

**Microeconomics**

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**OPTIMIZATION
OF THE PROCESS OF MANAGEMENT
OF PERSONNEL DEVELOPMENT
AT THE ALCOHOL ENTERPRISES****Abstract**

The necessity of elaboration of the ways of optimization, concerning the processes of management of personnel development is defined. The necessity of establishment of the Consulting center on management of personnel development is proved. The tasks, functions and principles of its activity are formed.

Key words:

Consulting, management, personnel development.

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Problem definition. Evaluation of the efficiency of the developed scientific provisions as well as actions on management improvement is checked by means of their introduction in practice. For that purpose the structural units which realize the strategic functions of the management of personnel development are formed. The tasks of the independent structural units are to realize the personnel policy and coordinate the activity of the management of personnel development in the organization.

Nevertheless, the analysis of the practice of personnel management has shown that the Personnel department realizes the functions of management of personnel development at the enterprises. But Personnel department provides only functions concerning retraining and advanced training, termination of employment, recruitment of workers. Personnel departments are structurally separated from the Department for organization and remuneration of labor, OSH department, Safety department, Legal departments and other subdivisions, which also discharge functions concerning personnel management.

At that, services of personnel management as a rule have low organization status, can not solve the problems concerning management of personnel development, because the Personnel departments are neither methodical, nor information, nor coordinative centers of personnel management.

Under such conditions, the effective mean of improvement of management of personnel development is consultative and methodic support of the consulting. In scientific literature the problematic of functioning of consulting services market is highlighted in the works of the famous economists. Among them: foreign economists: M. Kubr, D. Maister, F. Steele [1; 2; 3] and native ones: V. Verba, V. Korostelev, T. Reshetniak, O. Trofimova, Yu. Chernov [4–7]. Taking into account the results of the scientific researches, we should say that in literary sources there is no complex investigation of the establishment and functioning of the consulting services market in the sphere of personnel management.

Objective of the article. Feasibility of the conception of changes in the organization structure of the enterprises connected with the restructuring and integration with other economic entities towards the formation of the unique system of strategic areas of management, realization of the joint events, concerning intensification of the workforce capacity, optimization of the financial flows, based on the principles of consulting.

Deficit of the qualified personnel, ability to work under new conditions provides opportunity for wider attraction of external consultants as an intellectual resources and their complex use in order to raise the efficiency of management of personnel development in particular:

1. Provision of specialists of the required qualification level for all spheres of management.
2. Achievement of high productiveness of personnel concerning management and organization in whole.
3. Encouragement of a worker and high productive labor.

To dispose the key failing of the services of the direct external consulting, which has the particular threat for conflict of interests, which is able to disorganize the work, a new technology of management of personnel development is offered. It is based on the principles of consulting by means of permanent studying of the subdivisions employees of personnel management concerning alcohol branch and their usage as an internal consultants. This technology has to create such virtual conditions, when on the basis of actual indicators the key moments of activities of the alcohol branch organizations are modeled. This provides the opportunity for elaboration of effective typical efforts concerning development and evaluation of personnel with consideration of their individual characteristics, involving external consultants.

In accordance with the obtained results the knowledge base which is the methodical background for the internal consultants training is formed. To raise the effectiveness of training, the problem work group of internal and external consultants is created.

To minimize the expenses on consulting, the separate subdivisions on management of alcohol enterprises development are supposed to be combined in order to create the consulting branch center on management of personnel development.

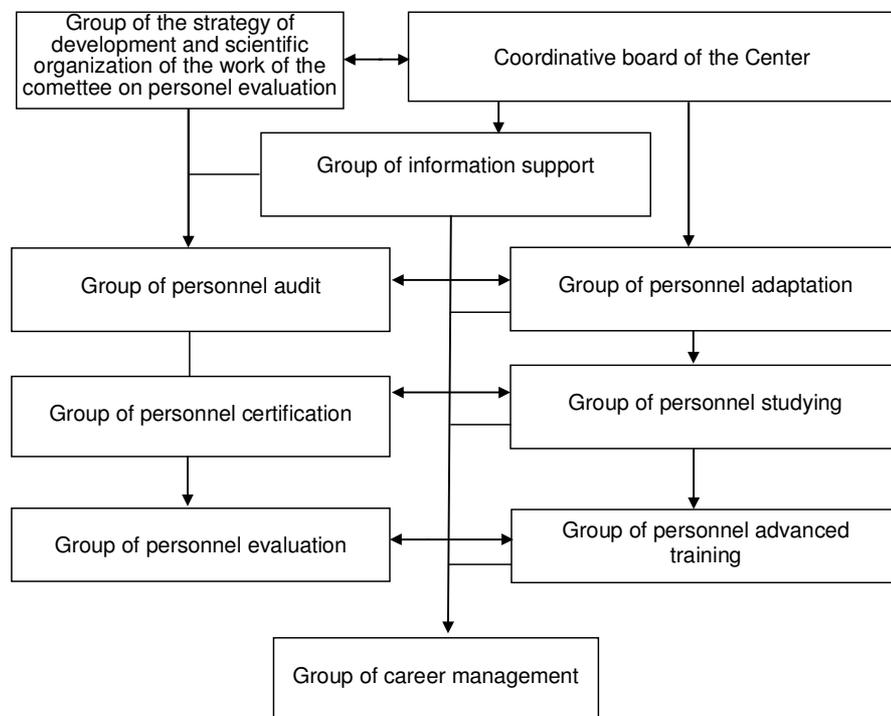
The supposed structure of consulting center on management of personnel development (hereafter referred to as the Center) is introduced at the picture. It depends on the specificity of its functions and can be changed. The Center activity includes: definition of objective, terms, volume and results of personnel evaluation, normative documentation of the evaluation process, expertise of the internal instructions, orders, which regulate this work in accordance with the Labour Code.

