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[Field Research]

The Assessment Method for the Strategic Potential of Personnel with the Example of JTI Kazakhstan

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Abstract

Purpose – The purpose of this article is to review the key features and benefits with different methods which is suitable for a particular organization (in this article JTI Kazakhstan) as well as for assessing the capacity of a staff and identification.

Research design, data and methodology – Current approaches were used to assess a staff capacity and classify groups. By comparing each other and marked different application methods, this article developed the method for the employment of personal potential and control management process.

Results – Through this analysis, assessing labor capacity functioned as an evaluation and assessment for employee competence. Examples suggested practical recommendations for assessing employees' labor potential.

Conclusions – It is important not just to bring together several techniques but adapt the conditions with existing organization with the professionalism and experience of specialists in managing the evaluation process. In terms of the implementation of this task, it is necessary to have knowledge in the field of psychology as well as business processes, objectives, and specificities of companies including the relevant personal qualities.

Keywords: Strategic Potential, Effectiveness, Goal Setting, Competence, Competency Model.

JEL Classifications: J01, J20, J40.

1. Introduction

At the present stage of development of business technology,

the key resources of any organization are human resources besides financial, information, technology. Companies compete, including the level of professional development of its employees, knowledge and skills each other. For the most rational and efficient use of these resources, it is necessary to assess it properly. Various systems, methods, and personnel evaluation techniques allow to identify and unlock each employee potential and to refer the potential for realization in strategic goals of the company.

Evaluation of labor potential personnel can:

- Manage staff performance, assessing compliance with labor the capacity requirements of workers, correcting the actions of;
- Identify training and development programs taking into account the "development areas" workers;
- Motivate and promote employees with high labor potential and possibilities of its development.

Tool for the Evaluation of labor potential of staff is at the core of many business processes of HR, in particular, the management of its development. This tool allows you to see both the ability of employees to achieve their goals and the return of personnel costs, its value terms. An assessment, depending on the purpose and objectives of management activities, are required to set a criteria and methods.

2. Literature Review

2.1. The needs for personnel assessment and complexities are involved in this

The company must assess which method of assessment is acceptable for the company and whether it is needed at all, based on the analysis of the following factors:

- Date of the last evaluation of the event.
- Age of the company.

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- How the company financially ready to implement the evaluation activities.
- A strategy and mission.
- How developed is the company's corporate culture and what are its features.
- Company size.
- The scope of the company, the nature of the products or services.
- Socio-psychological atmosphere in the company.
- Stage of the staff to be assessed and others factors.

In order to determine its own needs assessment, the consultant and the client need to understand the reason for treatment because requests to the evaluation can be different from real needs to determine the level of success in the company prior to the evaluation as a tribute to fashion. Last wish is not a requirement for assessment and its implementation can start an irreversible process of decay. Therefore, the process of determining the true intentions where prostraivaetsya clear goal, the result and the specific objectives of the company, the first and most important step in conducting proper personnel evaluation.

2.2. Genkin(2007) provides the following benefits of the staff appraisal

Benefits for the company valuation

1. Determination of the results from the work, the level of knowledge and skills of personnel.
2. The possibility of staff rotation and the creation of a personnel reserve.
3. Create a targeted program of staff development.
4. Motivation.
5. Building a corporate culture.
6. Organizational development.

Benefits for employee evaluation

1. Determination of the place and role of each employee in the company - both horizontally and vertically.
2. A clear understanding of the objectives, criteria for success of their implementation, depending on the size of salaries and bonuses of the results of labor.
3. The ability to get feedback from the immediate supervisor.
4. Ensuring that the achievements will not be ignored (if the system operates effectively).
5. Possibility of professional and career growth.

Gavrilova (2009), the personnel manager of the group of companies "Gradient Alpha", determines the location of personnel evaluation in human resource management process as follows:

- Training: Personnel assessment helps to identify the need for workers in training, as well as to determine the effectiveness of training programs used.
- Workforce planning: Evaluation of indicators to determine

both current and future quantitative and qualitative need for staff.

- Recruitment: Information on the results of the evaluation of workers is used to improve the use of personnel recruitment and selection methods.
- Development of employees and career planning: Evaluation of indicators to evaluate the potential employee and identify ways to implement more complex and responsible work.
- Promote and work motivation: Evaluation of indicators helps to increase the effectiveness of motivation and stimulation system, giving staff feedback, assessing their contribution to the goals of the organization and division.
- Formation of a personnel reserve, and work with him: Evaluation of work and the working behavior of employees is the basis of the formation of allowance and determining the effectiveness of its training.

