



KAPITEL 2 / CHAPTER 2
THE ANALYSIS OF KEY PROPERTIES OF PERSONNEL SELECTION
AND SELECTION

АНАЛИЗ КЛЮЧЕВЫХ СВОЙСТВ ПОДБОРА И ОТБОРА ПЕРСОНАЛА

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Introduction

Changes in socio-economic and political life, taking place in the world as a whole, actualize the need to improve state and municipal administration, which also requires appropriate transformations in the field of professional education of state and municipal employees. The states face an acute problem of training and advanced training of managerial personnel. This is due to two features of the development of statehood over the past decades.

The purpose of the paper is to analyze the possibilities of training modern personnel.

2.1. The meaning and specificity of human resources in the organization

In the 70s, the term "human resources" and "personnel management" were established in management. Most of the firms also departed from the established names of personnel departments in favor of "human resources departments (services)," and entered new terminology into regulations. It is now used for both workforce planning and staffing (human resources planning) and staff development and professional development (human resources development). Changes reflect a reappraisal of the role and place of a person in the structure of production, taking place in management during the STD period, the adoption of other theoretical concepts as the basis of personnel management and, as a result, the introduction by most firms of a number of innovations in the forms and methods of personnel policy [1, 2].

At the same time, having become commonly used, the new terminology itself does not mean anything, behind the "change of signage" of personnel services in many corporations there are no real changes. The concept and practice of personnel work has been formed for many decades in conditions of an almost unlimited labor market, high turnover of staff, lack of obligations of the employer to the dismissed employee (established by law, agreement with the union or in a "voluntary" manner). Accordingly, additional staff costs were considered a deduction from capital, corporations sought to minimize them in all cases. The plan to reduce capital investment in the hired workforce was based on the principles of personnel management arising from the concepts of the school of "scientific management." The bourgeois science of governance dictated a reduction in the dependence of technological processes on the subjective factor. The fulfillment of such conditions, including the design of jobs, reduced the dependence of production on the quality of work of performers. The division of the process into light, simple operations helped solve the problem of reducing the qualification requirements for the operator and



provided the opportunity to use low-cost labor of low skill. A strict division of labor was carried out not only between operators, but also between executive and managerial labor and between functions and hierarchical levels of management [3].

The difference between the concept of "human resources" and the concepts of personnel management that underlie the schools of "scientific management" or "human relations" is the recognition of the economic rationality of investments related to attracting labor force, keeping it in working condition, training and even creating an environment for more complete identification of the potential and abilities present in the personality. The concept of human resources is, first of all, a practical concept that occurred in response to the changed conditions of the economic activity of corporations in the production, technical, socio-economic spheres [4, 5].

With the advent of such changes, the role of the workforce in production increased. The determining factor of competitiveness in many industries was the armed force of highly skilled labor (from senior managers to operators), the level of its motivation, organizational forms and other factors that are determined by the productivity of personnel. One of the postulates of the theory of "human resources" is the applicability of value categories and estimates to the use of labor. At the same time, on the one hand, the use of "human resources" is characterized by certain costs of the employer, in addition to the wages paid. These include the costs of staff selection, training, social insurance, etc. On the other hand, human resources are characterized by the ability to generate income available to the employer. It is this ability that determines the "value" aspect of the use of human resources. The amount of profit depends on individual labor productivity, its duration and efficiency. Of course, a healthy employee with a high level of qualifications, skills and motivation will bring the organization higher income, which determines its "value" for the company [6, 7]. The influence of the labor factor is characterized by two points: quantitative (increase in the labor force) and qualitative changes, in which the impact of STDs on production is most noticeable. This influence occurs through changes in technology and the organization of production, an increase in the training of employees, changes in their professional and qualification structure. The main theoretical premise of the concept of human resources is the consideration of employees as a key resource of production and the rejection of ideas about labor as a gift wealth, the development of which does not require money and organizational efforts from the employer. Thus, human resources are, as it were, "equalized in rights" with financial resources and fixed capital.

In the practice of corporate management, the function of personnel management until recently was not among the main ones, which is understandable. It was much easier for an entrepreneur to find the necessary labor in the labor market than to gain access to free money resources in the loan capital market. The purchase of new equipment was increasingly expensive, and corporations created systems to maintain physical capital in working condition for a long time. Hiring a new employee cost almost nothing, and the departure of the employee or his premature "wear and tear" did not affect the state of the assets and profits of the corporation. Since the 60s, but especially intensively in the 70-80s, most of the large firms began to rebuild the work of personnel services. First of all, the activity of large firms in the labor market has