The specific objectives, mechanisms of their achievement and programs on management of personnel development in the Center are defined gradually, in the course of program realization. At that, the objective of each stage is defined directly before the implementation of the corresponding stage on the basis of the analysis of the current situation and results of the previous stage.

The program conception defines a «permanent component» of those objectives and means of their achievement, which are developed at each stage of the program, and program strategy defines the principles of formation of the «variable component» in accordance with the situation. Conception and strategy are developed for the whole period of the program realization.

Figure 1

Structure of the Consulting Center on management of personnel development



The work of the Center is formed on the basis of accumulation of personnel information by means of conducting of personnel audit, which contains the full analysis of personnel situation at the alcohol enterprises of the region:

- evaluation of the level of personnel provision at the enterprises;
- certification of the enterprises' degree of readiness concerning development by means of assignment of advanced employees and the type of their encouragement;
- recommendations concerning specific personnel programs (recruitment of new workers, career planning, advanced training, actions concerning increase of labor productiveness);
- introduction of results in formalized and unitized aspect.

The basic principles of Center functioning are the following:

- modeling of the managerial situation for the purpose of decision-making concerning strategy of enterprise development or separate subdivisions, which are based on materials of real problems;
- modeling of the typical business situations, specified for the activity of the certain subdivisions. This provides the evaluation of the professionalism level of the participants, their competence and organization abilities.

The indispensable condition of effective management of personnel development is formation of information system and procedures of information processing. Data is formalized and transformed into information as follows:

- 1) Primary conversion of test results and personnel quality testing;
- 2) transfer of the obtained results into the indicators according to the criteria evaluation;
- 3) evaluation-conversion of the indicators into the ratio scale according to the criteria;
- 4) comparison of the score evaluation, obtained according to the one criterion in different procedures, formation of the final score evaluation and preparation of the table of evaluations of the personnel at alcohol enterprises of the region;
- 5) descriptions of the level of development of the personal and business qualities of the applicant, formation of recommendations concerning further usage and development of personnel at the alcohol enterprises of the region;
- 6) preparation of the generalized materials on the group of evaluated ranged cards of personnel distribution and its development;
- 7) creation of the final report on each individual;
- 8) information concerning vacancies as well as concerning occurring displacement and advancement, satisfying such conditions:
 - information is given not later than 5-6 weeks before the advertisement about the recruitment appears from outside;
 - rules of choosing are opened and obligatory for all;
 - standards of selection and instructions are formed distinctly;
 - employees, which pretend but not get a position, are informed in written form about the reasons of refusal.

On our opinion, the program of cooperation of regional alcohol enterprises with the consulting center on career growth management should include such services:

- 1) provision of information about the vacancy places at all alcohol enterprises of the region;
- 2) qualification requirements in accordance of which employees can pretend to those places;
- 3) assistance for workers in order to reach the necessary level of qualification and career;
- 4) consulting among workers and their managers concerning the objectives of that career.

Programs of career development for provision of systematic motivating influence should be regularly offered, be opened for all employees and be modified, if monitoring requires changes.

The objective of the program of career development is the combination of needs and targets of employee with the current or future possibilities of advancement at the alcohol enterprises of the region. A personnel of the Center helps to formulate the realistic goals, which reflect the strong and weak points of the individual. On the basis of such information, each individual independently ascertains his own tasks and objectives of the career advancement.

Formal and informal consultations can be used to provide consulting services for the employees of the alcohol enterprises of the region concerning career development. Nowadays, the informal consulting of specialists-personnel officers and immediate managers is widely used. More formal measures include special seminars in the Center. Availability of the Center promotes the informal consulting of workers concerning career development.

Consultation of manager should be the part of evaluation concerning fulfillment of employee's obligations. A specific feature of work evaluation is the fact that it contains information, which allows employee not only understand how great he works, but also what can he reach in future – in such a way the interest to the personnel advancement awakes.

Improvement of career process management at the alcohol enterprises should be based on two main provisions.

Firstly, the entities of management should be the participants of the career – managers (senior officers, couches). In such a way, the central figures are the line managers of all levels.

