

# THE DEVELOPMENT OF A STAFF MANAGEMENT SYSTEM FOR INTEGRATED HOLDINGS BASED ON VALUATION MODELS

© 2017 KOLOSOK V. M., TSURCAN M. L.

UDC 331.005.95

## Kolosok V. M., Tsurcan M. L. The Development of a Staff Management System for Integrated Holdings Based on Valuation Models

The article is concerned with theoretical aspects of the formation of staff management systems for integrated holdings on the basis of valuation models. The place and role of the competences model in the staff management system has been displayed. The constituent elements in the staff management of an integrated enterprise as part of a holding have been determined. A characterization of staff management system in modern conditions has been provided and the most significant issues have been defined using the system management model. The methodical instrumentarium and the HR-technologies of formation and implementation of the competence approach in the management of staff have been developed: methodical and practical recommendations on evaluation have been generated. This management system, in turn, increases the likelihood of concluding successful deals, maintaining the necessary business contacts, increasing labor productivity, creating a favorable image of the organization and attractiveness of the organization to investors, shareholders, potential employees, partners, customers.

**Keywords:** staff management, management system, integrated enterprise, valuation model.

**Fig.:** 2. **Tbl.:** 1. **Bibl.:** 11.

**Kolosok Valeria M.** – D. Sc. (Economics), Professor, Head of the Department of Transport and Logistics Management, Pryazovskyi State Technical University (7 Universytetska Str., Mariupol, 87500, Ukraine)

**E-mail:** kolosok.v.m@gmail.com

**Tsurcan Mikhail L.** – Probationary Employee, Pryazovskyi State Technical University (7 Universytetska Str., Mariupol, 87500, Ukraine)

**E-mail:** tsurkan.ml74@gmail.com

УДК 331.005.95

УДК 331.005.95

## Колосок В. М., Цуркан М. Л. Развитие системы управления персоналом

### интегрированных предприятий холдингов на основе оценочных моделей

Статья посвящена теоретическим аспектам формирования систем управления персоналом интегрированных холдингов на основе оценочных моделей. Показано место и роль модели компетенций в системе управления персоналом. Выявлены составные элементы в управлении персоналом интегрированного предприятия в составе холдинга. Представлена характеристика системы управления персоналом в современных условиях и определены наиболее значимые вопросы с помощью системной модели управления. Разработан методический инструментарий и персонал-технологии формирования и реализации компетентностного подхода в работе с персоналом: сформированы методические и практические рекомендации по оценке. Представлена система управления, своей чергою, повышает вероятность укладання вдалих угод, підтримання необхідних бізнес-контактів, збільшення продуктивності праці, створення сприятливого іміджу організації та привабливості організації для інвесторів, акціонерів, потенційних працівників, партнерів, клієнтів.

**Ключові слова:** управління персоналом, система управління, інтегроване підприємство, оціночна модель.

**Рис.:** 2. **Табл.:** 1. **Бібл.:** 11.

**Колосок Валерія Михайлівна** – доктор економічних наук, професор, завідувачка кафедри менеджменту транспорту і логістики, Приазовський державний технічний університет (вул. Университетська, 7, Маріуполь, 87500, Україна)

**E-mail:** kolosok.v.m@gmail.com

**Цуркан Михайло Леонідович** – стажист, Приазовський державний технічний університет (вул. Университетська, 7, Маріуполь, 87500, Україна)

**E-mail:** tsurkan.ml74@gmail.com

## Колосок В. М., Цуркан М. Л. Развитие системы управления персоналом интегрированных предприятий холдингов на основе оценочных моделей

Статья посвящена теоретическим аспектам формирования систем управления персоналом интегрированных холдингов на основе оценочных моделей. Показаны место и роль модели компетенций в системе управления персоналом. Определены составляющие элементы в управлении персоналом интегрированного предприятия в составе холдинга. Представлена характеристика системы управления персоналом в современных условиях и определены наиболее значимые вопросы с помощью системной модели управления. Разработан методический инструментарий и персонал-технологии формирования и реализации компетентностного подхода в работе с персоналом: сформированы методические и практические рекомендации по оценке. Данная система управления, в свою очередь, повышает вероятность заключения удачных сделок, поддержания необходимых бизнес-контактов, увеличения производительности труда, создания благоприятного имиджа организации и привлекательности организаций для инвесторов, акционеров, потенциальных работников, партнеров, клиентов.

