

СЕКЦІЯ 5 ДЕМОГРАФІЯ, ЕКОНОМІКА ПРАЦІ, СОЦІАЛЬНА ЕКОНОМІКА І ПОЛІТИКА

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PERSONNEL DEVELOPMENT MANAGEMENT

УПРАВЛІННЯ РОЗВИТКОМ ПЕРСОНАЛУ

ANNOTATION

The article considers the current goals of staff development, areas of staff development, some principles of staff development, namely: individuality, interest of the company and employee in career development, material incentives, moral incentives. compulsory professional growth, social and psychological comfort and objectivity. The process of personnel development management has many aspects, as evidenced by the large number of points of view and different management methods. they include: professional growth, continuing education in the workplace, staff development, renewal of human resource management methods. talent management and other combinations of these aspects. Particular attention is paid to staff development strategies. After all, the need to train staff who are able to qualitatively solve a wide range of problems, necessitates a strategy of staff development. Situational and system strategies, as well as their components, as a set of actions and a sequence of decisions to assess, analyze and develop the necessary system of influence on staff to ensure the achievement of the necessary overall competitive potential to implement the chosen development strategy. Directive, interactive and personal methods of personnel development are also highlighted. It is noted that the basis of directive methods is the interaction of the student with the mentor, instructor, teacher, coach. There are such methods as: lectures, seminars, mentoring, instruction, training, secondment. In turn, interactive methods are seen as the participation of staff in training, in which a large role is given to modern technological capabilities. Interactive methods are presented: adaptation of personnel in the organization, distance learning, online conferences and webinars, video lessons. And personal methods are based on self-education and self-training of staff. Considerable attention is also paid to the types and forms of staff training. The need to synchronize detailed personnel development programs with the main business strategy is considered. After all, a successful program of personnel development management in the

organization starts from the synchronization of personnel development strategy and enterprise development strategy.

Key words: personnel development management, personnel development goals, personnel development directions, personnel development principles, personnel training methods, personnel development strategies, personnel development assessment system, personnel development trends.

АНОТАЦІЯ

У статті розглянуто сучасні цілі розвитку персоналу, напрямки розвитку персоналу, окремі принципи розвитку персоналу, а саме: індивідуальність, зацікавленість підприємства та працівника у розвитку кар'єри, матеріальне стимулювання, моральне стимулювання. обов'язкове професійне зростання, соціально-психологічний комфорт і об'єктивність. Процес управління розвитком персоналу має багато аспектів, про що свідчить велика кількість точок зору та різних методів управління. вони включають: професійне зростання, безперервну освіту на робочому місці, розвиток персоналу, оновлення методів управління людськими ресурсами. управління талантами та інші комбінації цих аспектів. Особлива увага приділяється стратегії розвитку персоналу. Адже необхідність підготовки кадрів, здатних якісно вирішувати широкий спектр завдань, зумовлює необхідність стратегії розвитку персоналу. Ситуаційні та системні стратегії, а також їх компоненти, як комплекс дій і послідовність рішень для оцінки, аналізу та розробки необхідної системи впливу на персонал для забезпечення досягнення необхідного загального конкурентного потенціалу для реалізації обраної стратегії розвитку. Також виділено директивні, інтерактивні та особистісні методи розвитку персоналу. Зазначено, що в основі директивних методів лежить взаємодія студента з наставником, інструктором, викладачем, тренером. Розрізняють такі методи як: лекції,

семінари, наставництво, інструктаж, навчання, відрядження. У свою чергу, інтерактивні методи розглядаються як участь персоналу в навчанні, в якому велика роль відводиться сучасним технологічним можливостям. Представлені інтерактивні методи: адаптація персоналу в організації, дистанційне навчання, онлайн-конференції та вебінари, відеоуроки. А особистісні методи базуються на самоосвіті та самонавчанні персоналу. Значна увага приділяється також видам і формам навчання персоналу. Розглядається необхідність синхронізації детальних програм розвитку персоналу з основною бізнес-стратегією. Адаптація персоналу в організації починається з синхронізації стратегії розвитку персоналу та стратегії розвитку підприємства.

