

ЕКОНОМІКА ПРАЦІ

UDC 331.108.43

УДК 331.108.43

O. G. Goncharenko, Doctor of Economic Sciences, Professor**О. Г. Гончаренко**, д. е. н., професор**THE FORMATION OF THE MONITORING SYSTEM OF INNOVATIVE STAFF ACTIVITY****ФОРМУВАННЯ СИСТЕМИ МОНІТОРИНГУ ІННОВАЦІЙНОЇ АКТИВНОСТІ ПЕРСОНАЛУ**

Urgency of the research. Personnel management in the penal system is a process that is due to specific features of penitentiary department, and objectives defined at the present stage of reform. Achieving the strategic and tactical objectives, possible only if the assessment of professional skills, personal qualities and growth prospects of workers.

Target setting. The aim of effective personnel management ensured effective system for its evaluation and certification. Availability of shortcomings in the evaluation process of personnel is a factor that affects the efficiency of the penal system.

Actual scientific researches and issues analysis. Problems related to the assessment of business and personal qualities of staff examined in the works of foreign and local scientists D. Aaker, A. Antonyuk, S. Honcharov, J. Greyson, O. Zaharov, K. Kovalchuk, F. Stremnikov, A. Kibanov and others.

Uninvestigated parts of general matters defining. Despite the considerable theoretical development of the problem, there is no single approach to understanding the value of staff in the strategic development of the penal system.

The research objective. The article investigates business performance evaluation system of staff personal development of the penal system.

The statement of basic materials. In terms of actual reform of the penitentiary department is to develop an effective system of personnel evaluation that reveals extent to professional, business and personal qualities of the employee. In order to optimize human resources management system proposed introduction of monitoring activity management, providing evaluation training, growth potential and analysis of innovative activity.

Conclusions. The proposed system is to assess the level of qualification of certified and hired staff of the correctional system, and determine the value of employee penitentiary department of the country.

Keywords: management; personnel; certification; monitoring; rating; qualification; business and personal qualities.

DOI: 10.25140/2410-9576-2017-2-3(11)-8-12

Актуальність теми дослідження. Управління персоналом в кримінально-виконавчій системі є процесом, який обумовлений специфічними особливостями пенітенціарного відомства, та завданнями визначеними на сучасному етапі реформування. Досягнення стратегічних і тактичних цілей, можливе лише за умови оцінки професійних здібностей, особистісних якостей та перспектив зростання працівників.

Постановка проблеми. Завдання ефективного управління персоналом забезпечується ефективною системою його оцінки та атестації. Наявність недоліків в організації процесу оцінки персоналу, є фактором, що впливає на ефективність функціонування кримінально-виконавчої системи.

Аналіз останніх досліджень і публікацій. Проблеми пов'язані з оцінкою ділових та особистісних якостей персоналу розглянуто у працях закордонних та вітчизняних вчених Д. Аакера, А. Антонюка, С. Гончарова, Дж. Грейсона, О. Захарова, К. Ковальчука, Ф. Стремнікова, А. Кібанова та інших.

Виділення недосліджених частин загальної проблеми. Незважаючи на значну теоретичну розробку даної проблеми, відсутній єдиний підхід до розуміння цінності персоналу в стратегічному розвитку кримінально-виконавчої системи.

Постановка завдання. Стаття присвячена дослідженню системи оцінки ділових характеристик особистісного розвитку персоналу кримінально-виконавчої системи.

Виклад основного матеріалу. В умовах реформування пенітенціарного відомства актуальною є розробка ефективної системи оцінки персоналу, що дозволяє виявити ступінь відповідності професійних, ділових та особистісних якостей працівника. З метою оптимізації системи управління персоналом пропонується запровадження моніторингу активності менеджерів, що передбачає оцінку кваліфікації, потенціал зростання та аналіз інноваційної активності.

Висновки. Запропонована система дозволяє оцінити рівень кваліфікації атестованого і вільнонайманого персоналу кримінально-виконавчої системи, та визначити цінність співробітника для пенітенціарного відомства країни.

Ключові слова: управління; персонал; атестація; моніторинг; оцінка; кваліфікація; ділові і особистісні якості.

Urgency of the research. The ensuring the achievement of strategic objectives and economic growth is due to the formation and accumulation of the human capital. The current model of economic growth is based on the resources which are inexhaustible: knowledge, creativity, human intelligence

ЕКОНОМІКА ПРАЦІ

and they form the human capital [2]. Personnel management in the penal system in the current situation is a complex process that is caused by the specific features of the functioning of the prison system and requirements for staff. It's impossible to determine the ability of staff to work and professionalism by the personal file. To improve the social and economic efficiency of the penal system the personnel assessment is held. Personnel assessment gives an idea to the employee about his done work and influences the motivation for further work.