**Ключевые слова:** управления персоналом, система управления, интегрированное предприятие, оценочная модель.

**Рис.:** 2. **Табл.:** 1. **Библ.:** 11.

**Колосок Валерия Михайловна** – доктор экономических наук, профессор, заведующая кафедрой менеджмента транспорта и логистики, Приазовский государственный технический университет (ул. Университетская, 7, Мариуполь, 87500, Украина)

**E-mail:** kolosok.v.m@gmail.com

**Цуркан Михаил Леонидович** – стажёр, Приазовский государственный технический университет (ул. Университетская, 7, Мариуполь, 87500, Украина)

**E-mail:** tsurkan.ml74@gmail.com

Taking into account the growing attention to HR management among scientists, analysts and owners of international business the problem of necessity for improving and upgrading the existing methods and processes of the staff management at enterprises, incorporated into the vertically-integrated holdings, arises.

The problem of determination of methodical approaches to management of staff, employed at industrial en-

terprises, belonging to corporate amalgamations, was analyzed in the works by such Ukrainian scientists-economists, like V.M. Kolosok, A.I. Pisarevskaya, A.E. Fedorova, O. A. Morozova, G.R. Djinchradze and O.V. Gorshkova. Their works are concerned with development of new approaches to staff management in the vertically-integrated structures.

The objective of the research is to substantiate the advisability of application of the new method of Assessment-

*center* – a new technology of HR management. Within the system of the staff management of integrated holdings (on the example of “Metinvest” holding).

Strategic priorities, development objectives and main tasks of functioning of the Cabinet of Ministers for the years 2016–2017 confirm the principal significance of development of a quality system of the staff management at national enterprises, aimed at increasing their aggregate operational efficiency. Undoubtedly, highly-qualified staff, having the corresponding professional skills and knowledge, flexible analytical way of thinking, capable of generating new ideas, sometimes original, but efficient ones, fulfilling the functions of basic units of the entire system of corporate management, ensures functioning of the whole vertically-integrated corporate structure.

The measures to be taken by Ukraine according to reformative requirements of the European Union in the associative and integrative processes require newer solutions and reforms in the branch of the national corporative HR-management. Particularly, it is connected with the fact that the authorities of staff departments have to master the ability to realize quite clearly actual and potential capabilities of all their staff members and their ability to cope with the tasks, they are to solve in due time and under particular circumstances. It may be said that this task is not easy to solve, as it requires improvement of the existing methods, technologies of staff management, improvement of transparency of evaluation of personnel, increasing the efficiency of the feedback system between the management and their subordinates.

Such types of analyzing like analysis of roles, stakeholders analysis and cultural analysis have become new instruments for HR managers, having a serious, independent concept within the context of globalization. The method of assessment-centers allows to unite these types analyzing.

This technology, applied in the process of personnel evaluation makes it possible to assemble a mighty team of professionals, who will create prerequisites for raising labor productivity and key indices of efficiency of the entire corporal structure, because of their competence and strive for self-realization.

Understanding of the fact that a model of competences is required for efficient functioning of the work with staff reserve, that includes description of requirement for skills and knowledge, necessary for successful acting, is growing with each day. This model must take into account workers' personal traits, describe particulars in requirements for workers of different position groups and express stability in development of competences. Here time requires from a company formation of qualified management teams, capable of:

- ✦ working promptly, efficiently and with high quality;
- ✦ taking and implementing innovative solutions.
- ✦ realizing the importance of the mission of a corporative division.
- ✦ acting in unbiased manner and observing legal requirements.

Only evaluating management competences makes it possible to distribute staff members among office positions in the right way. Thus, managers of all hierarchical levels

of the system of the management system of a holding will be able to use their staff members talents in the most efficient manner, allowing to maintain devotion and motivation among their employees in the long-term perspective.

