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- philological sciences;
- technical sciences;
- medical sciences;
- chemical sciences;
- biological sciences;
- physical and mathematical sciences;
- other professional sciences.

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## ANALYSIS OF POSSIBLE RISKS IN HUMAN RESOURCES MANAGEMENT IN IT COMPANIES

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In modern economic conditions, the success of any organization, including IT, directly depends on the activities of its employees, on the degree and level of team management, and therefore on the human resources (HR) management policy of the IT organization.

Risks in HR management can be defined as potential losses or threats to the IT organization's financial and economic activity associated with the activities of the IT organization's own personnel.

Risks in working with personnel are an integral part of the IT organization's activities, they cannot be 100% calculated in advance, since the «human factor» is subject to change, and people's actions, motives for their activities are determined both by the sphere of conscious thinking and the unconscious.

Considering the technology of the process of working with personnel, it would be advisable to divide the types of risks over time into the following groups:

- 1) when hiring employees for work;
- 2) in the course of work within the IT organization;
- 3) after the dismissal of people from the IT organization.

Let's consider each group of risks separately.

### **1. Risks in hiring employees.**

This type of risk arises when employees enter the IT organization. The main damage can be done to the IT organization's image in the eyes of the public if the hired employee does not meet your requirements, and the IT organization may also suffer financial losses.

The source of the risk of selecting an unsuitable candidate may be the following reasons:

- inaccurate statement of the terms of reference, the lack of an accurate description of the position, or vice versa, an overly detailed description of the position requiring a creative approach;
- wrong choice of the source of candidates: another field of activity, positions not of the level for which the candidate is selected;

- incorrect assessment of candidates at the stage of selection of candidates: overestimation of the professional level of the candidate, underestimation of the candidate's previous work experience, incompatibility with the already established team, low motivation of the candidate to work in the IT organization, discrepancy between the goals of the IT organization and the personal goals of the person, etc.;

- the absence in the selection procedure of the stage of verification of the candidate for the security of the IT organization. Here, there is a risk of psychological deviations, the presence of negative actions on the part of the employee in relation to the IT organization at the previous place of work. The main tool for ensuring security is the verification of recommendations, as well as the presence of certain tests for the moral and psychological stability of the candidate. Human resources management involves determining for each position a list of professionally significant and personal qualities that are necessary not only for effective work, but also for ensuring the safety of the organization, and the choice of methods for checking them. In the practice of a number of organizations, along with traditional selection methods (analysis of application documents,

interviews, recommendations), they use psychological testing, tests for «honesty», for identifying bad habits, «lie detector», graphological analysis, the method of «brain preferences» and others. At the stage of hiring, when concluding an employment contract in a number of countries, not only secrecy clauses are provided, but also measures to protect against competition after the end of the contract. Non-disclosure of secrets and loyalty to the IT organization is becoming one of the basic rules of the labor schedule adopted in countries with a market economy.

The risk of creating a negative image of the IT organization may arise already at the stage of searching for a candidate, for example, due to the illiterate content and form of announcing a vacancy or due to untrained personnel already working in the IT organization. For example, an employee of an IT organization in the course of a telephone conversation with a potential candidate may be impolite towards him or incorrectly end the conversation if the candidate is not suitable for the IT organization. In such a case, a person will have negative emotions in relation to the organization, which he will share with his relatives, friends, acquaintances.

## **2. Risks in the course of work within the IT organization.**

The main risk in working with personnel for the IT organization at this stage is the risk of not becoming a «training organization» that trains professionals for its competitors. The reason for this situation may be insufficiently well-developed career planning systems for employees, as well as the lack of work to create and maintain staff motivation to work at the IT organization, the lack of a single team spirit, ignorance by employees of the goals of the IT organization and their specific participation in achieving these goals, and more.

