

THEORY AND PRACTICE OF HUMAN RESOURCES ASSESSMENT IN A COMMERCIAL ORGANIZATION

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The increase in the role of HR management on the enterprise is believed to be one of the most important factors of production efficiency growth. HR assessment management on the enterprise demands a change in the mechanisms and principles of work with HR. Techniques of HR assessment and algorithmic factor-by-factor approach to their use have not only theoretical but applied value. The introduction of HR assessment should be implemented on the basis of specially developed general and detailed schemes of HR assessment on the enterprise.

In modern economic conditions the improvement of all economic trends of Russia demands advanced development of HR factor. In such a respect enchanting the role of HR management on enterprises is regarded as the most important factor of production efficiency. In such conditions the role of professional HR assessment is increasing.

Assessment technology is a logical scheme of stage-by-stage and complex usage of all the existing approaches to HR assessment. Thus, in this form the best result can be reached. However, under these circumstances it is not always possible to follow an ideal scheme in practice. Then the correction of this technology and its private variants can be used, because techniques mutual combination, stratification and synthesis are implemented in the process of algorithmic factor-by-factor approach. Their combination is built on internal and external ties between them. Internal ties are the ties between the methods in the network of one classification group, external ones - between 2 or more classifications. Hence it is suggested to use the following approach to HR assessment that consists of 10 stages:

Stage 1. HR assessment content is set between HR and organization.

Stage 2. The goal of HR assessment is determined, basic scientific idea is formed, which consists in the implementation on the practice of the complex approach to the HR assessment in the process of labor management development.

Stage 3. The following tasks are defined: the detection of the non-used reserves of workers' potential; the improvement of the results of the personnel work, the creation of conditions for the implementation of its potential. In case of positive problems solving - assessment of labor potential. In case of negative problem solv-

ing - measures directed to the personnel improvement or attracting other personnel.

Stage 4. Labor potential assessment is carried out.

Stage 5. The factors are chosen influencing on the personnel assessment, the significance of every factor is set in accordance with the stage of its influence on HR assessment.

Stage 6. The classification of factors that determine HR Assessment of modern company is presented. Every group of factors is analyzed in details.

Stage 7. The factors influencing on HR assessment are described and include 5 interconnected elements:

- ◆ top managers, specialists, workers' professional qualities;
- ◆ personal qualities assessment;
- ◆ motivational potential assessment;
- ◆ competence assessment;
- ◆ leadership qualities assessment;
- ◆ labor results assessment;
- ◆ social and psychological qualities assessment.

Stage 8. The techniques recommended for every type of HR assessment are selected.

Algorithmic factor-by-factor approach can play the key role in the processes of development and perfection of the system of HR assessment in the organization. HR assessment in modern conditions should be of complex character and be included into general system of organization management. The introduction of HR assessment should be implemented on the basis of specially developed general and detailed HR assessment scheme of the organization.

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