of assessment tools includes tasks for the theoretical stage of the professional exam and tasks for the practical stage of the professional exam.

1. Tasks for the theoretical stage of the professional exam.

Tasks with a choice of one or several answers:

Task number 1 (assessment skills: "Use a variety of reference and legal systems in order to update the legal documents governing the investment project").

Statement (question): The essential terms of the contract in accordance with clause 1 of Article 432 of the Civil Code of the Russian Federation (Civil Code of the Russian Federation, 2018) are the conditions (check the correct (s) option (s) of the proposed):

Variants of answers:

- 1) on the subject of the contract;*
- 2) the conditions that are named in the law or other legal acts as essential or necessary for contracts of this type;*
- 3) the conditions regarding which the application of one of the parties must be reached agreement.*

Task number 2 (assessment skills: "Use a variety of reference and legal systems in order to update

the legal documents governing the investment project").

Statement (question): The essential terms of an investment contract are governed by clause 1 of Article 432 of the Civil Code of the Russian Federation (Civil Code of the Russian Federation, 2018). The contract cannot be considered concluded without reaching an agreement (check the correct option (s) from the proposed ones):

Variants of answers:

- 1) under two specified conditions,*
- 2) for all significant conditions.*

Tasks for sequencing

Task number 3 (assessment skills: "Use a variety of reference and legal systems in order to update the legal documents governing the investment project").

Approval (question): The form of an investment project Passport, its structure is established by the document - "Guidelines for the preparation of an Investment Project Passport for participation in the Program for Support of Investment Projects Implemented in the Territory of the Russian Federation on the Basis of Project Finance" (approved by the Ministry of Economic Development of Russia on December 30, 2014) (Ministry of Economic Development of the Russian Federation, 2014a). Set the sequence of the structural elements of the Passport of the investment project in accordance with the requirements for the structure of the Passport of the investment project (Ministry of Economic Development of the Russian Federation, 2014b) established in the Methodological Recommendations of the Ministry of Economic Development.

Write the answer in the form of a sequence of structural elements of the Passport of the investment project.

The criterion for establishing the sequence: the sequence of the structural elements of the Passport of the investment project in accordance with the requirements for the structure of the Passport of the investment project established in the Methodological Recommendations of the Ministry of Economic Development.

Objects - structural elements of an investment project Passport:

¹³⁴ The draft appraisal tools are presented to experts on the independent assessment of the qualifications of the Council on the professional qualifications of the

financial market and in the Association for the Development of Professional Qualifications and Competences North-West

1. The contribution of the investment project to the achievement of the objectives of the sectoral strategy, development strategy of the region and target indicators of the state programs of the Russian Federation
2. Estimation of potential demand (market volume) for products (services).
3. Organizations involved in financing an investment project.
4. Objectives of the investment project
5. Name of investment project
6. Brief description of the investment project
7. The term of the investment project
8. The volume of capital investments in real prices.
9. Amount of investment project financing
10. Social effects from the investment project
11. Creating social infrastructure
12. Risks of investment project implementation
13. Analysis of the strengths and weaknesses, opportunities and threats of the investment project
14. The planned performance indicators of the investment project, including the net present value (which must be non-negative), the internal rate of return and the payback period.
15. Rating of the long-term solvency of the initiator of the investment project (if applicable)
16. The results of the technological and price audit of investment the project
17. Explanatory note

18. Information on the organizations planned to be involved as executors (contractors) in the implementation of the investment project, and on their experience in relevant areas of activity
19. Responsible executor of the investment project (contact details).

Compliance Assignments

Task number 4 (assessment skills: "Use a variety of reference and legal systems in order to update the legal documents governing the investment project").

Statement (question): The national rating of the investment climate assesses the efforts of regional authorities to create favorable conditions for doing business and identifies best practices, and its results stimulate competition in the struggle for investment at the regional level: <https://asi.ru/news/91678/> (Agency of Strategic Investment, 2018) In 2018, 78 regions showed growth in the ranking. On May 25, 2018, the top 20 regions of the National Investment Rating of the RF subjects were presented at the St. Petersburg International Economic Forum site.

