

4.8 Methodology of business evaluation of personnel potential of the enterprise

One of the priority directions of the enterprise's management activity is the formation, implementation, development and preservation of personnel potential, which is especially important in wartime conditions. According to this aim, purposeful and systematic work is carried out on training and selection of personnel, ensuring the formation of a personnel reserve, implementation of measures to prevent personnel turnover and the loss of highly professional competitive employees in the conditions of wartime and the uncertainty of the external environment.

Investigating the essence of personnel potential, we note that the concept of "potential" translated from the Latin word "potentia" means hidden opportunities that can become a reality in business practice thanks to work [244, p. 170]. Therefore, under the potential of the enterprise, it is appropriate to understand the potential opportunities of the business entity to rationally use the resources available at the enterprise to ensure effective functioning under the condition of a high level of uncertainty in the external environment [245, p. 11]. Personnel are a set of qualified employees of the enterprise who have professional knowledge, skills, work skills and perform the tasks assigned to them.

Considering the concept of "personnel potential", N.S. Krasnokutskaya understands this category as a set of abilities and capabilities of personnel to achieve the goals of the long-term development of the enterprise [246, p. 112]. A similar opinion is held by O.V. Skoruk, who believes that personnel potential is a set of potential abilities and capabilities of the company's personnel, which are used or can be used at a certain point in time to ensure the fulfillment of the tasks of the enterprise's long-term development and competitive advantages of the enterprise in the market of goods, services and knowledge. According to the author, the personnel potential of the enterprise is a factor of competitive advantage both in terms of personnel management and in relation to strategic management, since during its correct use any enterprise can

achieve success in conditions of increased competition and increased risk of activity [247, p. 97–98].

As noted by scientists and management practitioners [247-250], effective management of the development of the company's personnel potential in the conditions of economic development is ensured on the basis of theoretical and methodological principles:

1. Effective management of the development of the enterprise's personnel potential must correspond to the mission and tasks of the enterprise.

2. The concept of managing the development of the company's personnel potential should be based on a comprehensive approach, the basis of which is person-oriented and systemic approaches.

3. Orientation of the personnel policy on the growth of the professional competence of the company's employees, which provides for the continuity and systematicity of the process of personnel training and the personnel reserve; continuity and renewal of the personnel of the enterprise.

4. Improving the qualifications of employees, which should be carried out using effective technologies.

5. Implementation of the principles: interrelationship of human resources management functions and enterprise goals; professionalization of personnel management functions; economy; scientific and innovative; division of labor; consolidation of powers; discipline; unity; fair remuneration; scalar chain; impartiality; stability; initiative; collectivism; the active position of employees in the process of their development; multi-level; continuous training of employees; complexity; efficiency; prospects; autonomy.

6. The strategy for the formation of the personnel potential of the enterprise should include the following main stages: personnel development planning, analysis of the personnel potential of the enterprise, selection of goals for the management of the personnel potential of the enterprise, determination of the strategy for the management of personnel potential in accordance with the priorities of the enterprise, creation of

conditions for the implementation of the strategy, development of personnel potential, control and evaluation of strategy implementation.

7. High level of professionalism of the personality and activities of the managers of the enterprise.

8. Availability of a system of stimulation and motivation of employees.

9. Implementation of a system of permanent monitoring of the management of the development of the personnel potential of the enterprise, which provides for a high level of requirements and objectivity in the evaluation of personnel, the presence of a system for evaluating the performance of managers, structural units, and employees [248, p. 188].

The main goal of forming the personnel potential of the enterprise is to provide the enterprise and its structural divisions with the necessary employees. The realization of this goal requires the efficiency and effectiveness of the company's personnel policy, aimed at recruiting personnel, their continuous training, professional development, stimulation and motivation, ensuring the career growth of employees, using a system of fair evaluation of the work of each employee, etc. It should be noted that each enterprise has its own specifics of work, industry affiliation, and management apparatus, therefore enterprises approach the formation of personnel support individually.

The main goal of forming the personnel potential of the enterprise determines the main general principles, that is, provisions and rules that should be followed when working with personnel.

When forming the personnel potential of the enterprise, it is advisable to investigate and take into account the influence of possible internal and external factors. Thus, the internal factors that affect personnel potential and its formation include company policy, social and psychological climate in the team, the level of social and legal protection of employees, organizational culture, employee motivation and incentive system, working conditions, etc.

As for the factors of the external environment of the personnel potential of the enterprise, they should include the level of education, the state of the labor market, the

demographic situation, the legislative framework, the standard of living of the population, social factors, economic and political factors, etc.