For formation of an efficient team of workers it is necessary to set up a model of competences, having an integral description of requirements for skills and knowledge of workers, necessary for successful activity, that takes into account particulars and personal traits of each employee. This model should describe details and difference in the requirements for workers of different positions, groups, corporate divisions, and express continuity in development of competences.

The local authorities members have to take a personal part in creation of the model of competences, evaluating parameters of staff members' successfulness. The evaluated parameters lay the foundation of competences of the workers of integrated enterprises

Competences that must include the corresponding model are the criteria of evaluation, mad, for example, by the method of assessment-centers.

Implementation of the system of evaluation of competences of workers of various corporate subdivisions allows:

- ✦ stimulation of desire of staff members to raise their qualification;
- ✦ revelation of the necessity to improve qualification, professional training and retraining of managers and specialists;
- ✦ compiling of individual plans of development of each particular staff member;
- ✦ formulating training programs for all hierarchal levels of corporation, allowing efficient distribution of corporative financial means, allocated for training;
- ✦ efficient application of staff members' potential at the positions, where they may do their best for the benefit of their corporation;
- ✦ evaluating an opportunity of application of potential and perspective capabilities of staff members;
- ✦ making the procedure of forming the staff reserves efficient, clear and open;
- ✦ establishing the right of managers and specialists to be included into the staff reserves of the holding.

The main objective of such centers of personnel management under the present conditions is to maintain the unity of business, State and society, improve efficiency of activities of the national integrated enterprises, by means of growth of labor productivity and the level of professional an competence efficiency of the workers. To achieve success, managers of HR departments should be responsible professionals, capable of applying efficient and powerful instruments of staff management.

According to the results of theoretical substantiation of the advisability of application of *assessment-centers* in staff management in this research it is proposed to set up a METINVEST *assessment-center* on the basis of the Division of management of staff policy of Personnel Direction of the “Metinvest Holding” society.

The activities of the METINVEST *assessment-center* have to solve the existing problems of maintaining quality and efficiency of personnel management of the integrated corporate structures.

The Center's design should be started, first of all, with setting up the objective and main tasks of its activity.

It is suggested in this research to consider creation of competent and professional team of specialists as *the main mission of the Center*.

*The main objective of the Center* – is to raise the level of professionalism and competence of the workers of the corporate structure, by means of perfection of the professional practice of HR management, on the basis of combining professional competences and experience of professionals in the personnel evaluation.

The main basis is the interaction of three chief components – practice, science and education, cooperation and contact between the leading audit specialists. This gives an opportunity for workers to reveal their potential. The results of personnel evaluation, based on these principles, should reveal quite clearly workers' weak points, that require some individual work, raising professional level, acquisition of new additional knowledge and possible retraining or re-qualification. This also concerns the top-managers' level (particularly the Direction of personnel and social issues of the "Metinvest" holding), it is necessary for them to promote workers personal development, create decent labor conditions, motivate staff members for achievement of the best results, raise the level of staff members competence and the level of professionalism of human resources. This must help the Center's resources to reveal the potential of the workers of "Metinvest" by means of:

- ✦ the Center's teaching programs, training sessions, master classes, probation training and exchange,

participation in personnel and HR management forums;

- ✦ promotion of the proper level and organization of evaluation of personnel, by means of raising the efficiency, transparency and accountability;
- ✦ consolidation of professional knowledge, skills and experience, carried out by leading specialists in HR management;
- ✦ development of scientific proposals, regarding improvement of the corporate HR policy;
- ✦ creation of advantages of being a client of the Center, including an opportunity of using corporate professional networks, it promoting communication and exchange of experience between employees of the holding;
- ✦ organization of high quality training at the Center;
- ✦ granting certificates for persons, who completed training at the Center, participated in conferences, training sessions or master classes;
- ✦ other measures.

On the basis of the results of a theoretical analysis of research and analytical sources of information [1–3] most optimal general competences were prescribed, that employees of the "Metinvest" holding must possess (*Table 1*).

The internal organization mechanism of the Center's functioning, represented by the corresponding set of instruments, levers and methods is shown in *Fig. 1*.

It is worthwhile to mention here that functioning of the described *METINVEST Assessment-Center* must be done in close relationship with the instruments of training and development of the "Metinvest" holding (programs of "Corporate university").

