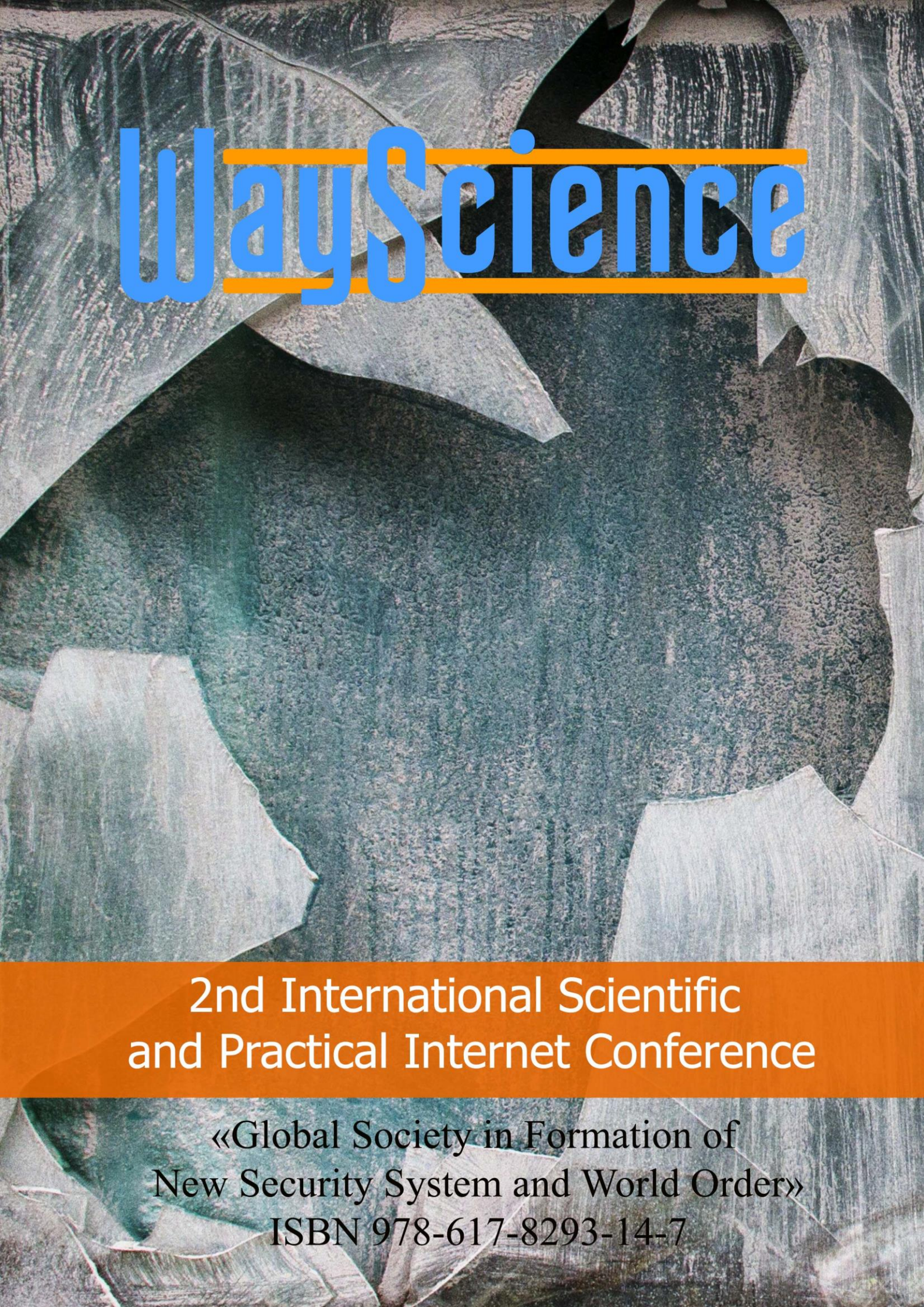




WayScience

2nd International Scientific
and Practical Internet Conference

«Global Society in Formation of
New Security System and World Order»

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- biological sciences;
- physical and mathematical sciences;
- other professional sciences.

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IMPORTANCE OF PERSONNEL SELECTION IN PERSONNEL MANAGEMENT OF AN IT ORGANIZATION

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The guarantee of existence, growth and development, competitiveness and long-term prospects of any organization are its human resources, their quality, personal and professional characteristics. In the personnel management system, providing an organization with an informational work bias with high-quality human resources becomes the main task, the successful implementation of which directly affects the effectiveness of the entire personnel management system. This situation increases the importance of the personnel selection procedure using the latest effective methods to select the best candidate.