Increasing the qualitative component of the company's personnel potential involves evaluating employees. At the same time, it is important to evaluate not only each employee individually, but also the relationships in the team in order to find out what the personnel potential of the enterprise is as a whole.

Evaluating employees involves determining whether their business and personal qualities meet the requirements of a certain position at the company. The results of the assessment are the basis for making decisions regarding hiring, promotions, ensuring internal transfers, organizing material and moral incentives, improving the management structure, monitoring the activities of employees, etc.

The directions of employee evaluation may be different depending on the established goals and defined management tasks. Comprehensive assessment will create an opportunity to give an assessment to employees, based on subjective and objective factors, to evaluate the business qualities of employees, personnel potential, which should be used to the full extent for the purposes of the enterprise.

The business assessment of the company's personnel involves determining whether the personal and professional characteristics of employees meet the requirements for a certain position. For this purpose, the necessary assessment criteria are determined.

Evaluating the results and efficiency of work involves determining the compliance of the obtained work results, business qualities and characteristics of employees with the specified requirements for the activity at the enterprise.

Subjects of evaluation are managers of different levels of management, who are entrusted with the function of evaluation, based on the results, decisions will be made regarding specific employees and the conditions of their further work at the enterprise.

The recommended elements of business evaluation of the company's employees based on the system of quality indicators are shown in fig. 1.

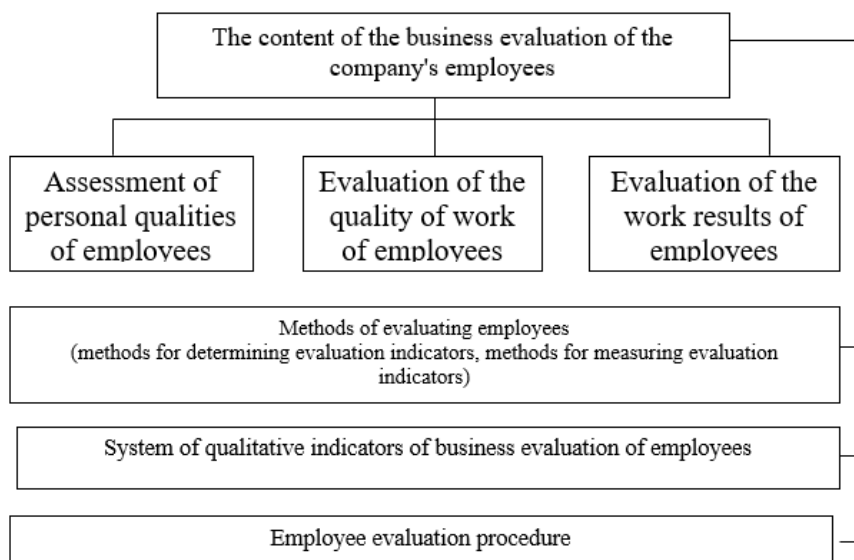


Fig. 1. Recommended elements of business evaluation of enterprise employees based on a system of quality indicators

The main tasks of evaluating the company's employees:

- collection, analysis, processing of information on the activities of employees, the obtained results are used in administrative management;
- provision of effective management of the main activity of an individual employee, since the obtained assessment ensures operational regulation of the process of labor activity and contributes to its improvement;
- professional development of personnel, the opportunity for adequate financial incentives, advancement in the position, definition of the goals of professional training;
- ensuring work motivation, assessment results serve to form adequate self-esteem aimed at increasing personal achievements;
- establishing the size of the fair remuneration, since it is possible to find out the fair level of remuneration if the employee's personal achievements are objectively assessed.

Evaluation of employees should be carried out at all stages of work with the company's personnel:

- 1) when selecting a vacant position;
- 2) in the process of passing the test;

- 3) in the conditions of performance of current activities;
- 4) when conducting staff training;
- 5) in case of transfer to another structural unit of the enterprise;
- 6) when ensuring the formation of a personnel reserve;
- 7) at the stage of job fired

Evaluation of employees should be carried out in relation to:

- performance of functional duties, which is carried out in the case of strict regulation. Under such conditions, the evaluation procedure will have a disciplinary nature aimed at identifying and eliminating the reasons for non-fulfillment of job duties according to the instructions;

- the level of activity efficiency. It involves analyzing the specifics of work performance, the obtained results of decisions made, techniques and methods used;

- competences. It is evaluated according to the actual level of professional competence of the employee. At the same time, possible ways of improving the qualification level and the need for training are determined;

- achievement of goals. It is evaluated in relation to managers and employees in relation to their own activities within the scope of management by goals;

- behavior. They are evaluated by determining the deviations of the personal behavior of employees from the established standards that regulate effective work.