Particularly, these programs of training and development of chiefs and employees, belonging to the Staff reserves help reaching the levels of high and medium mana-

**Table 1**

**Optimal set of general competences of workers of the "Metinvest" holding**

| No. | Competence  | Description   |
|-----|---|---|
| 1   | Capability of team working                        | Team working reveals respect among colleagues and fellow workers.<br>It develops and maintains good working relations with other persons, promoting information and knowledge exchange in due cases.<br>Formation of personal proposals, ideas and perspectives.<br>It promotes understanding of person's own role in the team and exerting efforts, aimed at fulfilling it                               |
| 2   | Processing of big amounts of data                 | Ability of making essential conclusions from data bases.<br>Operation with different information types, like numerical masses, graphs, making computations etc.   |
| 3   | New workers in HR-management                      | Application of approaches to ensuring of well-organized and properly done work.<br>Development of new advanced methods of work  |
| 4   | Knowledge of fundamentals of corporate management | Knowledge of the principles and leading strategies of the holding.<br>Experience in specialty and position, that worker occupies.<br>Understanding of the holding's corporate values  |
| 5   | Aiming at the result                              | Ability of taking responsibility for work.<br>Ability of working in conditions of a deadline and completing the work in due time.<br>Ability of checking carefully all kinds of work, according to lofty standards and ability to teach on own mistakes.<br>Ability of identifying and evaluating importance and actuality of the targets set.<br>Demonstration of own initiative and flexibility at work |

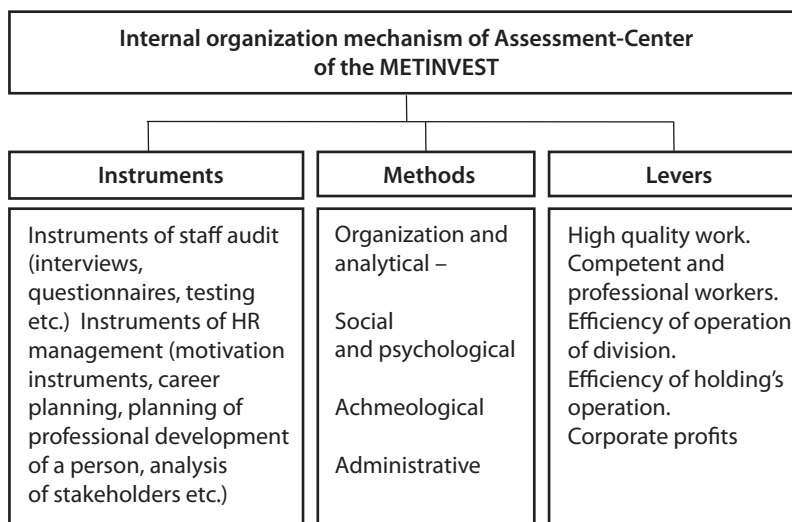


Fig. 1. Internal organization mechanism of the Assessment-Center of the METINVEST

gement ranks. The program participants are proposed by divisions' leaders at the time of their annual assessment of working efficiency. Only workers with high results, high development potential and interested in career promotion can be enrolled into the staff reserves [5;6]. Besides, these programs, particularly: "DNK-management" of the "MET-INVEST", "Academy of leadership", "Development vector", the program of module integrating were developed jointly with the "Skolkovo MSU".

The model of interaction of the Assessment-Center with the instruments of teaching and development of the "Metinvest holding" is depicted in Fig. 2.

### CONCLUSIONS

According to the results of the investigation performed, the advisability of application of the new technology of HR-management – *Assessment Center* – was proved into

the general strategy of personnel management of the "Metinvest holding". The article suggests to set up an *Assessment Center-METINVEST* on the basis of the holding, in close connections with the teaching and developing instruments of the "Metinvest" holding (Corporate university Programs).