Target setting. The task of effective personnel management in terms of reforming the penal system comes to the level of strategic objectives and creates a new approach to understanding the value of the staff. The creation of a modern personnel management system of the penitentiary system is provided by the effective system of its evaluation and certification. Nowadays, in the institutions of the penal system, there are some drawbacks in the process of evaluation and personnel appraisal and management issues of monitoring activities are not investigated.

Actual scientific researches and issues analysis. The problems which are related to the assessment of business and personal qualities of the staff, determination of professionally qualification level and the results of the work are discussed in the writings of foreign and domestic scientists: D. Aaker, A. Antoniuk, S. Goncharov, J. Grayson, A. Zakharov, K. Kovalchuk, F. Stermikova, A. Kibanova and others. They do not take into account the specific characteristics of the staff work of the penitentiary system that ensure the achievement of the strategic goals, its operation and performance of the government functions.

Uninvestigated parts of general matters defining. The changing of the organizational and functional structure of the penal system and the nature of its tasks are the necessities of the effective personnel management. Nowadays, new approaches to understand the value of strategic personnel development are formed. Qualitatively new approach in the management of human resources is an awareness of the importance of talented individual the abilities of which can bring the organization to a new level [7]. The staff is a special resource that is able to implement current reforms.

The research objective is in the formation of the personnel evaluation of the penal system which is based not only on an assessment of qualification and professional level, as well as on specifications and business activity monitoring staff.

The statement of basic materials. The dialectical relationship of the modern concepts and theories of the personnel management makes it possible to study the target determinants. In the research methodology the target determinant determines the directions of further development of the basic concepts of the personnel management and integration [6]. One of the properties of the penal system as a complex socio-economic system is its dual nature which is connected with the presence of a managing and managed subsystems, as well as economic and social development goals. The tension of economic objectives of the managing and managed subsystems is in the dialectical relationship between economic goals of the system and individuals. The integration of individual economic objectives in socio-economic system led to the formation of the concepts of a person as an economic resource that ignores its social objectives and requirements: implementation of creativity, initiative, culture and self-expression. The understanding of the social goals of individuals is realized in the environment is the one of the basic human conflict as an economic resource.

The basis of the socio-economic system is a human and money capital. Any socio-economic system without money capital is a social system, and without human capital is an economic one. The investigation of the unity processes of the social and economic system shows that in the process of its development there is a transformation of goals and means of their achievement.

The dialectical relationship between economic and social in the socio-economic system suggests the possibility of the researching of the internal environment as the spheres of production and consumption. This significantly extends the methodology to study the relationship of the categories of value (economic value) and use value (social utility). The increasing of the value of money capital (economic value) is achieved under another equal conditions of the reduction in economic value (cost) human capital identically to the social utility (use value). The reducing of economic value (cost) of human capital at the same time reduces the social utility (use value) of money capital. There are another variants of options for the relationship between value (economic value) and use value (social

ЕКОНОМІКА ПРАЦІ

utility) money and human capital. According to F. Stermikova the value goods (resources) are the result of the interaction of two components: utility and value [8]. The value of the staff which is used in the penal system is determined by its utility and value. For the penal system and for the process of production of public goods which are produced by it for the society. In real economy the category of value, usefulness and cost of acquiring appropriate forms of supply, quality and price. [7] The determining of the level of quality and price of labor resources of the penal system is one of the objectives of the staff management, and allows to evaluate the activity of each employee and set the appropriate level of remuneration.

According to O. Zakharova the ensuring of the stable process of internal professional development of the staff provides decent working conditions, health protection, disease prevention, the motivation of employees to the professional and career growth, enabling proper rest [5].

Nowadays, the development of the effective system of personnel assessment of the penal system is urgent. The evaluation of the staff is a procedure that is performed to identify the extent to which professional, business and personal qualities of the employee, quantitative and qualitative results of his work [3]. The evaluation of the civilian and certified staff of the penal system has two areas: assessment and the evaluation of the competence that allows to determine the need for education, upgrading and the compliance position. A. Kibanov considers the certification of the staff as a procedure for determining the qualifications, the level of knowledge, practical skills, business and personal characteristics of workers, quality of work and its results and determine their conformity of the positions (discrepancy) as [9]. We believe that the current system of evaluating staff of the penal system does not meet modern criteria of development and reforms undertaken by the Ministry of Justice because they do not take into account the motivation of the staff. For the senior executives and specialists of this evaluation system is ineffective because it does not take into account the innovative activity and desire for the professional growth. Foreign scientist hold the opposing views on the appropriateness of different methods of evaluation of the staff and the level of their objectivity.