Ключові слова: управління розвитком персоналу, цілі розвитку персоналу, напрямки розвитку персоналу, принципи розвитку персоналу, методика навчання персоналу, стратегії розвитку персоналу, система оцінки розвитку персоналу, тренди розвитку персоналу.

Formulation of the problem. Today, special attention should be paid to adequate methods of personnel development management because of the introduction of new technologies into production becomes especially important. They should be based on progressive approaches to personnel development management and take into account the possibilities of expanding staff competencies. Of course, the issue of personnel development management is an issue that did not arise today. Professional training was born in the Middle Ages, when the entrepreneurs made the first attempts to ensure staff growth. At that stage it was carried out through mentors and in-house schools. In the second stage, in the 19th century, factory owners were forced to hire specialists who improved team relations and motivated people to work more efficiently, as their production met with a shortage of well-trained and motivated workers. However, the scientific basis of personnel development management received only in the early twentieth century. It is usually associated with the theory of F. Taylor "Scientific Organization of Labor", which set out advice to increase productivity several times. To date, there are at least four theories: Taylor's classical theory, Mayo's school of relations, Woodward's theory of chance, and Wiener's systems approach.

Modern companies are forced to develop their employees if they are focused on growth and efficiency. After all, it is known that if this is not done, people quickly "burn out", cease to be interested in the results of work and often look for a new job. That is why it is so important to competently organize the process of personnel development management, that is why this article is devoted to personnel development management.

Analysis of recent research and publications. In our opinion, the main scientific achievements that have become the foundation of the formation of the theory of personnel development, as well as the study of aspects of personnel development management are the works of Ukrainian and foreign scientists, such as: Amosova O.Yu., Grishnova O.A., Denisova A.V., Zhuravlyova I.V., Kibanova A.Ya., Kolota A.M., Libanova E.M.,

Melnichuk D.P., Novikova O.F., Petrova I.L., Romanyuk M.D., Savchenko V.A., Shushpanov D.G. But despite the fact that the issue of personnel development management is under the scrutiny of scientists, many theoretical issues are still in their infancy and require further resolution and comprehensive research.

Formulation of the purposes of the article. To substantiate the need for personnel development management, to conduct a theoretical analysis of the essence of personnel development management in modern conditions, to determine methodological approaches to strategy formation, to outline the plan of personnel development management program in the organization.

Presentation of the main research material. The concept of "staff development" is used to define as a set of measures of government and the actions of officials aimed at achieving qualitative and quantitative changes in staff.

Staff development is also a set of measures, which includes professional training of school graduates, retraining and advanced training, career planning of the organization's staff. the purpose of staff development is to ensure the organization of well-trained employees in accordance with its goals and development strategy.

Staff development is a process that requires employees and the organization to interact, expanding the knowledge, skills, abilities and guidance needed to address current and strategic challenges.

In turn, staff development involves the expansion of individual capabilities and inclinations of employees, taking into account changes in the nature of activities, individual and production goals. Professional development of staff is a process aimed at achieving the set goals, first of all, to improve the production potential of the team.

Highlight the main objectives of the personnel development management process:

- providing the training that is necessary for the employee to perform well at the level of competencies in current and future assignments.
 - creating an atmosphere conducive to personal self-realization, efficiency and creativity.
 - economys, which provide an opportunity for employees to develop, because it is very expensive for the company to hire employees who will not cope, and then lay them off. It is just as expensive to lose good employees due to the impossibility of career and professional growth.
 - the development of viable and meaningful staff development programs allows staff to work to achieve company goals and personal goals [1].
- There are several staff development options:
- a) work in a new position with expanded responsibilities;
 - b) distribution of responsibility for the end result between the maximum number of jobs;
 - c) complete reorganization of what the employee manages;

- d) work abroad;
- i) participation in a large-scale project.

There are some principles of staff development.

Individuality. It is characterized by ingenuity in career development planning, as not all managers and professionals can meet the requirements.

