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ANALYSIS OF DOMESTIC AND FOREIGN PRACTICES IN THE FIELD OF PERSONNEL SELECTION TECHNOLOGIES

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It has been established that the political and socio-economic transformations taking place in Ukraine in recent years accelerate innovation processes in all areas of economic activity, stimulating enterprises to introduce new progressive technologies for the use of all types of resources. It is noted that the personnel is the most important resource of the enterprise, which ensures the efficiency of its functioning to achieve the goal. It was determined that the most important component of hiring employees in Ukraine is professional selection, which largely determines the effectiveness of personnel management. The concept of effective personnel selection is revealed, which is one of the forms of preliminary control of the quantity and quality of human resources. The definition of the concept of personnel selection is revealed. The principles that must be followed when recruiting personnel are specified. The existing stages of personnel selection in Ukraine are characterized. A comparative description of software products for the implementation of the function of personnel selection among those existing in Ukraine is provided. Analyzed the foreign experience of modern technologies of selection and development of the personnel on the application, recruiting, as a methodology of selection of personnel in the management of personnel. Analyzed the method of executive search (target search), which is also called "headhunting". Described the mechanism of working with the applicant. To increase the efficiency of the personnel management process it was suggested to use modern information technologies, especially those that can be used by managers and employees of human resources services when implementing tasks in the selection of personnel, analysis of inter-industry relations in the team, maintenance of personnel databases and which allow to reveal the level of professional qualification of employees, their psycho-physiological parameters, as well as to monitor the dynamics of changes in certain characteristics in order to distinguish those that have deviated from the generally accepted social norms.

АНАЛІЗ ВІТЧИЗНЯНОЇ ТА ЗАРУБІЖНОЇ ПРАКТИКИ В СФЕРІ ТЕХНОЛОГІЙ ПІДБОРУ ПЕРСОНАЛУ

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персонал, людські ресурси,
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цільовий пошук, автоматизація

Встановлено, що політичні та соціально-економічні перетворення, що відбуваються в Україні останніми роками, пришвидшують інноваційні процеси в усіх галузях господарської діяльності, стимулюючи підприємства до впровадження нових прогресивних технологій використання усіх видів ресурсів. Зазначено, що персонал є найважливішим ресурсом підприємства, що забезпечує ефективність його функціонування для досягнення мети. Визначено, що найбільш важливою складовою частиною найму працівників в Україні є професійний підбір, який в значній мірі визначає результативність управління персоналом. Розкрито поняття ефективного добору кадрів, що являє собою одну з форм попереднього контролю кількості та якості людських ресурсів. Розкрито визначення поняття підбору персоналу. Зазначені принципи, якими потрібно керуватись при підборі персоналу. Охарактеризовано існуючі етапи підбору персоналу в Україні.

Надана порівняльна характеристика програмних продуктів для реалізації функції підбору персоналу серед існуючих в Україні. Проаналізований зарубіжний досвід сучасних технологій підбору та розвитку персоналу на прикладі, рекрутингу, як методології підбору кадрів в управлінні персоналом. Проаналізований метод Executive search (цільовий пошук), який також називають “полювання за головами”. Описаний механізм роботи з замовником. Для підвищення ефективності процесу управління персоналом запропоновано використовувати сучасні інформаційні технології, зокрема ті, що можуть використовуватися керівниками і фахівцями кадрових служб при вирішенні завдань відбору персоналу, аналізу міжособистісних відносин в колективі, веденні баз даних по кадрам і які дозволяють виявити рівень професійної кваліфікації працівників, їх психофізіологічні параметри, а також простежити за динамікою зміни певних характеристик, щоб виділити ті з них, які мають відхилення від загальноприйнятих суспільних норм.