increased. They mastered the methods of recruiting highly qualified managers and specialists directly at universities. Corporations have increased the human resources budget for staff development. A major innovation in personnel work is the so-called "human resource planning." It includes forecasting prospective needs, developing substitution schemes for a senior management group, identifying missing "human resources," as well as planning activities that ensure their replenishment. The reorganization of personnel work began with managers and highly paid specialists. From the perspective of the concept of "human resources," investments in this category of personnel are particularly justified. The competence and personal "interest in the company" of top-level managers most radically affect the overall results of the organization. Consequently, personnel work, by adopting a system of remuneration, social insurance and various benefits, is aimed at strengthening the managerial top of the organization. While ignoring work with ordinary performers caused a high turnover of these personnel due to premature physical or moral (obsolescence of professional skills) wear and tear, poor quality of work life. A sharply differentiated approach to dealing with staff continued in the 1970s and 1980s, although a number of firms had to shift the new working methods to a wider workforce.

There are mainly major changes in the attitude of organizations to train professional skills and improve the skills of employees. However, the division in the approach to different personnel groups remains even in the ranking of training costs.

The frankly pragmatic concept of human resources dictates that the approach to each person in production and management is determined by economic criteria: the full costs "embedded in the person" at the expense of the company (from the costs of hiring, training and retraining to the costs of creating appropriate working conditions) must always pay for themselves and in the long term generate income.

An important starting point of the theory of "human resources" is the assumption of differences in the "value" of human resources. We are talking about the ability of an employee to bring more or less additional value in the conditions of the company.

Differences in value are determined by the nature of the position and the individual differences of employees holding the same position. The computerization of management allows today to eliminate a number of intermediate links in its middle echelon, especially those positions where managers are mainly engaged in information aggregation. This increases the level of complexity and responsibility of decisions made at the highest levels, a number of powers are further delegated to the middle and lower levels of management. Many corporations are undergoing a radical restructuring of the work of managers in the lower tier, especially in the case of the organization of "self-governing working groups." Changes in the nature of the required professional skills, job requirements, level of responsibility determine the mandatory special training and advanced training of employees.

It is believed that as a result of training, the gap in the values of "value" of employees for a company (in relation to the best) can be reduced by 2-3 times, and profits are accordingly increased. Treating the workforce as a resource also means understanding the limited sources of certain groups of skilled professionals, managers, workers in comparison with the need for production, which creates



competition for ownership of particularly important and missing categories. The private capitalist management system widens the gap between the rapidly changing needs of production and the overall level and nature of staff training. The scientific and technological revolution demands increase in costs of the companies of training, vocational training, regular skills development and retraining.

Many corporations strive to have the most skilled workforce, which has practical experience, solves their individual problems, but without increasing the general imbalance in the labor market. The expression of this circumstance is competition for labour of the best quality. The transition to active recruitment requires a major increase in the human resources budget. Calculations for one organization showed that recruiting a college specialist on average costs the company three times more than the usual selection methods from among those who applied to the company. In organizations that go to such costs, labor ceases to be a gift resource. Because serious capital is invested in it, the company becomes interested in the rather long-term and comprehensive use of such a specific resource.

In practice, this approach is linked to new developments in human resources, such as the generation of demand projections for individual categories of staff; special registration of qualifications and skills with the formation of a database; move to active recruitment and selection methods outside the company; a significant increase in the use of internal training; application of an annual formalized performance assessment to thoroughly detect, for the benefit of the company, the existing potential of each employee, etc. In large corporations, elements of intra-company social infrastructure for various purposes began to be created - from cafeterias to medical and physical education dispensaries, programs to improve working conditions and more general programs to "improve the quality of working life" appeared. A number of associations that are interested in human resources of the highest quality have been making great efforts in recent years to master and create new approaches to their design and use, new forms of management organization. Thus, 16 large associations jointly founded the "Environmental Tracking Association," which, on behalf of its sponsoring corporations, is studying the impact of new technology, government regulation and other external factors on the management of human resources.

The concept of "human resources" uses economic arguments to justify new approaches to the use of personnel and the need for investment in the development of labor resources.

In the same cases when the employer deals with the market of excess labor, low-skilled personnel or the corresponding economic situation, this concept is turned by other facets and in fact combined with the most archaic forms of personnel work, intensification of labor.

2.2. Technology of personnel selection and selection

The organization of the recruitment system provides for a choice between external and internal sources. In the first case, the company evaluates the positive and negative qualities of its employees who have the intention, opportunity and ability to



occupy a vacancy. In the second case, it aims to search for external sources of employment. The choice of one or another approach affects not only the methods of personnel selection, but also the image of the company, its prestige on the part of candidates, as well as the level of costs that it will incur for the selection of employees. Therefore, based on the chosen philosophy, the selection system consists in certain methods of finding and selecting employees. Depending on the approaches to selection, the methods used by the company have some distinctive features.