The introduction of assessment systems in the company takes place in several stages, according to Pogodin (2009):

- 1) Decide on the establishment of evaluation system in the company's top management and HR-department of the company and actions at this stage:
 - Identify the purpose of the evaluation and its influence on employee motivation (previously conduct employee survey).
 - Human Resources Management Service must make a presentation to senior management on the advantages and disadvantages of different methods of assessment.
 - Decision on the implementation of evaluation systems in the company as a whole and its method of implementation.
 - The decision to establish a working group.
- 2) Creation of a working group that will include representatives of middle management, HR-department, legal and PR-services, possibly external consultants and employees of the company. Group offers to senior management a detailed action plan for the establishment and implementation of the system and budget, if necessary.
- 3) Selection of assessment methods and the development of the first version of the system and stages:
 - Developing corporate competencies system.
 - clarifies the organizational structure of the company and to determine the linear submission stage hierarchy.
 - assessment of the system is related to the business planning system in the company and KPI
 - evaluation system should be integrated into the whole range of HR-instruments.
 - review and update job descriptions.
- 4) Result - the final decision on the method of assessment, evaluation of the system structure, a set of competencies, rating scale, variations of forms and shapes.
- 5) Further development of the system and preparation of documents HR-department: provision of evaluation, evaluation forms, instructions for the manager and the employee.
- 6) Information support of system within the company, providing training for planning managers: the explanation of the benefits for the company and employees, a clear description

of the sequence of the assessment, the structure of assessment forms and how to fill them, the training setting targets and correlating them with the business plan, a story about the consequences of the result for the employees and the company, skills training of the appraisal interview with employees.

- 7) Further development of the system, taking into account the wishes of middle managers.
- 8) Conduct training for staff.
- 9) Assessment.
- 10) Summing up, success and failure analysis.
- 11) Errors and difficulties in implementing the evaluation system
 - The discrepancy method for assessing the degree of maturity.
 - Negative attitude of employees to any evaluation of their work.
 - Evaluation of the personal qualities of employees apart from the duties and competences.
 - The evaluation system is not connected with the system material and non-material motivation.
 - Managers believe that the assessment they have no time.
 - Participation of employees in setting objectives is minimal.
 - Managers give bad feedback, and staff are not able to perceive it.
 - Dropped or inflated self-esteem of employees.

2.3. Basic methods of assessment the strategic potential of personnel

Assessment of personnel - a system that allows you to measure the results and the level of professional competence of the employees, as well as their potential in the context of the company's strategic objectives. The assessment compares the employer the employee occupying this or that position, with a specialist, ideally suited for this position.

Modern methods of assessment in Kazakhstan have appeared recently, with the arrival on the market of foreign companies. The number of companies using Performance management (PM), Assessment Center, including domestic, "360" is growing, but not as rapidly as we would like. The main obstacle is the local mentality not accept the Western technology, distrust of it, and the desire for stability and conservatism.

According to Zakharchenko(2006), the following basic methods of personnel evaluation, applied in modern companies.

2.3.1. Attestation

The procedure for attestation set out in the approved documents. In the absence of such an organization must be duly approved "Regulations on certification," the company's staff. The procedure and all regulations are consistent and approved by the top officials of the company.

Attestation - the right administration of the company, which may be exercised in respect of all or certain categories of employees. Employees who have worked less than one year, pregnant women

or with children up to three years, representatives of the top management may be excluded from the evaluation.

Attestation is carried out once, twice or three times a year. It may be ordinary or extraordinary by the decision of the administration. Certification assesses the qualifications, work results (grade sheet or on the recommendation of the head), the level of knowledge and skills (in the standard form of the exam), business and personal qualities. Evaluation criteria - the professional standard of professions and positions.

Examination Board is created from representatives of middle managers, human resources practitioners, and union members. The amount is usually determined by an odd number of members in an amount of from 5 to 11. The Commission considers the presence of the employee data and make a decision about the future of employee in the organization. The results can be the basis for the dismissal of an employee in accordance with Art. 81 of the Labour Code. In case of disagreement with the decision of the evaluation commission, the employee of the right to appeal to the commission on labor disputes in the company or go to court. The Commission shall submit a justification for its decision.