Formulation of the problem

The political and socio-economic transformations taking place in Ukraine in recent years accelerate innovation processes in all areas of economic activity, stimulating enterprises to introduce new progressive technologies for the use of all types of resources. The personnel is the most important resource of the enterprise, which ensures the efficiency of its functioning to achieve the goal, and its high competence is the main part of competitiveness in the era of the knowledge economy, therefore, in order to increase the educational level of the personnel and maintain the image of the enterprise at a high level, it is necessary to constantly engage in the development of personnel at all levels [7]. Solving this task is possible only through the use of effective management technologies, in particular management in the field of personnel selection. The analysis of the problems of recruitment technologies is little researched. The available studies indicate a number of problems that need to be solved, and this, in turn, suggests a justified choice of organizational forms and methods of personnel selection technologies aimed at obtaining the planned final results in the field of personnel formation. Taking these aspects into account, we can safely say that the topic of this article is relevant.

Analysis of recent research and publications

The information base of the study became the works of domestic and foreign economists: V. P. Galushko, I. Yu. Zhilyaeva, L. O. Mazhnika, I. A. Mishchenko, M. M. Novikova, O. M. Svinyska and others, special economic literature, materials of scientific conferences, periodicals, Internet resources of specialized professional portals, etc.

The purpose of the article is to identify the essence and features of personnel selection technologies, its problematic issues, and to create a set of recommendations for improving activities in this area.

Presentation of the main research material

The most important component of hiring employees in Ukraine is professional selection, which largely determines the effectiveness of personnel management, therefore, in modern organizations, as a rule, due attention is paid to personnel selection. An objective choice decision, depending on the circumstances, can be based on creating an impression of the candidate, the level of his professional skills, previous work experience, and personal qualities. If the position refers to those where the determining factor is technical knowledge, then education and previous scientific activity will have the most important importance. For

managerial positions, especially at a higher level, the main importance is the ability to establish interpersonal relations, as well as the candidate's compatibility with managers and his subordinates. Effective personnel selection is one of the forms of preliminary control of the quantity and quality of human resources [7].

Personnel selection (recruitment) is the process of studying the psychological and professional qualities of an employee with the aim of establishing his compliance with the requirements of the workplace and selecting from the available applicants the one who is most suitable for this workplace, taking into account his qualifications, specialty, personal qualities, abilities, character and interests organizations [8]. The recruitment process is preceded by several equally important and complex processes, such as, for example, assessing the need for personnel, attracting and recruiting candidates, choosing methods and technologies, as well as carrying out the selection procedure, making decisions about candidates, and finally creating a personnel reserve.

The following principles should be followed when selecting personnel:

- 1) focusing on a person's strengths rather than their weaknesses and searching for not ideal candidates, which do not exist in nature, but those who are most suitable for a given workplace or position;
- 2) refusal to hire new employees, regardless of qualifications and personal qualities, if there is no need for them;
- 3) ensuring that the individual qualities of applicants meet the requirements for this job (education, status, experience, and sometimes gender, age, health);
- 4) focus on personnel with high qualifications, but not higher than required by the given workplace; definition of selection criteria, there should be few of them, only the main ones – education, experience, business qualities, professionalism, personality type, physical characteristics and potential opportunities [1].

In most countries with a developed market economy, before making a decision to hire managers and specialists, the candidate must go through the seven selection steps presented in the Table 1.

In modern conditions of rapid development of scientific and technological progress, more attention should be paid to the introduction of automated systems in all production, technological and organizational processes. Automation of management solves many problematic issues, simplifies the functional duties of employees, reduces their workload.

Today in Ukraine there are many software products that can partially or almost completely replace a person in

the management process. Such products can be complex and local. Complex software integrates all functional elements of the enterprise and may contain databases with information and calculations for all subsystems of the enterprise. But, as a rule, complex information systems are expensive and are used only in large enterprises [3].

To choose the most optimal software product, you should first conduct a thorough analysis of existing software on the market and get acquainted with all the advantages and disadvantages of such information systems. An example of such analysis is presented in Table 2, which reveals the essence of the most popular programs used in professional recruitment.