In order to optimize management system of the staff in the penal system, namely its assessment, it is proposed the introduction of monitoring activity of managers. The innovation activity of managers is a promising area of monitoring and reflects the dynamics of qualitative changes in the organs and institutions of the penal system. The degree of real participation of the staff in solving the set tasks is characterized by individual innovative activity. High-quality professional development of the manager and his staff enhances the effectiveness of innovation prison system.

The monitoring of innovative activity involves two aspects: the monitoring of results, which includes assessment and monitoring of performance skills and capabilities that provides analysis of the characteristics of qualifying activity. A well-known expert in the field of strategic management D. A. Aaker found a very good formulation: "The principles of the competitive advantages, assets, competencies, synergy ... their specificity is determined by differences in the competence of the staff and organizational culture" [1]. The monitoring of performance let us to evaluate the level of complexity of the set tasks which are solved by the manager or the specialist, including the capacity for innovation and creativity. The monitoring of the professional qualifications includes assessment of professional competence, motivation and innovative resources of the professional growth. To evaluate the professional competence, the complex of diagnostics is used, and it includes tests and analytical tasks with specific situations (Case Method).

The competence of employees working in different structural divisions and institutions of the penal system should not be assessed equally. The content of tests is determined by the specific activities and duties. These tests can be applied in one structural division where one object of the staff work connects with employees.

The solution of the situational problems (cases) is an effective way to assess professional competence. The situation is modeled according to the position occupied by the employee. You can apply two methodological approaches "case - tell" and "case - do." "Case - tell" let us to evaluate the actions in a particular situation that may happen to them in the performance of official duties. "Case-do" can apply the method of simulation game, to assess the actions of employees in certain conditions

ЕКОНОМІКА ПРАЦІ

in real time. The advantage of this method is that the situational tasks are for the identifying practical skills.

To achieve the greatest return from the investment into human capital may only grant the employee the opportunity to realize his knowledge and skills in practice and create a positive motivational climate and to interest his own development. [6]

The evaluation of performance through a set of competent diagnosis does not give a complete information about the level of training, but notes shortcomings that hinder to work in a particular position. This system allows to make flexible decisions on further training and the career development of the worker. The evaluation of professional motivation of the specialist is determined by using tests that are in sufficient quantity and which allow to involve the specific conditions of each employee.

The resources of the professional development of the manager let us to assess the practical experience of management activities and special knowledge which the manager has and which he can use in his careers. The professional resources of the manager should consist of such components as:

- 1) management - knowledge and practical skills used in managing of people;
- 2) technology - knowledge of the laws of Ukraine and regulations of the Ministry of Justice;
- 3) special - expertise in records management, document management, meetings, negotiations, foreign language skills.

The evaluation of professionalism let us to determine the employee's career prospects and the future in judicial system.

The monitoring of the activity of management's rating system gives an assessment of employees of the penitentiary system. The rating system let's to evaluate staff management through the usage of individual and quantitative performance - ratings. The individual rating of the head of the structural division is a measure of the effectiveness of his work and innovative activity that characterizes the value of his work, significance and contribution to the development. The growth of the ranking allows employees to receive higher salary for his work and provides the career growth. The individual rating is determined by the transferring the points into the unit rating.

The evaluation of the complexity of the tasks performed by the employee is made by the head of the structural division. Hierarchical distance allows the head to assess the complexity of the functions performed by subordinates for a short time.

During the evaluation of the results the performances of the work for the reporting period are compared to the forecasted indicators (quantitative and qualitative). If the specific of features that the employee do ,does not provide estimated figures, so the result of the work can be assessed by comparing the average figures of penal institution with the performance indicator.

The evaluation of the effectiveness of innovation activity provides the analysis of quality (scale, value, feasibility) and the number of proposed innovations. The evaluating of the effectiveness of employee innovation activity is done by using the method of expert evaluations. The group of the expert committee is a staffing commission, which is operated in prisons.

Conclusions. The proposed system of the staff evaluation of the penal system is an effective tool. Based on the principle of optimality, complexity it allows to estimate results and level of qualification of certified and hired personnel more accurately, and determines the value of each person of the penal system and will allow to make more flexible decisions when planning the training, career development and financial incentives.