2.3.2. Management by Objectives (MBO)

It lies in the joint statement of the head of the task and the employee and evaluation of their performance after the reporting period (usually the end of the financial year). The rating covers all the categories and positions of the company.

1) A list of tasks:

- a) The manager himself puts the problem, and then bring them to the employees. Then, the adjustment occurs taking into account the proposals of the employee;
 - b) The manager and employee set goals independently of each other, and then to coordinate their interview.
- 2) defines the criteria for tasks (ratio of weight as a percentage of the overall success of each task), in accordance with the strategy of the company.
 - 3) determine the success of the task. The priority is considered an opinion leader or decision attract a superior leader.
 - 4) The proposed measures to improve the quality of work.

2.3.3. PM

Evaluates the results, methods and competencies of staff, identifies development planned career employee. Participation shall take all the categories and positions the company. Emphasis is placed on the head of the feedback from the slave in the form of regular contacts every year (formally) and often (as needed, informal).Interviews for the tasks and the final interviews(produced jointly by managers and subordinates) are held every year, where the employee is given feedback on his work and to develop ways of its success and quality of work. Evaluated the results of work on the objectives and competencies, and identify the areas of training plans drawn up personnel and the development of his career.

2.3.4. "360 degrees"

A summary of competencies was performed by people who are constantly working with the employee using individual personnel problems, and as a supplement to the basic system. The employee can initiate for himself this assessment method to determine their development.

Employees endure four sides: the head, subordinates, colleagues and clients (above, below, beside and around) in the amount of 7 - 12 people. It is desirable that people evaluated not only positive but also critical.

Estimated competences:

- Leadership
- Teamwork
- People management
- Management
- Communication skills
- Vision
- Organizational skills
- Ability to make decisions
- Professionalism
- Initiative
- Ability to adapt

These completed questionnaires and questionnaires were collected and sent to the processing of an external provider (to achieve complete privacy) or processed by on-line (automatically). His assessment may show only the head, thus providing feedback. The evaluation results (usually on a scale) are relevant for an employee and his supervisor.

2.3.5. Assessment Center

1) Preparatory stage:

- Definition of evaluation objectives;
- Development (actualization) competency model. The model should comply with the company's overall strategy and include the competencies needed to perform a specific task.
- To develop competences certainly attracted business leaders, and preferably the first person company. Competencies prescribed by levels.

2) Development Assessment Center procedure:

- Development scenario plan (timing and logistics activities);
- Modeling and / or adaptation of the exercise;
- Definition of a set and sequence of evaluation methods;
- Training of experts and observers training;
- Familiarize participants evaluated the program assessment center.

3) conducting Assessment Center:

- Conducting business games, case studies, group discussions, which appear chosen jurisdiction. The topic can be anything, and need not match the content of employee performance. Each case makes it possible to evaluate the multiple competencies in various combinations. Exercises are performed in a group or in pairs. The

behavior of staff specially trained observers watch - external consultants, employees of HR-department, representatives of the business units;

- Individual interviews, tests (intelligence, personality) to each participant based on the results of the game;
- An overall assessment of the game participant (integration session) - reduction estimates. All observers have expressed their views on human behavior during business games and discuss the overall assessment of the competence of each;
- Drawing up a report on the results of the assessment center;
- Providing feedback to participants assessment center. It is important that the consultants / observers giving feedback were extremely considerate and careful. Often in the assessment center evaluated ambitious employees with high self-esteem. Following feedback from them must remain positive impression.

Also evaluation methods can be unofficially timed coaching, which is non-core, but gives more detailed information about the employee - its potential, motivations, intentions, aspirations, strengths and weaknesses. Coaching is a powerful motivating and initiating employees responsible for their activities. Thus, in the all stages, the employee and it can be used as a method of assessment, development method, and a way to motivate employees.

3. Methodology and Summary statistics

3.1. Evaluation of the results from the method of assessing personnel capacity in JTI Kazakhstan

JTI International - an international tobacco company, is one of the leaders of the world tobacco market and number 1 in the CIS. Parent company - Japan Tobacco Inc. - Among the hundred most profitable companies in the world (according to the Fortune 500). JTI owns international brands Winston, Camel, Mild Seven, LD, Sobranie and Glamour. For 7 years in a row the company has the status of the most dynamic in the tobacco business.