Some programs are used not only for personnel selection, but also for ordinary psychological testing, for its simplification, automation and acceleration. After analyzing the given data, you can choose the most optimal software for a specific situation.

Taking into account the data of the analysis of various systems of the automated recruitment process, it should be noted that the TEZAL software is the most comprehensive and multifunctional, which is an expert system that allows you to choose the best possible candidate.

The system is used by managers and specialists of personnel services in solving the tasks of personnel selection, analysis of interpersonal relations in the team, maintaining a personnel database. It stores information about personal characteristics of people obtained as a result of appropriate testing. The system includes a variety of tests that allow you to identify the level of professional qualifications of employees, their psychophysiological parameters, as well as monitor the dynamics of changes in certain characteristics to identify those that have deviations from generally accepted social norms. TESAL software has a number of advantages among software products of this class, because it combines several important functions

of personnel management, namely the issues included in the scope of the recruitment process [9].

Analyzing the foreign experience of modern technologies of personnel selection and development, we will consider the example of recruiting as a personnel selection methodology in personnel management.

Recruiting is the assessment of candidates for vacant positions or jobs [4].

Personnel selection includes: preliminary interview; analysis of personal data; provision of information about the candidate; verification tests; testing; medical examination; main interview; preparation of an expert opinion.

In large organizations, a permanent position of a recruiter or HR manager is provided, whose direct duties include recruitment [5].

The meaning of the word “recruiting” comes from the French “recruit”, “recruit”, that is, to recruit anyone, to recruit, to replenish anyone, to hire for money. Nowadays, this is the abbreviation for search and selection of qualified specialists on a paid basis. In contrast to employment services, when the agency receives payment from the job seeker, the recruitment agency concludes a contract and, accordingly, receives a fee from the client companies.

The first private service for hire appeared in Germany in the 19th century. At the beginning of the XIX century in Britain and France, recruiting organizations were actively working, which were engaged in both employment and the search for professionals “to order”. The first American personnel service, also known as the “employment exchange”, appeared in 1848 in Boston, Massachusetts.

However, large specialized staffing agencies first appeared in the United States after the Great Depression and especially after World War II, when industry grew and the demand for skilled workers skyrocketed. Recruitment and especially its “elite” – Head hunting originates in management consulting. It is the largest consulting

Table 1 – Characteristics of existing stages of recruitment in Ukraine

№	The name of the stage	Characteristic
1	Preliminary conversation	The main goal is to assess the level of education of the applicant, his appearance and defining personal qualities. As a rule, the preliminary interview is conducted by a line manager or a personnel manager.
2	Filling out the application form, questionnaire	Applicants who have passed the preliminary interview must fill out an application form and a questionnaire. The questionnaire asks for information that affects the applicant's future work performance. Data from past work and mental composition are requested in order to conduct a psychometric assessment of the candidate based on this data.
3	Interview	The purpose of this conversation is not only to select candidates for the position, but also to advertise the organization by convincing the collaborator of the importance and specificity of the work being promoted. There are several types of interviews: according to a previously developed scheme; loosely formalized and free conversations not according to the scheme.
4	Test	It is a pattern of human behaviour, a source of information that can provide information about on the competencies and skills of the job applicant. Testing helps to form an opinion about the applicant's ability to his professional and positional growth, the specifics of motivation, the specifics of the style of activity. Tests can test mental abilities, movement and physical capabilities, assess personality and its interests, achievements, and work tasks. Testing is characterized by two parameters: effectiveness of criteria and effectiveness of content.
5	Verification of recommendations and service list	Most companies study and check the information contained in the resume, as well as the recommendations of applicants for the position. Recommendations are verified 100 %, of which 80 % are done over the phone. They find out the motivation and salary of the applicants, their competence, ability to adapt in the team. A background check is useful because it's an easy way to get information about an applicant – both current and past work.
6	Medical review	It is carried out if the work imposes special requirements on the applicant's health: work with food products; when it is necessary to prevent admission of persons who are carriers of infectious diseases; when it is necessary to determine the applicant's ability to perform physical work.
7	Making a decision	This is the comparison of candidates in all respects and their submission to the management, which makes the decision.

