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COMPLEX PERSONNEL ASSESSMENT MECHANISM IN THE SYSTEM OF THE FORMATION OF PERSONNEL RESERVE GROUPS OF HIERARCHICAL ORGANIZATIONAL SYSTEMS

The article gives the development of a theoretical and methodological basis for both the system for the formation of personnel reserve groups in organizations and the development system for managerial personnel in general. The features of the formation of reserve groups of managers in hierarchical organizational systems are investigated. The algorithm of working with a reserve of managers is given, which allows to improve the procedures for evaluating and selecting personnel, motivating the best applicants, and carrying out preliminary control of their activities. The possibility of unification of the use of the above algorithm is shown not only when working with personnel reserve groups, but also in training, preparation, retraining and advanced training of managers in general.

Keywords: *personnel, personnel reserve, personnel assessment, management level, training program, algorithm.*

Problem statement. Conducting radical economic reforms and active social policies, democratization of society associated with the increasing role of the human factor. Therefore, issues of working with personnel, which make up the human factor in the development of society, are of particular importance in today's conditions. This makes qualitatively new demands on the theory of personnel management in science, the use of the results of socio-economic and psychological research in the practice of personnel work, and also determines the crea-

tion of an optimal mechanism for personnel management in all spheres and areas of human activity. Personnel development is an important condition for the success of any organization. This is especially true at the present stage, when the acceleration of scientific and technological progress leads to rapid changes and requirements for professional knowledge and skills. Personnel in modern conditions should be highly educated, have a high general culture, strategic thinking and erudition. Organization of professional development is becoming one of the main functions of personnel management.

Professional development is the acquisition by an employee of new competencies, knowledge, skills that he uses to use in his professional activities. This is the process of training, retraining and advanced training of employees in order to fulfill new functions, tasks and responsibilities of new posts. Personnel development is a systematically organized process of continuous professional training for employees to prepare them to perform new production functions, professionally and professionally advance. Personnel development is ensured by measures related to personnel assessment with the aim of adapting and certifying personnel, planning the career of employees and specialists, and stimulating staff development.

In the context of the intensification of the crisis in the Ukrainian economy in order to stabilize the activities of enterprises and organizations, measures to improve the system of forming a reserve of managers and improve the social structure of personnel are coming to the fore, given the minimum funds allocated for these purposes. Thus, the theoretical justification of necessity and the practical implementation in the system of the formation of the reserve of managers of the methods of accounting for management features in hierarchical organizational systems, the relationship of various levels of management both in the internal environment of such systems, and their relationship with the regional, sectoral and national levels of government, are of particular relevance.

Recent research and publication analysis. Foreign and domestic scientists such as P. Jung, D. Joy - Matthews, N. Tom, I. Hentze, V. Ya. Bric, A. Ya. Guguli, A. Ya. Kibanova, F. I. Khmel, A. A. Grishnova, L. N. Cherchik have devoted their work to the study of theoretical aspects of the process of personnel development and analysis of its components [1, 2, 3].

I.B. Shvets covers the issues of motivation of professional development of personnel, conducts systematization of scientific principles of motivation and forms a model of motives for professional development of staff taking into account the characteristics of different categories of employees [4].

Investigating modern aspects of HR development, K.O. Lyubimova, formed the attributive structure of the organization's personnel development management system, which includes 3 subsystems: human, professional and sustainable development, in accordance with which the author developed a conceptual model of enterprise staff development management [5]. L.M. Cherchyk studies the problem of development and implementation of personnel development strat-

egies with a clear hierarchical structure of the process, which provides a step-by-step formation of a strategic set of actions and enables to achieve strategic goals at each of the hierarchical levels using a process approach to substantiate the strategy of personnel development includes a number of interrelated stages in the strategic management system. In the system of development of managerial staff in hierarchical organizational systems, in our opinion, the issues of planning the professional career of specialists, forming a reserve of managers, evaluation and selection of personnel are at the forefront.

The personnel reserve is considered as a group of managers and specialists with the capacity for management activities that meet the requirements offered by a position of a certain rank, have undergone selection procedure and systematic targeted qualification training.

On the one hand, it is necessary to have general principles of working with the reserve of managers: selection of candidates to the reserve on the basis of their moral-psychological and business qualities to solve the problem of constant improvement of the qualitative composition of the executives; observance of candidates' age and educational qualifications; rational determination of the optimal structure and composition of the reserve, taking into account that at least two or three candidates must be appointed for each management position; regular systematic search for candidates for the reserve of managers on the basis of wide publicity of work with the reserve for promotion in the organization.

On the other hand, training, retraining and upgrading of employees in order to be included in the reserve of managers must certainly take into account the features of management at each level in hierarchical organizational systems. This applies to both the development reserve - a group of specialists and executives preparing for work in the new areas, and the reserve of functioning - a group of specialists and executives who must ensure the effective functioning of the organization in the future.

In our opinion, the coverage of these issues in the system of development of managerial staff in hierarchical organizational systems has not received sufficient coverage in research.