Personnel selection is a management activity by which an IT organization selects from selected candidates for a vacant position one or more best suited to the selection criteria, taking into account the current environmental conditions.

The main purpose of the selection is to recruit employees with a high work culture, to identify the applicant's capabilities and views in order to determine his compliance with the conditions and characteristics of the work.

The selection process is connected, first of all, with the analysis of the candidate's professional capabilities. How well he will do the job, whether he will do it better than others, and what this candidate can give the company in the future, whether he is promising, what potentially new he can give the company. Possessing a certain set of professional and personal characteristics, each person is suitable for certain types of activities. The task of selection is to identify from the total number of applicants exactly «our own», capable, gifted and predicting future professional behavior to guarantee long-term productive relationship for the benefit of the candidate and of course the IT organization. To do this, it is necessary to determine the most effective tools for properly measuring the relevant abilities of the applicant to fulfill the requirements of the workplace.

The personnel selection function has not only taken a leading position in the personnel management system, the process has become more complex and responsible. The result is more meaningful. Today, it is no longer enough to simply staff the required number of employees. There have been significant changes in the internal processes of the organization, the roles of managers and employees have changed, the labor market itself has changed. Let's highlight the most significant changes (Table 1).

Table 1. Characteristics of changes

№	Changes
1	Simple tasks are replaced by complex, complex ones.
2	delegation of authority and responsibility for the result to employees performing the task.
3	Special departments are transformed into process-teams (unification into groups of different specialists to solve any problems).
4	The rigid structure of the hierarchy becomes «flatter».
5	Delegation of authority and responsibility for the result to employees performing the task.

All these changes allowed the organization to reduce decision time, reduce the gap between planning and implementation, and eliminate redundant, non-value-adding functions. However, on the other hand, it has increased the significance of the result of each individual employee in the overall effectiveness of the organization, and therefore the requirements for the qualitative characteristics of personnel have also increased (only professional competencies are not enough today, personal characteristics have the same significance, for example: willingness to take responsibility, work motivation, ability to work in a team, initiative, etc.).

The role of a quality personnel selection procedure is also emphasized by the changing nature of the workforce, the growing shortage of qualified workers, which is associated with an increase in the costs of attracting and selecting personnel and the need to conduct a quality selection process to achieve the required results from the very beginning.

The general scheme of effective actions for the systematic selection of personnel of an IT organization should define the mandatory parameters (Table 2).

High-quality selection reduces staff turnover, reduces the cost of hiring, training and development of personnel, increasing economic efficiency in general. Additional IT organizational benefits can also be a reduction in absenteeism, a favorable moral and psychological climate in the team, since job satisfaction and devotion to the company increase if the employee meets the requirements of the work performed by him, is in his «own» place.

Table 2. Mandatory parameters for the formation of a general scheme of effective actions for the systematic selection of personnel of an IT organization

№	Mandatory parameters
1	Establishment of criteria corresponding to the conditions of the customer.
2	Establishing evaluation criteria by which the selection methods used are evaluated.
3	Establishing evaluation criteria by which the effectiveness of the selection procedure is assessed.
4	Determining the needs and expectations of the customer by analyzing the content of the work.
5	Developing follow-up ideas for continuous improvement selection process.
6	Setting criteria for decision making.
7	Understanding by the selection officer of various schemes human behavior in different situations.
8	Determining the most appropriate selection methods for the job in question.

The modern economic system increases the importance of managing the costs of the organization. One of the tools for such management can be effective selection, the improvement of the system of which helps to reduce personnel costs, because selection errors – especially when it comes to selecting candidates for senior positions – can be too expensive for an IT organization. Accidents, injuries, deterioration in the quality of products or services, development and training costs are only part of the costs arising from making rash decisions to hire a new employee. A layoff entails higher turnover rates, and the search for a new, more suitable employee again involves a financial investment.

Personnel selection is part of the entire HR management system and should be linked to all other functions of HR management and only works for the benefit of the IT company when it is consistent with the goals of personnel management and the goals of the entire organization.

The selection of personnel today, or rather its quality, efficiency and validity, is a key element of personnel policy, a guarantee of stable life, economic development of the IT organization, an indicator of stability, one of the keys that form a positive image of the IT company.

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