

RECRUITMENT AND CAREER MANAGEMENT

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Growth and profitability are permanently engraved in each strategic plan to describe its performance potential. Without growth in turnover to create value and profitability without pay for the capital investment, no salvation.

Source stage in the process of personnel management - recruitment and selection. In order to hire the workers, manager needs to know in detail what tasks they will perform and what the individual and social characteristics of these works. This knowledge is obtained through the analysis of future work, which is the cornerstone of Personnel Management. Below is a process of recruitment and selection.

Analysis of future work involves three steps:

- content-analysis work;
- description of the nature of work (job description);
- requirements for personnel, and sources of the search.

A content analysis of the work - this is a process of systematic and detailed study of the content. There are various methods for conducting such an analysis:

- 1) simple observation (if the work is monotonous and drab);
- 2) information direct perpetrators or their superiors (possibly an exaggeration of importance);
- 3) with control issues, including:

1: Points of accountability.

- responsible for his subordinates;
- responsibility for equipment, materials and tools.
- financial responsibility.

2: Working relationship.

- relationships with colleagues;
- relationship with the head;
- relationships with employees of other departments;
- relationships with customers;
- relationships with subordinates.

3. Requirements for work.

- the desired performance level;
- required skills and experience
- the required analytical skills;
- required physical characteristics and health status;
- required level of motivation.

4. Labour conditions.

- physical conditions and environment;
- social conditions and the working group;
- economic conditions, including payment.

5. The verification of the work.

- verification of the performer;
- verification of the head.

There are two possible sources of recruitment: internal (employees) and external (from outsiders).

To achieve its performance goals, the company must constantly adapt its organization, review its "process" of production, distribution channels, look for new suppliers, meet the specifications of its customers increasingly stringent and binding, outsource while retaining control of the quality of its products, develop its business, focusing on its core business or diversify, according to the time.

The economic crisis and the internationalization of competition have profoundly changed in recent years the employment landscape. Modern companies are more familiar with their human resources needs; they have "clarified" what they expected from an employee or a part. The qualification is of course crucial in obtaining a job or position. But business leaders are also seeking profiles. Some grades have become critical to integrate into the world of business.

The question of the definition of the position or job description arises when managers assign a task to an employee, provide instructions or check whether a job ran. The job definition is to determine the characteristics of formal and informal tasks that will be performed by employees, including interpersonal relationships, that is expected of them, and interdependencies created by the task execution with other persons, located inside or outside of the organized action. The ideal is to ensure that work to effectively use the skills and abilities of employees within the constraints of the organization, namely the provision of continuously improved products and services always effective. This ideal is often not feasible, but some studies indicate that substantial improvements are possible in the triangular relationship between the employee, his work and organization. These improvements benefit the entire employee, the organization and the consumer.

A career is a permanent compromise between the needs of the business and the aspirations of the individuals in that entity. Changing relationships between the employee and employer led him to deploy ingenuity to identify most

promising careers, attract them to their team, motivate them so they can give their best performance while this in order to bring satisfaction to both the employee and the company. To achieve this couple "win-win", we need to incorporate a human dimension to the company, taking better account of the concerns of employees. This necessarily involves the successful integration of new recruits, the appreciation of employees correlated with the development of an appraisal system within the company (including high mobility, outsourcing).