Mechanism Formation Of Stuff Policy By Digital Transformation.

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ABSTRACT

This article widely discusses the theoretical foundations of personnel policy, defines the role of personnel policy in the effective development of an organization, identifies types of personnel policy. The object of research of this work is the personnel policy of the organization, and the subject is the features of its formation. The theoretical and practical significance of the research consists in the development of basic theoretical and methodological provisions, as well as practical conclusions and recommendations that can be applied in organizations to increase the efficiency of activities in the construction industry through the introduction of personnel policy.

Keywords: personnel, policy, organization, staff, efficiency, certification.

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INTRODUCTION

Personnel policy is a system of rules, norms and guidelines that characterize the general philosophy of an enterprise with respect to personnel. In modern conditions, personnel policy is one of the most important parts of the general management policy at each enterprise.

The main object of personnel policy is personnel, organization staff. The staff of the organization is the entire composition of its employees. Thus, the organization's staff is the decisive factor in production, encompassing all of its productive power: the use and activation of other means of production, their improvement, as well as the quality level of human resources (their qualifications, skills, abilities, personal qualities, health, etc).

It is important to remember that the personnel policy considers the work with personnel on a large-scale level, without detail. Thus, personnel policy determines the basic principles and norms of work with personnel, but does not define methods and management tools. This is what determines the fact that it is impossible to identify the concepts of personnel policy and operational personnel management. The concept of "personnel management" is much broader and includes the work on the definition and implementation of personnel policy, being at the same time a way to implement it.

Thus, the personnel policy of the organization is an integrated system based on the company's philosophy, the general direction of its development and its strategic goals in the field of personnel management, and aimed at the formation of a highly productive, professional, cohesive, responsible and adaptive team.

To achieve these goals, personnel policy solves the following tasks:

1. work to ensure the organization of high-quality personnel (planning, selection, recruitment, release, flow analysis, etc.);
2. work on the development of personnel (vocational guidance, retraining, certification and evaluation, promotion, etc.);
3. work to stimulate staff (improvement of the enterprise, safety, social benefits, etc.).

The scope of personnel policy and personnel work is currently expanding significantly. This began to include such issues as labor disputes and relationships within the team, as well as relationships with the administrative and managerial apparatus and relations with the local community and external contractors (public organizations, media, etc.). Also, an important role in personnel policy began to be given to social programs that the company implements, aimed at increasing employee loyalty and improving their working conditions.

This complication of the personnel policy system necessitated the involvement of a multitude of subjects for its formation, namely: the general meeting of shareholders, the board of directors, the administrative and managerial apparatus and the personnel service together form the personnel policy of the organization. At the same time, discussion of the fundamentals of personnel policy is necessarily discussed with staff and trade unions to reach a compromise, and third-party specialists are often involved in direct development to increase the efficiency of the system, as well as minimize deviations towards the interests of any party, that is, achieving harmony and efficiency.

The definition of the personnel strategy of the enterprise is due to many factors (Figure 1).

Figure 1: Factors of choice the personnel strategy into organization

MATERIAL AND METHODS

The initial data of the study were materials that characterize the competitive status, financial condition, plans for the strategic development of the leading Russian agricultural enterprises: United Grain Company OJSC, Agrosoyuz Krasnogvardeisky LLC, etc.

However, despite the large amount of foreseen research, there is no single point of view on the formation of personnel policy of the organization.

Our analysis allows us to develop a mechanism for the adaptation of new employees (table 1), will allow to solve the existing omissions in the implementation of the adaptation process and ensure their transformation.

Table 1: New employees adaptation mechanism

Activity	Term	Responsible	Performers
Preparing for the arrival of a new employee:			
Deciding on an appointed mentor	2 days	HR Manager, Head of Unit	
Registration of the application for the equipment of a workplace of the personal computer, stationery	2 days	HR Manager	Office Manager
Making an application to connect to the phone to the local network	2 days	Head	Secretary
Equipment workplace PC, telephone, LAN connection	2days	Leader, Mentor	Office Manager, Third-Party Services
Registration for work:	First day	HR Manager	
Writing a job application			
Conclusion of an employment contract			
Signing a liability agreement			
Acquaintance with signature of the Job description			
Filling a personal card			
ConfidentialityAgreement			
Introduction to the organization	First day	HR Manager	
Acquaintance with the organizational structure, the Internal Labor Regulations, the history of the company, its mission and objectives, the main provisions of the corporate code, with the main managers, with the order of remuneration, personnel policy.			