There are different perspectives on the components that are part of the search, selection and recruitment system. The authors consider the process of meeting the company's need for employees both as a set of independent elements and as a set of interconnected measures. During the selection of applicants and examination of their compliance with the professional functions of a certain position includes:

- initial acquaintance with candidates;
- collection and processing of information on them according to a certain scheme;
- Assessment of qualities and characteristics;
- comparison of these qualities of candidates with the requirements of the vacant position;
- comparison of applicants for the same position and selection of the most suitable;
- approval and hiring of candidates, conclusion of employment contracts with them.

Professional selection of personnel in the organization involves a number of the following stages:

- formation of personnel commission;
- development of requirements for candidates based on the specifics of the vacant workplace;
- Publication of contest announcements in the media;
- medical examination of candidates;
- assessment of psychological stability of candidates;
- study of interests, hobbies and bad habits of candidates;
- Ranking of candidates and making the final list;
- Approval of a candidate for a vacant position;
- conclusion of an employment contract with a candidate;
- processing of relevant documents in the personnel department.

Based on the results of the above steps, the line manager or hiring manager makes the final decision on hiring.

In selecting and hiring personnel, this sequence of steps is appropriate:

- receipt of applicant's personal data;
- Examination of its recommendations;
- Interview;
- Testing of professional suitability, including business and personal qualities;
- Medical supervision;
- Solution and preparation of materials for recruitment.

In addition, a number of scientists see the need to highlight factors such as the



qualitative and quantitative needs for workers, as well as the adaptation of a new employee to a new position.

The synthesis of the positions of various specialists on the subject made it possible to establish a comprehensive list of components included in the search, selection and recruitment system:

- Personnel planning (definition of qualitative and quantitative staff requirements);
- analysis of the situation in the external and domestic labour markets, including indicators characterizing the attractiveness of the workplace and the structure of the candidate market;
- Establishment of competitors in the labour market;
- determination of basic competencies and requirements for candidates;
- Formulation of the recruitment philosophy;
- selection of sources (external and internal), as well as methods of personnel search;
- Specificity of the candidate flow;
- Selection of methods and selection procedure;
- Analysis of the selection results and final decision;
- admission of a new employee and his professional adaptation.

Personnel selection is a labor-intensive process, the result of which more influences the well-being of the company and the prospects for its development in the economic sector. Therefore, when organizing a selection system and choosing methods and tools, it is worth considering it as a multitasking system, which is a component in the overall enterprise system. The results of personnel selection - system outputs - are inputs of the multi-level system of enterprise activity. The main goal of the employee selection system is to select candidates whose professional and personal characteristics and qualities better meet the requirements of the vacant position and the company as a whole. Like any system, a staff selection system consists of many components: a set of recruitment methods, a set of goals and principles, as well as a philosophy of selection. Therefore, it is necessary to study and evaluate not only the results (outputs) of the system, but also to consider personnel selection as a process consisting of successive stages. When creating a recruitment system in an organization, it is also necessary to form a philosophy of staff selection for each vacancy.

Depending on the goals of the organization and its development strategy, it can take various forms: focusing on changes in the organization or the qualitative fulfillment of standard tasks, long-term development or ongoing work, focusing on the potential or on the knowledge and experience of the candidate. The formation of a philosophy of selection also involves a choice between external and internal sources of selection of candidates.

The choice of a particular selection philosophy directly affects not only the methods of personnel selection at the enterprise, but also the image of the organization, its attractiveness on the part of applicants, as well as the level of costs that the company incurs in connection with personnel selection. So one of the most important sectors of workforce formation is recruitment. And like any process that



stems from the company, it requires effective management and a systematic approach. The main goal of the selection process is to equip the organization with effective personnel in the right number in order to achieve the strategic and tactical goals of the enterprise. The selection process consists of a number of consecutive stages.

It is worth noting that at each of the stages, the leadership can stop working with the applicant, making a correct refusal of his candidacy.

Staff requirements planning is an initial step in the recruitment process. It is based on existing and planned workplaces, business plan, staffing table and vacancy plan. Next, consider the recruitment steps.

The main stages of recruitment can be described in more detail as follows:

- Identification of staff requirements, opening of corresponding vacancies;
- Analysis of documents submitted by applicants;
- A preliminary conversation (by phone or at a meeting) to get acquainted with the candidate. At this stage, you can learn more about his education, work experience, get an idea of communicative skills;

- Familiarization with the candidate's resume and/or completion of the questionnaire. Usually, the questionnaire includes personal questions (date and place of birth, address of residence, education, etc.) related to previous jobs, education, hobbies. Often there are questions aimed at determining the level of self-esteem, attitudes to various phenomena of social life, etc.;

"Interview. The interviewing of the candidate, to some extent structured and formalized, may be done orally or in writing;

- Testing (psychological, psychophysiological, professional, intellectual), testing. In each case, a special test program (the so-called "test battery") is developed, corresponding to a specific vacancy. Testing can be individual or as part of a group, carried out on one day or for several;