In the process of implementation of the main objective of the Center's functioning in the process of its activities-improvement of the level of professionalism and competence of the workers of the corporate structure, by means of perfection of professional practice of HR-management on the basis of uniting professional competences and experience of professionals in charge of personnel evaluation, the "Metinvest" holding will be able to reach its principal objective in the domain of staff management – developing of the better practice of business, for which qualified specialists and efficient managers are required, who are ready to learn and grow alongside with their company. ■

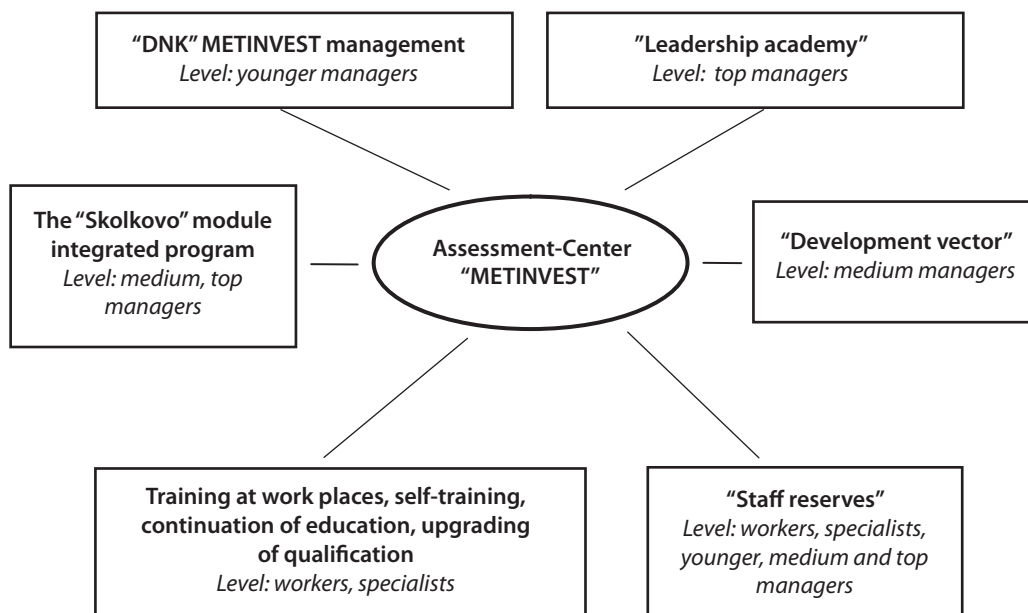


Fig. 2. The model of interaction of the Assessment-Center with the instruments of teaching and development of the "Metinvest holding"



## LITERATURE

1. **Горшкова О. В., Черная И. П.** Управление кадровым потенциалом предпринимательского университета: новые компетенции ППС. *Университетское управление: практика и анализ*. 2012. № 4. С. 57–63.
2. **Джинчарадзе Г. Р.** Методические аспекты организации процедуры оценки персонала. *Инженерный вестник Дона*. 2012. № 2. URL: [http://ivdon.ru/uploads/article/pdf/2012\\_2\\_53.pdf\\_795.pdf](http://ivdon.ru/uploads/article/pdf/2012_2_53.pdf_795.pdf)
3. **Колосок В. М., Богачов О. А., Алістаєва А. В.** Стратегічне управління розвитком персоналу промислових підприємств: монографія. Маріуполь: ПДТУ, 2011. 244 с.
4. **Колосок В. М., Цуркан М. Л.** Концепція управління промисловим персоналом інтегрованого корпоративного підприємства в кризових умовах. *Теоретичні і практичні аспекти економіки та інтелектуальної власності: зб. наук. пр. Маріуполь: ДВНЗ «ПДТУ»*, 2016. Вип. 14. С. 249–256.
5. **Колосок В. М., Цуркан М. Л.** Новітні технології контролю управління персоналом інтегрованих підприємств холдингів (для гірничо-металургійного холдингу). *Економіка і управління*. 2016. Вип. № 4 (72). С. 37–43.
6. **Морозова О. А.** Методика повышения интеллектуального потенциала управленческого персонала строительной организации. *Инженерный вестник Дона*. 2011. № 1. URL: <http://ivdon.ru/magazine/archive/n1y2011/342>
7. Офіційний сайт ПАТ «ММК ім. Ілліча». URL: [www.ilyichsteel.metinvestholding.com.ua](http://www.ilyichsteel.metinvestholding.com.ua)
8. Офіційний сайт холдингу METINVEST. URL: [www.metinvestholding.com.ua](http://www.metinvestholding.com.ua)
9. **Писаревская А. И., Мизик Ю. И.** Методика внутреннего аудита персонала на предприятии. *Вісник Чернігівського державного технологічного університету*. 2013. № 4 (70). С. 51–60.
10. **Федорова А. Э.** Кадровый аудит как инструмент мотивации персонала. *Бизнес и право*. URL: [http://www.bmpravo.ru/show\\_stat.php?stat=212](http://www.bmpravo.ru/show_stat.php?stat=212)
11. **Хорольський В. П., Цуркан М. Л.** Управління персоналом корпоративних підприємств гірничо-металургійного комплексу. Дніпропетровськ: Наука і освіта, 2008. 340 с.