In Kazakhstan, the company is one of the largest international FMCG-structures, having in his part of the modern tobacco factory in Almaty with the head office and regional offices in major cities throughout the country. Combining with the company Gallaher in 2007 strengthened the position of leader of the tobacco industry in the CIS.

JTI is a global company with innovative ideas. The importance of brands combined with an interest in providing opportunities to achieve professional success to build a career. In order to provide an outline of the main elements contributing to the achievement of business results, it was made "The development plan for personnel management."

Performance measurement is a key element of personnel

management process and helps employees improve their achievements, and thus achievements of the Company. In this process are the use of the values and competencies of JTI, where we evaluate those behaviors that have the greatest influence on the formation and adherence to our corporate culture. The plan is a key tool for the determination of remuneration, and would help staff to identify and improve their strengths, as well as, pay attention to the needs of development. Finally, the performance appraisal helps to identify successors for positions of responsibility in the JTI.

The development of professional achievements is a continuous process, during the planned action aimed at achieving the individual business goals and development objectives as a leader in the process of coaching track progress bar work and when employees at the end of the year, through the stage of performance measurement to improve results next year. This process consists of three main stages:

Planning. Employees and managers formulate business goals and objectives for the development, planning and actions aimed at achieving these goals. This phase should be completed by February 28 of the current year. The objectives are to develop the condition for professional growth. They reflect any development needs established in the previous review, or new requirements needed to achieve success in the current year. In each case, they must cover the competence and / or functional skills.

It should identify a maximum of five for development purposes. Each goal should indicate the expected results and time frame. A more detailed plan for the development can be displayed in the Individual Development Plan (PDP). Individual business goals are the improvement of the "what" makes the employee in his work: how the employee improves efficiency and contributes to achieving the Company's goals.

Clearly expressed individual business goals are the foundation of any process of professional achievements. Without a clear understanding of the desired result, it is difficult to assess the achievement of this result. The Company's ability to achieve strategic goals depends largely on the ability of managers to cascade goals of a higher order. Thus, it is necessary to be able to transform the corporate objectives into functional goals / objectives of department, and, ultimately, to individual business objectives.

Individual business goals should be:

- S - Specific
- M - measured - or, if not measurable, observable fact
- A - Achievable
- R - Realistic
- T - determined time

At that time, as the job descriptions reflect the daily activities of the employee, the individual business goals represent important achievements in measurable activities from one period to another.

Coaching. During the year, the process is kept constant coaching. Both sides are responsible for the implementation of this

process. The purpose of these regular discussions - to ensure no surprises at the stage of evaluation activities; discussions could be reflected in the mid-year review period ends.

The employee and his supervisor may think: "I'm too busy. I do not have time for this. " In fact, coaching takes much less time than it used to think. coaching process should not be formal. This can be a two-minute unplanned discussion, a lengthy informal conversation or just a matter of choosing a tool for development. Director, subject to continuous coaching can enjoy certain advantages.

The team becomes stronger. Employees, which is regularly held coaching are always up to date with the activities of the Company, have a high level of interest, work with a high degree of impact and show good results. This development tool brings success, not only managers and employees, but also the company as a whole.

Head of seeking recognition as a leader and a successful coach, drawing on his team of talented employees. Proper and regular coaching helps managers and employees in building a career and realize the potential.

Evaluation of the results. This step confirms the formal agreement on the evaluation between the employee, supervisor and head of the second level. Assesses the business objectives and competence. Evaluation of business goals, as well as, and evaluation of competencies is 50% of the total evaluation. Stage performance evaluation should be completed by 31 January of the following year.

At the stage of evaluation of the results, the manager must discuss with the employee of all the achievements of each individual business goals, and make a summary of these achievements in the form of a dialogue. Opposite each achievement by individual business objectives manager must specify the rating from 1 (low) to 5 (high).

Rating means the following:

- 1 = The goal is not reached
- 2 = aim is partly achieved
- 3 = The goal has been fully implemented
- 4 = The aim is partly exceeded
- 5 = The goal of significantly exceeded

It is important to note that rating "3"- is a good rating, which means that the targets were fully achieved. Moreover, it is important that managers take into account the need to distinguish between professional achievements. They have to constantly compare the assessment set with different employees, aiming for a fair distribution of the results.