- Verification of recommendations. Often, from the previous leader or colleagues of the candidate, you can not only find out any information about the applicant, but also get useful information about what this person is powerful in or what problems can be with him. However, the previous leader or any of the former colleagues of the candidate may be biased in his assessment, especially if he "did not agree with his views";

- Analysis of results;

- Making a decision on the suitability of the candidate for employment and presenting it to the head;

- Preparation of the draft employment contract. In case of a positive decision on hiring, the employee is informed of the list of necessary documents, the date of discussion of the draft employment contract is agreed with him. By this time, a draft is drawn up on the basis of a standard employment contract, taking into account all the characteristics of a particular position, which is approved by the head of the unit;

- Conclusion of employment contract and execution of necessary documents.

The specialist managing the selection of a candidate for a certain position must clearly represent the essence of the work process, the duties of the employee, the degree of responsibility, the working conditions, as well as the goals and tasks that



are set for this position. To do this, an analysis of the work center is carried out. Technologies for collecting and analyzing information about the workplace are diverse, but at the end of this process you need to get information about:

- Field of activity of the specialist, his goals and tasks and degree of responsibility;

- Essence and nature of the work process;

- List of production operations and time for their execution by a specialist;

- Conditions of organization of this workplace;

- Qualification and personal requirements for the specialist. In practice, the following methods are generally used to analyze the workplace (methods are based on frequency of use):

- Documentary - job descriptions, questionnaires, regulations on structural subdivisions, etc.;

- Interviews with line managers, specialists holding similar positions and other categories of employees;

- Observations carried out by the recruitment specialist.

The result of the work on this stage is a list of psychological, qualification and organizational requirements for this specialist.

There are many sources of recruitment. Therefore, at this stage, the recruitment specialist approaches the issue of analysis and evaluation of sources of engagement. The analysis and evaluation is based on the following criteria:

- Strategic and operational goals of the organization for the formation of the organization's labor resources. An example is when the strategy pre-identified the source of expertise by moving within the organization. Consequently, external sources are not considered in principle;

- Economic assessment of sources. A number of alternative combinations are being prepared from selection sources that allow you to solve recruitment tasks with the same level of quality. The evaluation is made based on the criteria of the cost part of the variant, the selection dates, etc. This analysis presents a challenge, as not all resources used in recruitment are accounted for. In addition, the monetary valuation of certain types of resources, such as the time of the company's recruitment specialist, is difficult due to the lack of accurate valuation methods.

- Selection of sources of personnel involvement. Based on the above steps, a selection of sources of involvement of specialists or a combination thereof is made. The main rule that should guide this choice is the cost minimization rule. Thus, the choice is focused on the option that maximizes the effect at the same selection costs;

- Planning of sources of personnel involvement. Each of the sources of engagement has characteristics of action, both in the temporary aspect and in the organizational one. Therefore, it is important to plan their use. For each source, a list of specific actions is defined, linking them to the deadlines, in order to attract the required number of candidates of a given level of quality.

When using sources of recruitment, the organization begins to receive information about potential candidates. This stage is very important, since even the most serious and systematic actions up to this moment will be in vain if you do not correctly plan and implement the procedure for attracting specialists.



For itself, the company must solve the issues of the form of application of applicants to the organization, the procedure for accounting and systematization of data on candidates, notification of applicants about the results of the application. The system for attracting candidates works efficiently under conditions of a well-established procedure for receiving, processing, evaluating and deciding on the received information about the candidate.

An important objective of this phase is to create a pool of candidates to meet the organization's future staffing needs. Selection of candidates. This stage describes the widest range of actions of the organization to select the right specialist. There are various descriptions of the stages of this process, however, there can be no universal classification, since the stages of selection are determined by the specifics of the position, the peculiarities of the organization, the state of the labor market and many other factors. The main thing that the recruitment specialist should remember is that during the selection there is a kind of acquaintance of a number of persons of the external environment with the organization. With the proper organization of this process, another goal of knowledge in the labor market about the level of this employer is achieved. Based on their own selection considerations, each enterprise uses either a complete set of selection methods or some of them.

The proposed methodology most comprehensively reflects the nature of the search, selection and recruitment system. It should help to improve the effectiveness of the organization, since the main task in the selection of personnel is to identify the employee's labor potential, determine the completeness of its implementation, determine the compliance of the employee with the vacant position, and also assess the employee's importance to the organization and to motivate his effective work. Only by determining the ratio of competencies and motivators of each individual employee, understanding what drives him to activity, what motivations underlie his actions, can an effective system of forms and methods of management be developed. Based on this knowledge, the management of the organization will be able to form a new or adjust the existing system of personnel management.

Conclusion

Thus, the work considers some of the problems of the development of management of specialists in organizations.