Task (question): correlate the name of the region from column A with the position in the investment attractiveness rating from column B. Each element from column B can be used once, several times or not at all. Write the answer in the table (Table 1).

Table 1: Determining the position of the regions in the investment attractiveness rating

A	B
A) Tyumen region	1
B) Moscow	2
C) The Republic of Tatarstan	3
D) Khanty-Mansiysk Autonomous Okrug - Ugra	4
E) Chuvash Republic	5
F) Tula region	6
G) Leningrad region	7
H) St. Petersburg	8
I) Krasnodar region	9
J) Ulyanovsk region	10
K) Yaroslavl region	11
L) Moscow region	12
M) Belgorod region	13
N) Kaluga region	14
O) Voronezh region	15
P) Kaliningrad region	16

Q) Tambov region	17
R) Sverdlovsk region	18
S) Novosibirsk region	19
T) Khabarovsk Territory	20

Open Answer Tasks

Task number 5 (assessment skills: "Use a variety of reference and legal systems in order to update the legal documents governing the investment project").

Answer the question: What forms and methods of investment activity regulation are established by the Federal Law of the Russian Federation of 25.02.1999 N 39-Φ3 "On investment activity in the Russian Federation, carried out in the form of capital investments" (Federal Law No. 39-FZ, 2017) (Table 2).

Table 2: The key to the answers on the theoretical part of the exam tasks

Nº	The correct answer choices, model responses and evaluation criteria	point
1	1) on the subject of the contract; 2) the conditions that are named in the law or other legal acts as essential or necessary for contracts of this type; 3) the conditions regarding which the application of one of the parties must be reached agreement.	Fully true - 2 b, partially true – 1 b, false - 0 b.
2	2) for all significant conditions.	Fully true - 2 b, partially true – 1 b, false - 0 b.
3	1 – 5 2 – 6 3 – 3 4 – 4 5 – 1 6 – 2 7 – 7 8 – 8 9 – 9 10 – 14 11 – 15 12 – 10 13 – 11 14 – 12 15 – 13 16 – 16 17 – 18 18 – 19	Fully true - 2 b, partially true – 1 b, false - 0 b.

19 – 17

- 4 A -1 Fully true - 2 b, partially true - 1 b,
 Б -2 false - 0 b.
 В -3
 Г - 14
 Д - 8
 Е - 5
 Ж- 12
 З - 4
 И – 6
 К – 10
 Л- 17
 М – 9
 Н –11
 О – 13
 П – 7
 Р – 15
 С – 16
 Т – 20
 У – 19
 Ф -18

- 5 In accordance with Article 19 39-FL: Forms and methods of regulating investment activities carried out in the form of capital investments, local government Fully true - 2 b, partially true - 1 b,
 1. The regulation of local government investment activities carried out in the form of capital investments, false - 0 b.
 1) the creation in the municipalities of favorable conditions for the development of investment activities carried out in the form of capital investments, by:
 to carry out to the subjects of investment activity benefits for the payment of local taxes;
 protection of investors;
 granting subjects of investment activity not contradicting the legislation of the Russian Federation preferential terms for the use of land and other natural resources that are in municipal ownership;
 expanding the use of public funds and extrabudgetary sources of financing housing construction and the construction of social and cultural facilities;
 2) direct participation of local governments in investment activities carried out in the form of capital investments, through:
 development, approval and financing of investment projects implemented by municipalities;
 examination of investment projects in accordance with the legislation of the Russian Federation;
-

issuance of municipal loans in accordance with the legislation of the Russian Federation;

Investment processes are temporarily suspended and mothballed in municipal ownership.

2. Local governments take part in the competition basis of municipal guarantees.

2. Tasks for the practical stage of the professional exam

a) The job to perform labor functions (labor actions) in real or model conditions

Labor function: Carrying out the analytical stage of the investment project expertise

Labor action: Organization of pre-project analysis, determination of integrated financial, economic, technical indicators and organizational and legal conditions for the implementation of an investment Project

The task:

Analyze the mechanisms for creating a favorable investment climate in regions No. 1 - Pskov Region and No. 2 - Rostov Region, using open data portals:

- Investment Development Agency of the Pskov Region

<http://invest.pskov.ru/okno/airpo> (Investment Portal of the Pskov Area, n. d.)