## REFERENCES

- Dzhincharadze, G. R. "Metodicheskiye aspekty organizatsii protsedury otsenki personala" [Methodological aspects of personnel evaluation procedure]. *Inzhenernyy vestnik Dona*. [http://ivdon.ru/uploads/article/pdf/2012\\_2\\_53.pdf\\_795.pdf](http://ivdon.ru/uploads/article/pdf/2012_2_53.pdf_795.pdf)
- Fedorova, A. E. "Kadrovyy audit kak instrument motivatsii personala" [HR audit as a tool for motivation]. *Biznes i pravo*. [http://www.bmpravo.ru/show\\_stat.php?stat=212](http://www.bmpravo.ru/show_stat.php?stat=212)
- Gorshkova, O. V., and Chernaya, I. P. "Upravleniye kadrovym potentsialom predprinimatelskogo universiteta: novyye kompetentsii PPS" [Human resources development the entrepreneurial University: new competencies PPP]. *Universitetskoye upravleniye: praktika i analiz*, no. 4 (2012): 57-63.
- Kolosok, V. M., and Tsurkan, M. L. "Kontseptsiiya upravlinnia promyslovym personalom intehrovanoho korporativnoho pidpriemstva v kyzovykh umovakh" [The concept of management of industrial staff of integrated corporate enterprises in canvas terms]. *Teoretychni i praktychni aspekty ekonomiky ta intelektualnoi vlasnosti*, no. 14 (2016): 249-256.
- Kolosok, V. M., and Tsurkan, M. L. "Novitni tekhnolohii kontroliu upravlinnia personalom intehrovanykh pidpriemstv kholdynhiv (dليا hirnycho-metalurhiinoho kholdynhu)" [New control technologies of personnel management integrated enterprises holdings (for mining and metallurgical holding)]. *Ekonomika i upravlinnia*, no. 4 (72) (2016): 37-43.

Kolosok, V. M., Bohachov, O. A., and Alistaieva, A. V. *Stratehichne upravlinnia rozvytkom personalu promyslovykh pidpriemstv* [Strategic development management of industrial enterprises staff]. Mariupol: PDTU, 2011.

Khorolskyi, V. P., and Tsurkan, M. L. *Upravlinnia personalom korporativnykh pidpriemstv hirnycho-metalurhiinoho kompleksu* [Personnel management the corporate enterprises of mining-metallurgical complex]. Dnipropetrovsk: Nauka i osvita, 2008.

Morozova, O. A. "Metodika povysheniia intellektualnogo potentsiala upravlencheskogo personala stroitelnoy organizatsii" [Methods of increase of intellectual potential of managerial personnel of the construction organization]. *Inzhenernyy vestnik Dona*. <http://ivdon.ru/magazine/archive/n1y2011/342>

Ofitsiynyi sait kholdynhu METINVEST. [www.metinvestholding.com.ua](http://www.metinvestholding.com.ua)

Ofitsiynyi sait PAT «ММК ім. Ілліча». [www.ilyichsteel.metinvestholding.com.ua](http://www.ilyichsteel.metinvestholding.com.ua)

Pisarevskaya, A. I., and Mizik, Yu. I. "Metodika vnutrennego audita personala na predpriyatii" [Methodology internal audit personnel]. *Visnyk Chernihivskoho derzhavnoho tekhnolohichnoho universytetu*, no. 4 (70) (2013): 51-60.