The company's employee evaluation system should reflect:

- the purpose of the enterprise's activity;
- the current state of the operating environment;
- state and type of organizational management structure;
- established corporate traditions and company culture;
- features and characteristics of the company's employees.

Evaluation of the company's employees should be based on clearly defined indicators. The criteria for such an assessment must correspond to the goals of the enterprise, as well as the content of the work performed. They can have a quantitative and qualitative expression. At the same time, the system of employee evaluation indicators should be comprehensive.

Groups of effectiveness indicators:

1) the amount of work (indicators have a quantitative expression and reflect the amount of work). The parameter is evaluated by comparing the planned and actual level;

2) quality of work (indicators reflect the level of compliance quality standards to the performance of relevant work). Quality indicators can also have a quantitative expression, for example, the number of claims and complaints, the number of defective products, etc. The parameter is evaluated by deviation from the norm and standards.

3) deadlines for work (indicators are a criteria of effectiveness, under the condition that high requirements are placed on the volume of work performed (mandatory performance under any conditions)).

The recommended system of qualitative indicators of business evaluation of the company's employees is shown in fig. 2.

Effectiveness indicators are set for employees in order to achieve goals based on the quantitative assessment of the results obtained regarding the performance of the work task and the corresponding deadlines.

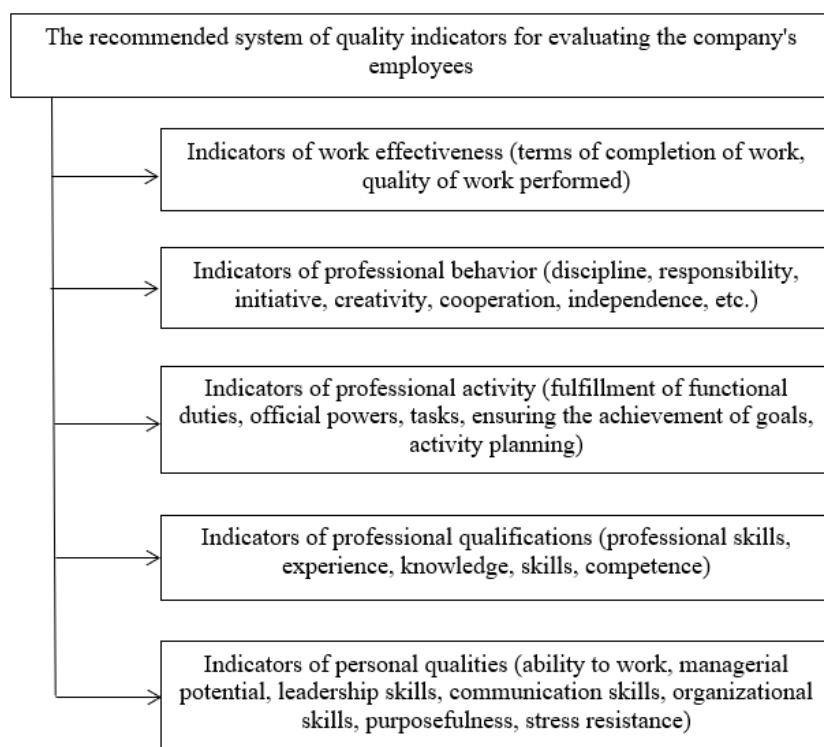


Fig. 2. The recommended system of qualitative indicators of business evaluation of the company's employees

For a significant number of works, it is impossible to use performance evaluation. In such cases, it is relevant to use indicators of the professional behavior of employees, which make it possible to single out the work parameters that ensure the proper level of its performance.

Indicators of professional activity are used under the condition that work results are not reflected in performance indicators.

Indicators of professional qualification indicate the existing level of professionalism of the employee, namely, the level of preparation for the performance of work tasks, the level of mastery of professional skills, which are determined during certification.

Indicators of the employee's personal qualities are used at the stage of hiring, as well as for the purpose of determining the employee's personal potential for further promotion.

The formation of high-quality and professional personnel potential of the enterprise is a complex and important aspect of its activity, which makes it possible to determine promising areas of work, to study the potential opportunities and abilities of employees, as well as to achieve competitive advantages. Effectively formed personnel potential is the key to the success of any enterprise and ensuring its competitiveness.

The developed recommendations for the business assessment of the personnel potential of the enterprise are focused on the need to urgently solve the existing personnel problems and ensure the further growth of the personnel potential of the enterprise in modern conditions of operation and perspective.