References

1. Aaker, D. A. (2002). Strategicheskoe rynochnoe upravlenie [Strategic market management]. Saint Petersburg: Piter [in Russia]
2. Antonyuk, V. P. (2007). Formuvannya ta vikoristannya lyudskogo kapitalu v Ukraini: sotsialno-ekonomichna otsinka ta zabezpechennya rozvitku: monograflya [The formation and use of human capital in Ukraine: the socio-economic assessment and provision]. Donetsk, NAN UkraYini. In-t ekonomiki promislivosti [in Ukrainian]

Література

1. Аакер, Д. А. Стратегическое рыночное управление / Д. А. Аакер. – СПб. : Питер, 2002. – 544с.
2. Антонюк, В. П. Формування та використання людського капіталу в Україні: соціально-економічна оцінка та забезпечення розвитку: монографія / В. П. Антонюк; НАН України. Ін-т економіки промисловості. – Донецьк, 2007. – 348с.
3. Гончарова, С. Ю. Формування ефективної системи мотивації на основі КРІ / С. Ю. Гончарова // Управління розвитком. – 2010. - № 6 (82). – С.34-39.

ЕКОНОМІКА ПРАЦІ

3. Goncharova, S. Y. (2010). Formuvannya efektyvnoi sistemi motivatsii na osnovi KRI [Formulation of the effective system of motivation on the basis of KRI]. *Upravlinnia rozvytkom – Development management*, 82, 34-39. [in Ukrainian]
4. Greyson, J., Dell, K. (1991). Amerikanskiy menedzhment na poroge [American management on the threshold of the XXI century]. Moscow [in Russian].
5. Zaharova, O. V. (2010). Upravlinnia investuvanniam v lyudskiy kapital: metodologiya, otslnka, planuvannya [Management of investment in human capital: methodology, evaluation, planning]. Donetsk: «DVNZ DonNTU» [in Ukrainian].
6. Zaharova, O. V. (2011). Motivatsionnaya sostavlyayuschaya investirovaniya v chelovecheskiy kapital [Motivational component of investing in human capital]. *Marketing i menedzhment innovatsiy – Marketing and innovation management*, 3, 195-200 [in Russian]
7. Kovalchuk, K. F. (Eds.). (2004). Innovatsiyniy rozvitok ta lyudskiy potentsial: otslnka ta stimulyuvannya: monograflya [Innovation and development of human resources: assessment and promotion]. Dnipro: Sistemni tehnologii [in Ukrainian].
8. Sternikov, F. F. (2007). Nanoekonomika – ishodnyiy punkt formirovaniya stoimosti blaga: monografiya [Nanoeconomy is the starting point of value creation]. Moscow: Ekonomicheskie nauki [in Russian].
9. Kybanov, A. Ya. (2006). Upravlenie personalom organizatsii [Personnel management of the organization]. Moscow: INFRA-M [in Russian].
4. Грейсон, Дж. Американский менеджмент на пороге XXI в. / Дж. Грейсон, К. Делл; пер. с англ. Б. Э. Мильнер. – М. : 1991. – С.192- 193.
5. Захарова, О. В. Управління інвестуванням в людський капітал: методологія, оцінка, планування: монографія / О. В. Захарова. – Донецьк : «ДВНЗ ДонНТУ», 2010. – 378с.
6. Захарова, О. В. Мотивационная составляющая инвестирования в человеческий капитал / О. В. Захарова, М. А. Стернийчук // *Маркетинг і менеджмент інновацій*. – 2011. - № 3.Т.2. – С.195-200.
7. Інноваційний розвиток та людський потенціал: оцінка та стимулювання: монографія / під ред. д.е.н. К. Ф. Ковальчука. – Дніпро : Системні технології, 2004. – 157с.
8. Стерников, Ф. Ф. Наноэкономика – исходный пункт формирования стоимости блага: монография / Ф. Ф. Стерников. – М. : Экономические науки, 2007. – 349с.
9. Управление персоналом организации: учебн. / под ред. А. Я. Кибанова.- М. : ИНФРА-М, 2006. – 638с.

Received for publication 10.05.2017

Бібліографічний опис для цитування :

Goncharenko, O. G. The formation of the monitoring system of innovative staff activity / O. G. Goncharenko // Науковий вісник Полісся. – 2017. – № 3 (11). Ч. 2. – С. 8-12.