Receiving a package of documents: - "Newbie Handbook", Schedule of events for and / c			
Introduction to the unit	First day	HR Manager	
Acquaintance with the employees of the company and the location of the office premises			
Acquaintance with official duties and rights. Talk about the role and place of the structural unit in the structure of the organization, its tasks and functions, ways of interconnection with other departments. Acquaintance with the Regulations on the unit.		HR Manager Head	Head
Passage of safety instructions.	1-3 days	HR Manager	Occupational Health and Safety Engineer

The next element of the proposed mechanism is the improvement of personnel policy, is the correct assessment of workers. We propose a system of certification of workers, which consists of three stages:

1. certification of executives and specialists
2. certification of units
3. certification of heads of departments.

The implementation of the certification system is recommended to be carried out according to the means of implementation of the stages presented in Figure 2.
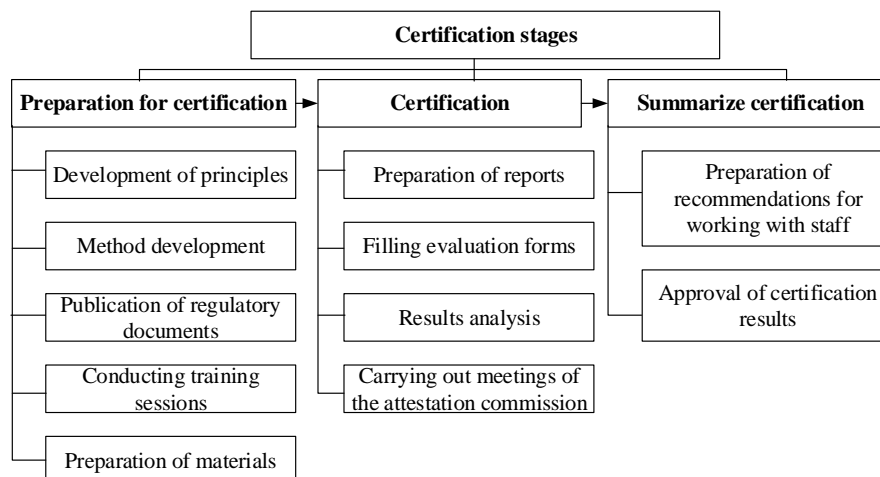

Figure 2: Certification stages

RESULTS AND DISCUSSION

Analysis of enterprises during times of crisis and low production stability showed that they form one of the following personnel policies:

– the dismissal of a significant part of the staff, based on additional hiring when the need arises;
– avoidance of redundancies to reduce the staff, encouraging layoffs at will (by worsening working conditions), with respect to meeting the need for human resources, a policy of non-intervention is used;
– all kinds of preservation of the most highly qualified specialists and the most mobile and economically active part of the staff, the dismissal of low-skilled workers (workforce that can be easily and quickly restored by hiring);

- in a diversified business, usually the majority of workers are not laid off, but transferred to non-core activities "until better times".

Dismissing a small part of the personnel and compensating for the surplus of personnel by using the part-time system or determining non-specific work.

Also, in practice, other options are used, pursuing the same goals - consideration of the conditions of production and the interests of the staff.

At the moment, the essence of personnel policy is undergoing qualitative changes and is redirected to a long-term, strategic perspective. This also leads to a change in the personnel policy instruments themselves in all relevant areas (Table 2).

Table 2: Activities in the framework of the personnel policy implementation

Region	Activity
Staff area	− quantitative and qualitative personnel planning; − structuring and planning staff costs.
Area of internal and external employment	− continuous sequential planning, comparison of existing and future requirements for vacant positions and staffing; − professional personnel marketing in educational institutions.
Personnel Training and Management Area	− Introduction to the specialty; − regular presentation of information about the strategy and activities of the organization; − advanced training.
Paymentsystem	− flexible salary structures; − Flexible charge system.
Traditional Human Resource Management Tools	− planning; − attraction of humanre sources; − advanced training; − administration.

All strategic success factors of personnel policy are necessary and interrelated, success of personnel policy is impossible with a selective attitude to the listed factors (taking into account some and ignoring others).

At the same time, the formed personnel policy can be divided according to the target orientation of efforts towards goals related to the external environment and goals related to the internal environment of the organization. Thus, work aimed at the external environment will include analysis of the labor market, relations with government agencies and the media, marketing research, etc. And the goals aimed at the internal environment, in turn, include such measures as improving communication between the subject and the object of management, staff development, career planning and work with the personnel reserve, etc.

