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THE CONCEPT AND ESSENCE OF ASSESSING THE BUSINESS QUALITIES OF EMPLOYEES

Abstract. This article provides an overview of the methods of personnel evaluation. Their features, advantages and disadvantages are identified, and various approaches to personnel evaluation are considered. Special attention is paid to the procedure of conducting by means of combined methods.

Keywords: business assessment of personnel, methods of business assessment of personnel.

Employee evaluation refers to a systematic procedure aimed at analyzing the employee's skills, competencies, performance, and prospects. It involves collecting data, measuring abilities, and making recommendations for further development. Various tools, methods and techniques are used to identify the strengths and weaknesses of the workforce.

In modern human resource management, the system of business evaluation of employees plays a key role. This process occupies an important place in personnel policy, since the level of professionalism directly determines the competitiveness of employees. In addition, the assessment has a significant impact on the company's development. It becomes particularly important during periods of various organizational changes.

Any company is created to implement specific tasks. The extent to which these goals are fully achieved is an indicator of the organization's performance,

that is, the effectiveness of the use of its resources. Such an indicator as profit makes it possible to assess the overall efficiency of a company, which consists of the productivity of using all its resources, including labor. It is clear that employees perform their duties in different ways: in any team there are those who show the best results, those who lag behind, and those who are at the average level. To identify these differences, a single mechanism is required to assess how well each employee copes with their functions.

Such a system contributes to the improvement of human resources management due to the following aspects:

- * Influence on staff motivation. Feedback has a positive effect on people's work ethic: it helps them adjust their actions and increase productivity.

- * Organization of professional training. Evaluating employees helps identify gaps in their skills and identify steps to address these gaps.

- * Career development planning. The analysis of staff performance shows their strengths and weaknesses, which helps to draw up individual development plans and think through the career path. For example, at the certification, the production director gave a low assessment of the sociability of the head of the equipment department, who in the future was aiming for the post of supply director. Based on the results, the HR department recommended that this manager pay special attention to communication skills — after all, they are critical for the position of supply director — and offered to take the course "Effective Communication".

- * Making decisions about remuneration, promotion, or dismissal. Regular job evaluations provide management with data for informed decisions: for example, increase their salary (encouraging the best employees motivates both them and their colleagues), promote them, or break up with an employee. In the latter case, documentary evidence of systematic failure to comply with obligations greatly simplifies the company's position in court.

The benefits listed in the previous sections do not automatically appear in the company after the implementation of the evaluation procedure. They become a reality only if a number of additional conditions¹ are met.

The first condition is the assessment system itself and, most importantly, real assessments of employees' work should be as unbiased as possible and should be perceived by the staff in this way. To ensure objectivity, the evaluation criteria must be made clear and accessible to each employee.

The second condition concerns the confidentiality of the evaluation results. This information should only be available to the employee, their immediate supervisor, and HR specialists. Public disclosure of results creates a tense atmosphere in the team, increases confrontation between managers and subordinates, and distracts people from drawing up and implementing a plan to correct shortcomings.

In addition, the effectiveness of the evaluation system directly depends on the extent to which employees accept it and actively participate in the process.

Companies are improving their personnel assessment systems in several areas. First, they strive for universality: the HR department creates a single assessment system for the entire organization (or separate options for different categories — top managers, middle managers, specialists, technical personnel, and workers) and, through training and monitoring, achieves the same understanding and application of this system in all departments. Secondly, they set standards and norms: to do this, you need to determine what exactly is considered success in this position, that is, identify critical factors. Third, choose appropriate methods: to properly evaluate an employee's performance, you need easy-to-use, reliable tools that accurately describe these critical factors.

It is extremely difficult to develop an evaluation system that is equally balanced in terms of accuracy, objectivity, simplicity, and clarity. Therefore, today there are several models of personnel evaluation, each of which has its own pros

¹ Magomedova R.A., Ibragimova K.S. Adaptation of international personnel assessment practices for VTB Bank // Applied economic research. 2024. No. S1. URL: <https://cyberleninka.ru/article/n/adaptatsiya-mezhdunarodnyh-praktik-otsenki-personala-dlya-banka-vtb>

and cons. However, the most widespread, of course, remains the system of periodic certification.

Business evaluation of personnel is a purposeful process that determines whether the qualitative characteristics of employees (abilities, motivation, personal qualities) meet the requirements of a particular position or workplace. It is also a component of personnel diagnostics aimed at comparing quantitative and qualitative professional parameters with the requirements of the position, division, and organization as a whole.

Staff assessment in the company should be carried out on a regular basis. This is necessary so that employees can see an objective assessment of their results from management, and managers, based on this data, can better manage people and use their potential more effectively. HR professionals, managers and managers at all levels play a key role in conducting the assessment.

Defining goals, objectives, methods and criteria plays a key role in the organization of personnel evaluation.

The goals of such an assessment include:: improving the efficiency of management processes through regular and systematic analysis; consistency of management decisions, since a single assessment system allows you to predict their effectiveness; optimal use of human potential, which must be used as productively as possible; formation of a favorable psychological atmosphere in the team, which is facilitated by a reasonable and transparent assessment; increase in labor productivity, since personal assessments serve as an incentive for employees, and the duration of this growth directly depends on the correctness of the assessment.