The IT organization should provide staff training. When developing and implementing a personnel training system, possible errors should be taken into account:

- wrong order of subjects. It is better to start training at the stage of an employee's entry into the IT organization with the corporate culture of the IT organization, and then move on to professional topics. Consequently, the employee will facilitate the process of his interaction with the organizational environment, as well as increase employee loyalty to the IT organization and reduce the likelihood that, having received professional knowledge and skills, someone from personnel will go to competitors;
- inconsistency of learning objectives with the goals of the IT organization;
- wrong choice of employees for training. Training should be given to employees who are enterprising and dedicated to the IT organization, who have survived the turning points of the IT organization and have proven their commitment to the IT organization through their actions;
- lack of preparation of new working conditions, career growth for an initiative or trained employee. As a result, the qualification of the trained employee has become higher than the requirements for the position. Motivation to work in this case usually falls, and the person leaves the IT organization.

Considering the absence of a personnel development system or career planning in an IT organization, the following reasons can be determined: a conscious policy of the IT organization or the fact that the IT organization management is simply not interested in this issue. In this state of affairs, the following scenarios for the development of events undesirable for the IT organization are possible:

- an employee of the IT organization can «outgrow» his position, he will become bored and uninteresting, and he will work worse, and then go to competitors;
- the employee has not yet reached the threshold of his competence, and the management offers him a promotion. The result will be that the IT organization loses a good employee in the previous position and acquires an insufficiently professional employee for another.
- the employee has reached all the heights of his position, and he has nowhere to grow further, since the career is not registered, and his immediate supervisor is not going to «vacate» the place. In such cases, a horizontal career can be developed.

### 3. Risks after the dismissal of people from the IT organization.

With an incorrect procedure for dismissing employees, both moral damage to the IT organization in the form of anti-advertising and financial damage are possible if the offended employee goes to court.

In foreign practice, the risks associated with the «human factor» are classified into two groups: risks of a quantitative and qualitative nature. The risks of the quantitative nature of human resources management are associated with a shortage or excess of labor resources in a particular IT organization. They can manifest themselves in the form of various losses due to the discrepancy between the actual number of employees and the current needs of the IT organization and include:

- risks of untimely replacement of newly created or released jobs;
- risks of untimely reduction in the number of personnel of not fully loaded structural divisions of the IT organization or occupying jobs that have become unnecessary;
- risks of disproportions in the number of personnel of various departments, characterized by an excess number of personnel in one group of departments and the presence of vacancies in another (similarly for corporations – in particular, their regional branches and departments).

Risks in working with personnel of a qualitative nature are associated with a discrepancy between the actual characteristics of the personnel available to the IT organization and the requirements for it.

In turn, they include:

- risks of insufficient qualification of employees;
- risks of personnel disloyalty;
- risks of specific employees not having other necessary professional qualities (for example, work experience in this position, responsibility, diligence, business activity, personal abilities, creativity, professionalism, etc.);
- the risks of the absence of the necessary personal qualities in specific employees (for example, intellectual potential, psychological stability, sociability of a general culture, etc.) in addition to loyalty to the interests of the employer.

The development of risks in working with personnel, first of all, negatively affects the production and technological activities of the IT organization and, as a result, its financial results, to confirm this, it is enough to consider the types of personnel risks of a qualitative nature typical for most industries and their possible consequences. Classification of risks in work with personnel, possible consequences of their manifestation, as well as indicators of the occurrence of risk events are presented in Table 1.

Development for each group of employees of personnel technologies for selection, selection and hiring, evaluation, training, dismissal, taking into account the prevention of threats to economic security, as well as tracking risk groups using the proposed indicators of the onset of risk will ensure the safety of the IT organization and minimize the risks associated with the activities of the IT organization in the human resources management.

**Table 1. Classification of risks in work with personnel**

| Name of risk                                         | Characteristic                                                                                                                                |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Lack of personnel                                    | The impossibility of full-scale customer service, respectively – lost profits, deterioration of competitive positions in this market segment. |
| Excess personnel                                     | Additional costs for its maintenance.                                                                                                         |
| Disloyalty in the form of corruption or embezzlement | Direct financial losses.                                                                                                                      |
| Disloyalty in the form of disclosure of information  | Disclosure of industrial or commercial secrets – associated financial losses and deterioration of the image.                                  |
| Low responsibility                                   | Violations in the process of performing specific operations with collateral losses.                                                           |
| Insufficient qualification                           | Errors in ongoing financial transactions with corresponding losses.                                                                           |

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