The interest of the company and the employee in career development. perspective development of production, motivation for career development and other factors.

Material and moral stimulation. Financing the career development of employees.

Mandatory professional growth. Advanced training, growth of professionalism, appropriate planning.

Socio-psychological comfort. Social recognition and growth.

Objectivity. Elimination of the influence of subjective factors on the part of management, which plans and controls career development.

Personnel development management and personnel development itself requires constant attention and constant improvement of business and personal qualities of employees. To do this, it is customary to implement certain actions and one of the first is to develop a strategy for staff development.

At the stage of strategy development, the manager must determine what results he expects from employees and what professional and personal qualities need to be developed.

After all, the staff development strategy can be situational and systemic. Situational strategy is tied to a specific business task and for its implementation it is customary to conduct external training. To do this, for example, involve a coach – a freelancer, or a consulting company. The advantage of hiring a coach is usually cost savings, but there are no guarantees of the quality of services provided. In the second case, a contract is signed with the consulting company, which guarantees the quality of services, but this involves high costs.

The system strategy uses the direction of continuous training and development of personnel within the company. Thanks to this strategy, employees gain in-service skills. The training is organized by the human resources department or is a consulting company. in the first case, rely on an individual approach, but it requires material resources. the second option involves high costs, relying on the professionalism of coaches and new methods of development.

For example, specialists need to analyze a huge array of data to calculate how many employees the company needs: company plans, staff training costs and salaries, staff turnover, the state of affairs in all departments, and others. Determining the need for staff quantity and quality is a complex mathematical problem that can be solved in a variety of ways, including by involving experts or using a variety of computer models.

So the main types of staff training are:

- 1) staff training;
- 2) staff retraining;
- 3) professional growth of staff.

All of them can be both short-term and long-term, individual or group [2].

Short-term forms have their advantages: cost and time savings. However, the results are not always what they expected. Long-term training requires more costs, but also more benefits. Individual training allows you to pay attention to each employee individually and give maximum information based on personal needs. Group – gives the opportunity to practice teamwork.

Today there are many methods of staff training. all of them can be divided into active and passive. Passive include lectures and seminars, where the perception of information depends on the desire of the employee. And active methods, such as – business game, brainstorming require maximum concentration of each respondent. It is also worth noting that on-the-job training often helps to consolidate the material in practice. Also, classes outside the company allow you to go beyond and teach to act in unusual situations [2].

There are also directive, interactive and personal methods of staff development. The basis of directive methods is the interaction of the student with the mentor, instructor, teacher, coach. These are such methods as: lectures, seminars, mentoring, instruction, training, secondment. In turn, interactive methods also are the participation of staff in training, in which a large role is given to modern technological capabilities. Interactive methods are presented: adaptation of personnel in the organization, distance learning, online conferences and webinars, video lessons. Personal methods are based on self-education and self-training of staff [3].

To do this, you must determine the direction of development of the company to introduce the development of the team. At the same time, regardless of the company's development strategy (conquering a new market, increasing competitiveness, expanding sales channels...), it is important to think about how the personnel development program can support and help implement it. Most companies have different directions: the need for staff expansion and training of personnel; reducing the uniqueness of personnel; maintaining or creating a corporate culture; training of new employees; preservation of knowledge.

Conclusions from the research. I would like to note once again that the development of any company depends on the qualifications of the staff, so you should not save, but the main thing is to teach people to learn!

Of course, the stage of evaluating efficiency becomes logical after training. We recommend to produce this assessment in several stages. First of all, to evaluate the reaction of students immediately after the completion of the training

program. In the second stage – to assess the level of qualification of staff before and after the course. Then after a while we suggest to pay attention to change of behavior of the worker, namely whether the worker started to use the received knowledge in practice. the final step is to evaluate the outcome and draw a conclusion after observation for at least three months.

With the right approach, training motivates employees, keeps them from moving to another company and attracts new employees. At the same time, the company solves the problem of insufficient staff literacy, because today each employee has his own market price, which is formed based on his education, knowledge and skills.

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