- Investment Development Agency of the Rostov Region

<https://www.ipa-don.ru> (Agency of investment development of the Rostov region, n. d.).

Make a comparative table of investment climate mechanisms in two

regions. Identify the enlarged financial, economic, technical indicators and organizational and legal conditions for the implementation of possible investment projects in two regions (Table 3).

Table 3. Identifying mechanisms for creating a favorable investment climate

Mechanisms for creating a favorable investment climate	The presence of the parameter in the territory №1 (+/-)	The presence of the parameter in the territory №2 (+/-)
Economic incentives (list which ones):		
Tax benefits (list which ones):		
Providing investment resources through regional budgets		
Compensation of interest rates on bank loans		
Investment tax credit		
Preferential terms for the use of land and other objects of natural resources and benefits for the rental of property owned by the subject of the Russian Federation		
The allocation of subsidies and subventions from the budget		
The allocation of priority sectors and areas of investment		
Support of investment projects		
Subsidy leasing payments		
Financing the costs of preparing for the implementation of investment projects		
Payment at preferential tariffs for services of natural monopolies		
Reimbursement for the creation of engineering infrastructure of the project		

Subsidizing coupon income on bonds issued by an enterprise for investment purposes

Reimbursement of insurance premiums for investment insurance

Warranty through the region's collateral fund

Evaluation Criteria: A pre-project analysis was carried out, integrated financial and economic, technical indicators and organizational and legal conditions for the implementation of an investment project were identified — mechanisms were identified to increase the investment attractiveness of the regions in accordance with objective data presented on the portals of regional investment development agencies:

fully presented in the table - 2 points

Partially presented in the table - 1 point

not shown - 0 points.

b) The task for the design and protection of the portfolio

Labor function: Carrying out the analytical stage of the investment project expertise

Labor action: Organization of pre-project analysis, determination of integrated financial, economic, technical indicators and organizational and legal conditions for the implementation of an investment project

The task:

On the exchange of investment projects <https://www.inproex.ru> (Inproex, n. d.) there is an application to search for an investor for the purchase and reconstruction of resort real estate in the Stavropol Territory in order to expand services for tourists <https://www.inproex.ru/project/18940> (date publication of the investment project: 11.02.2019) (Ministry of Economic Development of Stavropol Krai, n. d.).

Analyze the current state of the territory (Stavropol Territory) by:

- analysis of the location of the territory;
- analysis of the socio-economic development (economic potential) of the territory;
- SWOT analysis;
- STEP-analysis of the territory;
- cluster analysis of the territory;
- analysis of the export climate of the territory;
- assessment of the competitive profile of the territory;
- audit of infrastructure, attractions and people of the territory;
- analysis of competitors and partners of the territory;

- statistical analysis of consumers and users of the territory; allocation of significant characteristics for different groups of consumers and users of the territory;

- analysis of the methods used by the authorities to improve the competitiveness and investment attractiveness of the territory.

Prepare for this request, based on the analysis made, a summary of the investment project for an investor offering investments on a digital resource [start2up https://start2up.ru/invest/out](https://start2up.ru/invest/out) (Start2Up, n. d.).

Requirements for the structure and design of the portfolio:

Portfolio structure should include:

- 1) Analysis of the application for investor search
- 2) Analysis of the investment attractiveness of the territory
- 3) Analysis of investment proposals
- 4) Summary of the investment project for the investor / compiled independently on the basis of the above three analyzes /

Criteria for evaluation:

Three analytical stages of the investment project expertise were completed (No. 1, 2, 3 portfolio structures) - 2 points

Partially conducted three analytical stages of the examination of the investment project (№ 1, 2, 3 portfolio structure) - 1 point

Three analytical stages of the investment project expertise were not conducted (№1, 2, 3 portfolio structures) - 0 points.