The next concept that must be introduced and considered for a more complete understanding of the topic is the concept of personnel technology. It is HR technologies that allow implementing a HR strategy through specific measures and solving specific HR problems.

Personnel technologies perform certain functions, these include:

- providing a differentiated impact on the system of communication links and each employee to fully meet the qualitative and quantitative need for staff;
- Thin and rational integration of the abilities of each employee into a previously developed system of roles in the organization;
- formation of the mechanism of the need for professional abilities and skills of workers on the basis of personnel technology.

Methods for obtaining the result of the assessment of personnel technology are commonly referred to as assessment methods.

According to the subject of evaluation. This symptom characterizes the person who conducts personnel assessment: group and individual methods characterize the number of auditors, expert - the presence of specific professional knowledge, and self-assessment implies the coincidence of the subject and object of evaluation.

By means of presenting information on the subject of evaluation. This characteristic classifies assessment methods according to the form in which its results will be presented. Thus, the most ancient method is verbal evaluation, that is, a verbal description (verbally or in writing) of the evaluation results. There are also formalized assessment methods that display the result in digital or graphic form, and combined assessment methods.

On the subject of evaluation. This feature describes what is evaluated in the process of this personnel technology. This may include an assessment of personal qualities, professional skills, knowledge, skills, etc.

It is important to note that the identification of the concepts of an object and the subject of evaluation is incorrect, and for the most complete understanding of the issue we consider the difference between these concepts.

Thus, the object of evaluation is always a person, an employee. Man is a complex structure consisting of many different elements. The evaluation of a person as an employee implies the assessment of the elements of his personality, socially significant qualities, as well as his activities.

Summarizing all the above, it is necessary to determine the functions that staff evaluation performs. These include:

1. The creation of favorable social relationships, reducing conflict;
2. Staff incentives;
3. Establishing the correspondence between the quality and quantity of work and the wages paid;
4. Collection and provision of information on personnel performance and their dynamics.

The increasing popularity and trust of companies are acquired by the intellectual technologies of employee assessment. Candidates play neuroscience games designed to assess abilities such as concentration of attention under stress and short-term memory. After measuring the inherent traits of the candidates, they write interviews that are analyzed by artificial intelligence.

For example, consumer goods giant Unilever hires employees using AI technology. Candidates will find out about online vacancies through Facebook or LinkedIn, and send their profiles to LinkedIn - no resume is required. They then spend about 20 minutes playing 12 games based on neuroscience on the Pymetrics platform. If their results correspond to the required profile of a particular position, they are transferred to an interview through HireVue, where they write down the answers to the asked questions of the interview. The technology analyzes keywords, intonation and body language, and makes notes for them for the hiring manager. All this can be done on a smartphone or tablet. If the candidate goes through these two steps, he is invited to the office for a personal interview. By the end of the day, the manager will decide if they are suitable for work.

Business intelligence analytics, such as Microsoft's Power BI and Qlik Sense, are used to integrate internal employee data with other valuable sources of information inside and outside the organization, including social networks and external job sites.

Using business intelligence platforms that incorporate artificial intelligence technologies helps make informed decisions through interactive dashboards that make detailed data understandable and accessible, allowing you to:

• monitoring staff progress and growth by goals and role indicators;

• explore data in real time;
• ask questions in natural language using an intuitive question and answer format.

An active personnel policy is the best way to organize a personnel policy in an enterprise, because this type of personnel policy also implies the ability of an enterprise to predict a personnel situation, staffing requirements, and the availability of means to influence a personnel situation. In addition, in a situation if something goes wrong, it is necessary to notice it in time, and for this purpose the enterprise has a system for diagnosing symptoms of negative situations.

CONCLUSION

Personnel policy is a focused activity to create a workforce that would best contribute to combining the goals and priorities of the enterprise and its employees.

In conclusion, it should be noted that the use of the proposed measures to improve personnel policy will help to increase staff productivity in the organization.

The main efforts to implement personnel policy fall into operational areas, and the main task of the company's management is to help middle and lower level managers understand their functions within the framework of the developed personnel policy, as well as help in implementing these functions.

Active personnel policy makes it possible to build targeted programs for personnel development on the basis of forecasting, to achieve them by managing personnel through the use of tools to influence personnel structure. And in case of deviation from the predictive actions, the system for diagnosing negative symptoms will allow time to identify and localize crisis phenomena.

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