The main tasks of personnel evaluation, according to the source², include: managerial impact - through an evaluation conversation, the employee is shown his position regarding achievements, which improves manageability; remuneration justification - fair remuneration is possible only with an objective assessment of

² Barakhtenko N.S. ANALYSIS OF MODERN METHODS OF PERSONNEL EVALUATION // Economy and Society. 2016. No. 9 (28). URL: <https://cyberleninka.ru/article/n/analiz-sovremennyh-metodov-otsenki-personala>

achievements; personnel development - choosing appropriate forms of encouragement and support for professional growth; rational use of personnel-an assessment is necessary when hiring job motivation it serves as an impulse for conscious activities aimed at improving results.

Additionally, staff assessment helps to establish feedback on professional and organizational issues, and also satisfies the employee's need for an objective assessment of their work and qualities.

Types of assessments are distinguished by a number of criteria used in practice. Depending on the systematicity, there are: a systematic assessment, in which all key features are clearly defined (process, periodicity, criteria, measurement method); a haphazard assessment, where the evaluator chooses the measurement method, process, and criteria himself.

The duration of a business assessment is from three to eight weeks, depending on the number of people being evaluated and the chosen methodology. The development of the evaluation system goes through several stages:

- 1) establishing criteria and creating a methodology for measuring them;
- 2) preparing auxiliary materials (questionnaires, tests, etc.);
- 3) evaluating and analyzing the data obtained;
- 4) presenting the results.

The business evaluation procedure in an organization includes several consecutive stages, each of which involves performing specific actions .

At the first, preparatory stage, initial data on certified employees is collected. To do this, an order is issued to conduct an assessment, the composition of the attestation commission is approved, and the corresponding regulation is developed. A list of persons to be evaluated is formed, evaluation sheets and reviews-characteristics are prepared. The labor collective is notified about the terms, objectives and procedure of the procedure. The assessment is carried out according to pre-approved schedules, which are brought to the attention of the evaluators no later than one month before the start of the assessment. Documents for employees are submitted to the commission in two weeks.

The second stage involves summarizing the information obtained at the previous stage. Expert groups are created in the departments where the evaluators work. They include direct and senior managers, one or two specialists from the same department, as well as representatives of the HR department. The expert group analyzes the level of knowledge, skills, as well as the quality and results of the employee's work.

The third stage is an evaluation conversation. It includes a meeting of the commission with the participation of the evaluators and their direct supervisors. The Commission reviews all submitted materials, listens to the parties, discusses the results and makes recommendations. At the end of the discussion, in the absence of the person being evaluated, the commission makes one of the following decisions: the employee corresponds to the position held; corresponds if the work improves and is re-evaluated in a year; or does not correspond. The meeting is recorded in minutes, which are signed by the chairman and secretary. Minutes are drawn up for all persons heard during one session.

At the fourth stage, management decisions are made based on the results of the assessment. An expert opinion is formed and sent to the HR department. It takes into account the conclusions and suggestions from the manager's feedback, assessment of the employee's performance and professional development, business, personal and other qualities, as well as their compliance with workplace requirements. The opinions of all members of the commission, comparison with previous assessments, as well as the employee's self-assessment are taken into account. The Commission makes recommendations regarding promotion, promotion, salary changes, transfer to another position, or dismissal from the position held. The head of the organization, based on the recommendations of the commission, makes a decision on the promotion or punishment of employees.

Within the framework of business valuation, a set of methods is used, each of which has specific characteristics and limitations.

1. The method of graphical scaling of ratings involves assigning point values to indicators that reflect the degree of their severity (for example, from 1 —

rare occurrence to 5 — constant compliance). This approach, which resembles a school assessment system, is characterized by low development costs and ease of use. However, it is associated with a number of disadvantages: the numerical designation of the indicator's severity leaves a wide field for subjective interpretation by the evaluator, which depends on the level of his own requirements .

Graphical scaling is a subjective procedure in which an appraiser records their judgments by making marks on a continuous graphical scale (vertical or horizontal). To reduce subjectivity, a modification of this method is used — scaling of behavior description ratings, in which the numerical values of the scale are provided with a detailed description of the actions corresponding to each value.

2. The rank ordering method involves constructing a ranked series for each indicator in the course of analytical evaluation. This method has a number of disadvantages: non-normalized ranking scale, increased subjectivity of evaluation, as well as the inability to reliably determine the qualitative distance between the evaluated objects (the difference between the first and second employees may be significant, while between the second and third - insignificant).

3. The pairwise comparison method allows you to identify the highest ratings of various employees for a specific indicator by comparing them sequentially with each other.

4. The method of forced distribution is based on pre-defined percentages of the distribution of evaluated employees according to ratings. For example, 20% is an excellent rating, 20% is above average, 30% is average, 20% is below average, and 10% is a low rating.

5. The questionnaire method is characterized by the absence of systematic measurement methods: the evaluator is offered a list of statements about the employee's image, and he notes whether each statement corresponds or does not correspond to this image. In practice, the HR department is often confronted with overestimation of ratings from the heads of departments. To eliminate this

phenomenon, the method of a given (forced) distribution of ratings is used, in which the percentage shares of ratings are set in advance.

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