Results of the study

According to the results of the theoretical and practical part of the professional exam, the results are processed by experts on the assessment of qualifications in accordance with the evaluation criteria and rules for processing the results of the practical stage of the professional exam and the decision on whether the applicant's qualifications comply with the qualification requirements. A positive decision on whether the applicant's qualifications comply with the qualifications for the qualification "Investment projects specialist" is made subject

to passing the theoretical and practical stage of the professional exam.

According to the results of approbation of the appraisal toolkit, the experts participating in the pilot exam showed quite good results in the theoretical unit and low in the practical unit of the professional tasks of the exam. The revealed imbalance between the “knowledge” and “competence” component as a result of the assessment.

According to the results of the assignment for the theoretical stage of the professional qualification examination: "Use different reference and legal systems to update the legal documents regulating the investment project") the following results were obtained (2-high level, 1 - medium level, 0 - low level results of the examination task) (Table 4, Table 5).

Table 4: The results of the tasks of the theoretical part of the professional exam (N = 130 people)

Types of tasks	2 point	1 point	0 point
Tasks with a choice of one or several answers	110	20	0
Tasks for sequencing	105	25	0
Compliance Assignments	90	25	15
Open Answer Tasks	90	25	15

Table 5: The results of the tasks of the practical part of the professional exam (N = 130 people)

Types of tasks	2 point	1 point	0 point
The job to perform labor functions (labor actions) in real or model conditions	87	33	10
Labor function: Carrying out the analytical stage of the investment project expertise. Labor action: Organization of pre-project analysis, determination of integrated financial, economic, technical indicators and organizational and legal conditions for the implementation of an investment project			
The task for the design and protection of the portfolio	82	40	8
Labor function: Carrying out the analytical stage of the investment project expertise. Labor action: Organization of pre-project analysis, determination of integrated financial, economic, technical indicators and organizational and legal conditions for the implementation of an investment project			

Discussion of the research results

Thus, using the example of approving model assignments for a professional exam, one can analyze the results of assignments performed by exam participants and conclude that at a higher level, participants complete assignments for the theoretical part of the exam, which involves evaluating the skills of a specialist. But in the practical part of the exam, including assignments for the performance of labor functions in model conditions, the participants made more mistakes than in the theoretical part of the professional exam.

Expert competencies and analytical competencies are not sufficiently developed among the participants of the approbation examination, which is confirmed by the results of the practical stage of the professional examination for the assessment of the performance of the labor function - the analytical stage of the examination of the investment project.

The exam participants found it difficult to determine the integrated financial, economic, technical indicators and organizational and legal

conditions for the implementation of possible investment projects in the regions, found it difficult to identify mechanisms for creating a favorable investment climate in the regions based on an analysis of regional investment policy.

The identified deficiencies of professional competencies can be the basis for analyzing the need for organizing the professional development of specialists working with investment projects and tasks for designing educational programs for additional professional education.

Conclusion

Thus, the assessment of qualifications based on the requirements of a professional standard requires from specialists in work with investment projects knowledge, skills, labor actions related to understanding and applying the mechanism of formation of the investment policy of the state / region / industry / organization in the conditions of development of market relations, understanding and applying the principles and norms of state participation in investment activities, the ability to form an economic environment for stimulating investment in the real economy.

The investment policy of the state is implemented through the professional activities of specialists working with investment projects and the activities of business entities: investors, suppliers of inventory, investment companies.

The current state of investment processes in Russia is characterized by disproportions in the redistribution of investment resources that have been formed in the sectors of the national economy since the 1970s, characterized by the significant role of the state as a regulator of investments at all levels of the economic system. This is a problem for the definition and implementation of investment management policies and challenges for the professional activities of specialists working with investment projects.

Thanks

Thank you for your cooperation in discussing the methodological tools of the professional exam for investment projects specialists, the Association for the Development of Professional Qualifications and Competences of the North-West. Thank you for your cooperation in testing the methodological tools of the professional

exam for investment projects specialists regional investment agencies. We thank the colleagues of the Institute of Public Administration and Management of the Russian Academy of National Economy under the President of the Russian Federation for the professional expert discussion of the developed tools for the professional exam as one of the bases for human resource management.

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