Source: [2]

companies and companies of the big six, such as “Deloitte & Touch”, “Ernst & Young” as an extension of the service of their services and to ensure the “correctness” of the implementation of their recommendations, began to purposefully attract high-class specialists to the companies of their clients. The first company engaged in Executive search (search and selection of top managers) was the American agency Boyden, opened in New York in 1946. In 1948, one of the largest recruiting companies Manpower was founded. Now this company has 3600 offices in 59 countries, the number of its clients has exceeded 400 thousand. Manpower is included in the “Fortune’s List” – 100 best corporations in the United States.

Over the past 45 years, recruiting from an activity that is related to business and politics is finally turning into an independent type of business, a market for recruiting services is being formed.

Recruiting as a business develops most intensively in countries that preach maximum freedom of relations on the labor market – in the USA, England, Canada, Austria, Switzerland. All these countries, which have the most liberalized labor market, are “legislators of fashion” in global recruitment, and the local recruiting markets in these countries number tens of thousands of participants [10].

Among the organizations that are among the world’s elite of recruitment should be mentioned Heidrick & Struggles, founded in 1953 in Chicago, Korn/Ferry (since 1969), Egon Zehnder, Ward Howell (1951), Amrop, Morgan Hunt (1986), MRI (founded in 1965). The undisputed leader of the global recruitment industry is Adecco, which now has more than 5500 offices in 60 countries.

Modern recruiting technologies came to Ukraine in 1989–1991, when many foreign organizations began to open and gradually expand their representative offices in the then USSR republics. Large Western companies operating in the former Soviet Union began to look for new sources of recruitment in their representative offices and joint ventures. The management of transnational companies resorted to the services of recruiters in the selection of senior managers. The first Ukrainian recruitment companies appeared in Ukraine in 1992–1993.

Executive search methods are most often used to select the best candidates for management positions [5]. This is often called “headhunting” because the search is usually conducted among people who are currently successfully employed and rarely actively looking for work. Roughly speaking, this is “luring” the best employees to the best companies that are ready to pay for it. Of course, personnel decides everything, and the best personnel must either be searched for carefully and for a long time, or professional recruiters should be paid for this work.

Executive search companies rarely use ordinary advertising and announcements. They have their own secret technology. Fees for such firms in the West start at \$50,000 USA.

For recruitment to mid-level business positions: secretaries, accountants, sales specialists, common search methods are widely used among people who are actively looking for work – advertisements in newspapers and the Internet, database [2].

The work of consultants of recruiting firms mainly consists in reviewing the incoming questionnaires and resumes, screening out obviously unsuitable candidates, conducting interviews with the most qualified and providing the shortest possible list (Short-list) of applicants (3–5 people) to the client company.

As a rule, such services are estimated at 15–25 % of the annual income of the required specialist [10].

Companies use the services of recruitment firms for many reasons. The most often mentioned are: competence and experience of “headhunters”; their expert knowledge of the labor market and “work force”; a large database that has been collected for years; search confidentiality if the company does not want to advertise personnel changes; great saving of time and other resources of the customer.

Mechanism of working with the customer:

1. Help in determining the position and image of the ideal candidate, consultation on the state of the labor market and salaries in the customer’s industry.
2. Use of search resources: databases, Internet, advertising, network of contacts in the industry.
3. Analysis of resumes and documents of candidates.

