



METHODS FOR ASSESSING THE EFFECTIVENESS OF THE PERSONNEL MANAGEMENT SYSTEM

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Abstract

The main problems of assessing the personnel management system of an enterprise are considered, methods for assessing the personnel management system of an enterprise are studied. A systematic description of personnel management as a system of an integrated subsystem of an organization is presented. Some general properties inherent in personnel management systems and signs of classification of personnel management systems are formulated, taking into account hypotheses.

Keywords: personnel management, labor management, personnel management, labor resources management, human resource management.

Introduction

To judge how effective this or that personnel management system is, criteria are needed to make such an assessment.

According to B.E. Tatulov, their choice depends on what exactly needs to be assessed: the activities of a particular leader, the performance of the team, or the characteristics of the performers [1,2,3].

An analysis of publications in this area allows us to identify two main concepts that form the basis for assessing the effectiveness of personnel management. According to the first of them, the effectiveness of personnel management is assessed based on the organic unity of management and production, but the contribution of personnel management itself to production efficiency is not determined. The second concept focuses on determining the contribution of personnel management to production efficiency [4,5,6,7].

The Main Part

Quantifying this contribution is an extremely difficult task, as even the corresponding reporting indicators do not yet exist. Therefore, most methods for assessing the effectiveness of personnel management adhere to the first approach.

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At the same time, it seems appropriate to evaluate not so much the contribution of personnel management to production efficiency as its qualitative impact on this efficiency. The integral indicator is transformed into many others at lower levels, showing the effectiveness of individual systems or subsystems of personnel management - selection, training, etc. [8,9,10,11].

Such an approach, in particular, is seen in A. Braverman and A. Saulin, for a comprehensive assessment of the activity of an economic object, they propose to combine, in the process of analyzing the effectiveness of personnel management, the most significant economic indicators into one integral indicator.

S.V.Shekshnya proposes to evaluate the effectiveness of personnel management in several ways:

- assessment of the achievement of goals;
- method of assessing competencies;
- assessment of motivation;
- study of human resources statistics;
- - cost estimation.

The main emphasis on performance evaluation is made in the approach of D.S. Sinka, leaving aside the "human factor". His works present a methodology for calculating labor productivity without taking into account the factors influencing this indicator. The application of this assessment method is impossible at non-production enterprises, where the staff does not produce products, but provides services (the beauty and health industry, the tourism industry, the education sector, etc.), i.e. at such enterprises where it is the "human factor" that is the basis of the entire system of "production" of services [12,13,14].

The effectiveness of the functioning of the personnel management system is determined by its contribution to the achievement of organizational goals. In this sense, one cannot but agree with A.I. Kitov, who believes that "the activity of a leader cannot be evaluated only by some of its own parameters. The true criterion for its evaluation is the end result of the work of the entire team, in which the results of the work of both the leader and the performers are organically combined. In his reasoning, AI Kitov fixes the established practice of assessing the effectiveness of personnel management, without taking into account the psychological criteria of the latter. Although without them, the assessment of the degree of effectiveness of personnel management will be far from complete, as evidenced by world experience [15,16].



But at present, for many organizations, unfortunately, a different direction is characteristic. They either ignore the personnel management system altogether, or, at best, evaluate the effectiveness of personnel management using indicators specially created for this purpose. These include: staff turnover, time spent on professional training, etc.

The development of this trend is also facilitated by the widespread perception that HR specialists are far from the main activity and have little or no influence on it. “Taken in isolation from overall development goals, these potentially important indicators contribute to the isolation of the personnel management service” [17,18,19].

It can be seen that consideration of the psychological aspect of the consequences of managerial activity is of quite great interest. The economic literature presents the following criteria for the effectiveness of personnel management.

As for specific methods for assessing managerial work, the methods proposed and used in practice can be divided into three groups: quantitative, qualitative (or descriptive) and combined (or intermediate) [20,21].

Quantitative evaluation methods include: scoring, coefficient, rank order method, paired comparison method, graphic profile system, experimental method, etc.

Qualitative (descriptive) methods include: a system of oral and written characteristics, a standard method, matrix and biographical methods, a group discussion method. Among the qualitative methods, SWOT and COPS analysis of the personnel management system can be highlighted.

Recently included in the practice of domestic research in various areas of management, they have firmly secured the glory of the most popular comprehensive assessment methods.

Examples of combined methods are the method of incentive assessments, groupings of workers, testing. One of the combined methods that has become widespread in large companies and is a method of comprehensive personnel assessment has become the “Assessment-centre”. The method is based on the use of complementary methods, focused on assessing the real qualities of employees, their psychological and professional characteristics, compliance with the requirements of job positions, as well as identifying the potential of specialists. To date, the assessment center is the most valid method for assessing the competencies of employees [22,23,24,25].

Thus, the analytical work on the assessment of managerial work can be organized in various ways.



Raising the question of the reliability of the final information when evaluating managers and specialists, the following should be noted:

- none of the applied types of assessment can give high reliability, therefore, an assessment complex is proposed in which certain types of assessments complement each other;
- It is practically impossible and unnecessary to assess the totality of a person's qualities. But to determine the main required qualities in the professional activity of an employee is the task of the departments, which include economists, psychologists and programmers;
- reliable and complete information will be the one that contains answers to the questions: what opportunities the employee has and to what extent they have been realized, which have not been realized and why, and also under what conditions in the future they can be realized.

Speaking about the evaluation of the effectiveness of personnel management, one cannot fail to say about the evaluation of the personnel management service itself. A lot depends on their staff, "if they meet the requirements of the economic reform, namely: they have the appropriate education and excellent knowledge, a flexible mind and practical ingenuity, sufficient work experience in a lower position, they know the advanced domestic and foreign experience of the holding's commercial activities and technologies production" [26,27,28].