Paper objective. In view of the above, the purpose of the article is to develop a general mechanism for working with groups of personnel reserve within the framework of the system of management personnel development in hierarchical organizational systems, taking into account the peculiarities of such systems.

Paper main body. When selecting candidates for the reserve for specific posts, it is necessary to take into account not only general requirements, but also professional requirements that must be met by the head of a particular department, service, the level of management to which this department, service, and also particular requirements to the personality of the candidate based on the analysis of the situation in the unit, the type of organizational structures, culture, etc. The inclusion of a specialist in the reserve of managers should be considered as one of

the most effective means of moral motivation action [6].

The main features of management in hierarchical organizational systems include a range of managerial issues that are solved at each level of management.

The circle of managerial issues, is solved at each level of management, consists of two groups: issues of management directly at this level (self-government) and coordination of the activities of subordinate departments or performers. Moreover, each group of questions works with its own volume and scope of concepts. To prepare the reserve, three types of training, retraining and advanced training programs for employees are developed and approved: general, special, individual.

The general program includes theoretical training - restoration and replenishment of knowledge on certain issues of science and management practice; improving the education of candidates enrolled in the reserve, which is associated with their previous (basic) training; training in special disciplines necessary to improve management effectiveness. The form of control is passing the exam (tests).

A special program provides for the separation of the entire reserve by specialties and training, combines theory and practice.

Preparation is carried out in the following areas: business games; solution of specific practical situations in the specialties. The form of control is the development of specific recommendations for improving a specific direction of the organization and their protection.

An individual program includes specific tasks to increase the level of knowledge, skills and abilities for each specialist enrolled in the reserve, in the following areas: industrial practice, internship in a reserve position.

Individual candidates' plans are developed by the direct heads of units and approved by the heads of the organization.

Systematic monitoring of the implementation of individual plans is carried out by the heads of departments and employees of the personnel management service responsible for preparing the reserve.

Special and individual programs should cover not just a set of specific practical situations, but such situations that arose in the real activities of the organization at this level of management. The managers for special and individual programs should be managers of the appropriate level of management.

Thus, it becomes relevant to create in organizations at each level of the data bank management two groups (self-management and coordination) of real production situations and means that can effectively get out of these situations.

The algorithm for completing and evaluating tasks within the framework of a special and individual training, retraining and advanced training program for employees is proposed as follows.

Step 1. Start.

Step 2. Choosing the next situation. Go to step 3.

Step 3. Decision making by the applicant on how to get out of the situation.

Go to step 4.

Step 4. Evaluation by the program manager of the satisfactoryness of the decision made by the applicant. If the solution is satisfactory, go to step 5; otherwise, go to step 6.

Step 5. Evaluation by the program manager of the need for additional testing, taking into account the previous positive result. If necessary, go to step 2; otherwise, go to step 8.

Step 6. The program manager evaluates the need for additional testing, taking into account the previous negative result. If necessary, go to step 2; otherwise, go to step 7.

Step 7. The applicant did not pass the next control. Go to step 10.

Step 8. Assessment by the program manager of the level of decisions made by the applicant. If the solutions should have small flaws - go to step 10; otherwise, go to step 9.

Step 9. Applicants are included in offers for additional promotion. Go to step 10.

Step 10. Accumulation of test results. Go to step 11.

Step 11. Assessment by the program manager of the need to leave the applicant in the personnel reserve group, taking into account the preliminary accumulation of results. If necessary, go to step 13, otherwise go to step 12.

Step 12. The applicant is excluded from the personnel reserve group. Go to step 13.

Step 13. The end.

Note that the practical use of the above algorithm can be considered as an element of preliminary control of the possible future activities of the applicant for the position.

Note that the practical use of the above algorithm can be considered as an element of preliminary control of the possible future activities of the applicant for the position.

With this in mind, the implementation of the described mechanism comprehensively covers the entire spectrum of basic management functions: planning (within the framework of personnel planning), organization of activities (taking into account the organizational structure, tasks of various levels of management), motivation and control.

The practical use of the algorithm is also interesting not only when working with personnel reserve groups, but also in general during the training, retraining and advanced training of managers.

Conclusions. Therefore, it is advisable to consider the work of training, retraining and training of employees in order to include in the reserve managers of organizations as a combination of two groups of principles: the general principles of working with the reserve managers; principles that must take into account the features of governance at each level in hierarchical organizational systems. This points to the relevance of the problem of defining principles that must take into

account the features of management at each level of management and the problem of interaction of different levels of management, and why further research on this topic will be devoted.

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СИСТЕМНІ ПЕРЕТВОРЕННЯ ДЕРЖАВНОГО УПРАВЛІННЯ КОНКУРЕНТОСПРОМОЖНІСТЮ ЕКОНОМІКИ

THE SYSTEMIC TRANSFORMATIONS OF PUBLIC ADMINISTRATION OF ECONOMIC COMPETITIVENESS

У статті досліджено базис системних перетворень державного управління конкурентоспроможністю економіки. Зокрема, охарактеризовано поняття