Table 2 – Comparative characteristics of software products for the implementation of the function of personnel selection among those existing in Ukraine

№	Software name of the product	Characteristics, main functions and tasks of the software
1	THESAL (Automated Personal Thesaurus)	A multifunctional expert system designed to automate the processes of collecting and interpreting information about personal traits, integrating test data and expert assessments. Functions of the program: linguistic support for the psychologist’s work; creation of text interpretations for factor profiles; construction of real and “ideal portraits” of specialists of various professions with the help of expert surveys.
2	PROFPLAN (Interactive career guidance system)	This system is designed to support the counseling work of employees of employment centers, psychologists, vocational counselors, personnel development specialists. Program functions: interactive visualization of the diagnostic profile of the client of career counseling; providing reference information on professions and specialties; training of career consultants (in the mode of training and examination).
3	Computer testing system MAINTEST: CONCOM (Competence constructor)	Allows you to create reports in the form of an individual profile of competencies based on test results for making operational management decisions. It is intended for use by employees of personnel services of organizations that implement modern methods of personnel management, based on the use of the competency model. Program functions: personnel arrangement; competitive selection; drawing up plans for training and development of personnel.
4	Computer system PSI CARD	A system of quantitative express diagnostics for the selection of candidates for typical management and executive positions and for personnel monitoring of employees. Program functions: compilation of job PSI-cards for hiring in accordance with the existing professional profile; adjustment of their criteria to the requirements of a specific organization; storage and comparison of received data; conducting psychological testing of those qualities, the evaluation of which is within the competence of a psychologist; monitoring the success of the professional activity of selected employees using the certification procedure.

Source: [6]

4. Telephone and personal interviews with candidates, assessment of compliance with the position.

5. Psychological testing (if necessary).

6. Verification of recommendations and preparation of conclusions on candidates.

7. Providing the best candidates to the customer, assistance in negotiations and organization of meetings.

8. Monitoring and consultation with the customer during the probationary period of the selected candidate [6].

Although “hunters” act in the interests, first and foremost, of the client firm, consultants must professionally build relationships with candidates and other people with whom they come into contact. Such relationships are built over many years. Often the first contact with a recruitment firm can happen quite unexpectedly. Do not immediately refuse their services, even if the applicant is now satisfied with the work. You should remember the saying “never say never”. It is worth establishing good relations with recruiters, they can still be useful in the worst times. And it is advisable to place your resume in the database long before the onset of such times.

Assessing the prospects for the introduction of modern technologies in the management of personnel development in the practice of domestic enterprises to improve the efficiency of their business, it should be noted that the most attractive employers in the labor market are enterprises with foreign capital. It is obvious that the success of leading organizations of developed countries is primarily due to the creation of highly effective mechanisms of personnel management, which are based on a comprehensive and strategic approach to the use and development of human resources. Taking into account this fact, domestic enterprises need to develop and implement new programs aimed directly at increasing the efficiency of the personnel

function on the basis of foreign experience and modern personnel technologies in the personnel management system. This will make it possible to focus all personnel management processes on solving the company’s strategic tasks, provide attractive conditions for the selection, attraction and retention of the best employees, their professional and personal development.

Conclusions

Therefore, the effectiveness of any process depends on the extent to which a person’s labor potential is developed and realized. Thus, increasing the efficiency of personnel selection of enterprises is not only a means and a condition for the development of social production, but also a priority goal of qualitative improvement of the modern Ukrainian economy.

To increase the efficiency of the personnel management process, it is proposed to use modern information technologies, in particular those that can be used by managers and specialists of personnel services in solving the problems of personnel selection, analysis of interpersonal relations in the team, maintaining personnel databases. Information systems allow to identify the level of professional qualification of employees, their psychophysiological parameters, as well as to monitor the dynamics of changes in certain characteristics in order to identify those that have deviations from generally accepted social norms. Success is ensured by the effective implementation of information technology in the management of personnel development, as well as the active use of recruiting (to perform recruitment functions). Skillful application allows the company to respond adequately to changes in the environment, and therefore to avoid possible losses and steadily increase the efficiency of its functioning.

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