Effective management and development of the organization is largely determined by the personal and professional qualities of the head of the enterprise, the degree of awareness of the need for him to learn himself and contribute to the learning of others in order to comply with the constantly changing socio-economic environment.

These and other criteria, in our opinion, should form the basis of a study of the effectiveness of personnel management. Performance evaluation as a system of procedures is a reflective tool that helps the manager to see and evaluate, in a fairly specific sense, the quality of the personnel management system in general and his professional abilities in particular, and those shortcomings in training, which can accordingly be defined as a need for training, in order to improve performance.

The process of improving any system requires a consistent approach. The process of improving the personnel management system is no exception and includes the following main stages of work:



1. Diagnostics of the current state of the personnel management system (analysis and evaluation of the current practice of personnel management in the enterprise);
2. Designing (or modeling) the target state of the personnel management system, including all its elements;
3. Implementation (implementation) and maintenance of the simulated project of the personnel management system in accordance with the target state.

A prerequisite for the implementation of the first stage of work - assessing the current state of the personnel management system - is the awareness of the organization's management of the strategic development goals, since they determine the long-term requirements for the elements of this system, on the basis of which the criteria for assessing managers of different levels, personnel management technologies, as well as enterprise employees [28,29,30].

The subjects of the improvement process (managers of various levels) are evaluated to determine the level of formation of managerial skills and assess managerial potential.

Specialized subdivisions are assessed for the need to expand the list of tasks to be solved, the tools used, methods and qualification requirements for employees of the subdivisions themselves.

The purpose of the assessment is to determine the degree of formation of managerial skills and knowledge among managers of various levels.

HR technologies are evaluated in the following areas:

Comparison with a fully functional model of enterprises of this type (based on the strategic goals of the company's development). The purpose of the assessment is to determine the need to expand the list of processes for personnel management. Assessment of the optimality of the implementation of the technology itself. The purpose of the assessment is to identify processes whose technology needs significant optimization.

The company's personnel is assessed selectively in terms of the features of their motivational sphere, job satisfaction (working conditions, results of their own work), their level of loyalty to the company and understanding of the personnel management system. In addition, as part of the assessment activities, the personal qualities of employees can be additionally assessed.

Further, based on the results of the assessment of the personnel management system, its target state and a set of measures for the transition from the existing state to the target one are developed.



The target state is determined on the basis of those settings that the company's management sets for itself, and the choice of a set of measures depends on the specific situation in the company.

Based on the organizational structure of specialized units (number, composition, tasks) and the functions of managers, within the framework of the work on designing the target state of the personnel management system, the requirements for managers of various levels are determined - for professional competencies. Based on the results of the assessment and the projected professional competencies, a training program for managers and specialists and plans for their development are developed.

As part of the work on designing the target state of the personnel management system, the following are being developed:

The list of processes for personnel management (requirements for them), which are most conducive to achieving the company's goals, and their relationship with each other and with other processes of the company (the scheme of business processes for personnel management at the top level). At this stage of work, the following parameters are defined as requirements for processes: in what cases the business process is implemented, who is responsible, what should be the result of correct execution, and what exceptions can be.

The sequence of execution of each business process (lower-level business process diagrams). At this stage, the participants in the process, their areas of responsibility, requirements for the result of implementation, requirements for the interaction of performers with each other, requirements for the means of activity (methodologies, tools) are determined.

After determining the requirements for all elements of the personnel management system, a program for the transition from the existing state to the designed one is developed. The program of work should, if possible, include a calendar schedule and a plan for providing the resources necessary for its implementation.

Optimization of the personnel management system or one of its elements consists in carrying out a set of measures to move from the existing state to the target one. A training program for managers of various levels is being implemented in order to increase their level of formation of managerial skills.

During the implementation of the program, thematic seminars and trainings on the formation of managerial skills are held. Specialists of HR departments are trained under a special training program that allows staff to independently use and improve personnel management technologies.



The Company approves and implements a set of regulatory documents for the personnel management system.

Consultants monitor the activities of specialized units in the implementation of procedures in accordance with approved documents, adapt regulatory documents. For the company's personnel, programs are being implemented to increase job satisfaction, loyalty to the company, and the formation of motives for achieving the company's goals.

Work on optimizing the elements of the personnel management system should be carried out in a clear relationship with each other.

As a result of the implementation of measures to improve the personnel management system, the expected effects should be the following:

1. The goals and objectives of personnel management are tied to the strategic goals of the Company and the specific conditions for their implementation.
2. The organization is timely provided with personnel of the required qualifications and numbers, personnel planning is carried out in accordance with production.
3. Maintaining and improving the skills of managers and employees is carried out in accordance with the requirements of a developing Company.
4. Shortcomings in the structure of the personnel management system have been eliminated, the number and qualifications of specialists in the personnel management system have been brought into line with the volume of tasks to be solved and allow reaching the level of human resource management necessary for the development of the Company.
5. The principles of interaction between functional departments for working with personnel from other departments of the company are determined.
6. The technology for collecting, analyzing, recording and updating information on the state of the human resource in the Company has been debugged.

The main result of the introduction of uniform standards for the implementation of personnel policy is to increase the efficiency of management of the Company's structural divisions through the creation of a single management space, when the same principles of work with personnel are implemented in all structural divisions of the company, requirements are established for the implementation of managerial actions and for the form of fixing its results. Uniform personnel policy standards are designed to ensure an appropriate level of transparency in the management of structural units, and, accordingly, increase the investment attractiveness of the company.



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