Secondly, the structure of career management should be the essential part of the system of personnel management as its subsystem of personnel development and advancement, and functions – within the framework of the mentioned

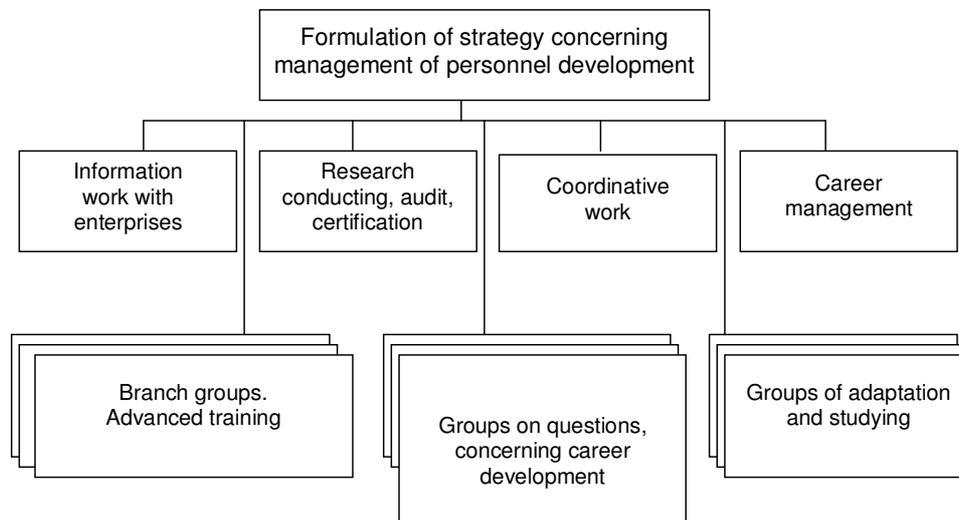
subsystem should be fulfilled by the specialists in the career management and consultants attracting. Managers have to provide information concerning requirements and possibilities of career growth not only within the framework of one segment of work but in whole in organization. At that, the consultants' task is to coordinate and provide the process of career management, reduce the level of subjectivity while decision-making concerning personnel evaluation and advancement.

Practical value of formation and usage of personnel reserve through the Center considerably expands the practice of competitive selection of candidates to feel the vacancy of managers of low and mean levels. In general, it is important to note that consulting on the questions of career growth promotes the administration of the enterprise in the realizing of the system of encouragement for the employees.

The Center except the evaluation of qualification abilities of candidates provides recommendations for the development of specific programs of career management, advanced training, provide conditions of testing and certification on the basis of which the data base concerning strategic mental structure of employees and ability to work in the managerial team is formed. The scheme of the Center functioning is shown in the picture 2.

Figure 2

Functional scheme of the Center



The basic tasks of the Center are defined in Foundational agreement, which should include:

- development of technology and instruments of management of branch process of personnel development;
- improvement of mechanism of development and introduction of technology of personnel development;
- analysis of the standard and legal base and its improvement in accordance with the principal objectives of personnel development;
- works on coordination of «Program of personnel development» in the alcohol branch or in prospect;
- organization of audit at the alcohol enterprises;
- information support of personnel development within the framework of the sector-wide information system;
- organization of training information activity on the questions of adaptation, training and advanced training.

All fields of Center's work are coordinated while formation and realization of regional policy in the sphere of personnel development concerning:

- works on coordination of regional program of personnel development;
- participation in development, confirmation and realization of the programs at the enterprises;
- conducting of events, channeled on consideration of interests while realization of regional programs in order to provide the equal participation in accordance with the financing within the framework of program of personnel development realization;
- formation of regional infrastructure of management of personnel development, including functional subdivisions of the Center;
- realization of complex regional projects concerning personnel development at the alcohol enterprises of the region.

Development and realization of such complex projects should be carried out under the direct management of the Center. Start financing of the complex projects is predicted to realize by means of objective direction of alcohol enterprises assets.

Interdepartmental problem working groups and management groups of executive training are organized to solve the specific targets and after their fulfillment are disbanded. The task of the working groups of advanced training are confined to the strategy formulation, development of conception, ideology and

methodology of management improvement, development of propositions, which should be included into the plan of management of personnel development.

The level of achievement of corresponding indicators of personnel development is evaluated by the specialists of interdepartmental problem working group. On the basis of this evaluation, we can make a conclusion concerning workability of those employees which are evaluated and certified as well as professional advancement, provision of individual consultations, psycho correction, or social and psychological training.

Conclusions. Taking into consideration the above mentioned, we can define such advantages of the personnel evaluation by the Center consultants:

- each applicant is evaluated by several trained specialists of the regional alcohol branch;
- each specialist evaluates several applicants, this provides minimization of possible bias and usage of cross evaluations in order to rise the probability of results;
- stages of «observation» (process of training) and «evaluation» (as a final result) «are torn» in time in order to achieve better objectivity.

The procedure of personnel testing in the Center should envisage the creation of the system, which is channeled on revelation of real potential of the personnel according to lots of criteria, which in its turn will influence on its successful development.

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