Development purposes.

During the year and formally at the end of the year, the head along with the employee to discuss the observed changes referred to in order to develop. At the stage of evaluation of the results of the employee and his supervisor should provide specific examples showing the changes in order to understand how the goal was achieved.

In order to help employees and their managers to apply this process was established forms of dialogue, adopted throughout the Company. Personal Development Plan (PDP) serves as an additional tool for professional development, which will allow employees to more elaborate development plan. Thus, the dialogue, as a key element of performance measurement system is the main instrument to ensure a continuous process of definition of professional staff achievements.

3.2. Analysis of the Competence of JTI Kazakhstan Employees

Vetoshkina (2008) defines competence as demonstrated by the ability of the employee to carry out certain production functions. Competencies combine ability and motivation of the employee and describes its production behavior. This is not just knowledge of the employee but the knowledge of applicable and applied in practice.

Competencies are human characteristics, rather than positions, thus transferred from one workplace to another, together with the employee. At the same time to competence could serve as a basis for employment, official travel, remuneration or other decision-making in the field of personnel management, the individual must be able to demonstrate competency in practice.

The dialogue explains the level of skill required for certain behavioral indicators in each jurisdiction for each working group. This will lead to focused development which supports professional and career growth.

Competencies reflect the "how" we do our work. As of JTI, competence is a combination of the behaviors that are the result of knowledge, skills and attitudes of staff. The company has identified four competencies and related behavioral indicators that apply to all working groups.

JTI has developed a competency model, which was introduced in 2003 and since then has constantly applied at the global level of the Company. The Dialogue was selected those behavioral indicators that have the greatest influence on the formation and management of the Company's corporate culture. Thus, the evaluation focuses on these forms of behavior and can change over time.

<Table 1> Four competences at JTI Kazakhstan LLP

Understand Business	
Strive for quality	Consider the environmental conditions
Make decisions	Think strategically
Make the Maximum Contribution	
Belief in success	The pursuit of knowledge
Creativity	Manage yourself
Energize Other People	
Leadership	Development of people
Open communication	Teamwork
Achieve Results	
Take the initiative	Manage priorities
Maintain partnerships with customers	
Demonstrate craftsmanship	

Note: compiled by the author

At the stage of evaluation of the activities of the manager must discuss with the employee his observations on each competency. The employee must give specific examples of the competencies, and make a brief description of the discussion with the head in the window "Achievements Competency" form of dialogue. Next to each competency leader should specify a rating from 1 (low) to 5 (high).

Rating competency means the following:

- 1 = The behavior does not meet expectations
- 2 = Behavior partially meets expectations
- 3 = The behavior is completely in line with expectations
- 4 = Behavior partially exceeds expectations
- 5 = Behavior significantly exceeds expectations

When making the ratings, the form dialog automatically calculates the overall ranking achievements competency, which is 50% of the total evaluation.

Thus, competence management determines the course of the life of the individual in the organization, starting from the date of hiring. On the basis of the development process of professional achievements employees are trained, get promotion, planning your career, go through the evaluation of personnel and rewarded. Such an organization of personnel management is good for both the company and its employees: the first received coherent framework for action and analysis, and the latter can be based on clear guidelines, very knowing exactly what to expect from the future.

4. Results and Discussion

4.1. Author's Recommendations to the Method for Assessing the Personnel Potential in JTI Kazakhstan and the Expected Results

In evaluating the results of the personnel of JTI Kazakhstan, there is a relationship between the objectives of the employee and the company's business objectives. However, the staff appraisal format loosely covers the identification of priority directions of development of the employees and, accordingly, the development of training programs or promoting an employee to another position.

In this regard, I would recommend to add to the assessment methodologies staff assessment center building, which has been described previously in the second chapter is. One of the standard tools of assessment center are carrying out a simulated business game. However, in this method that the tools are not limited and may include: tests, interviews, analytical exercises, solution of case studies, group discussions and others.

Case method, or a method of specific situations, is indispensable when you need to see a specialist is able to solve analytical, strategic or managerial tasks. Cases allow to

predict what role they can play in a real business situation, while other methods of estimation at best reveal the presence or absence of relevant professional data.

This approach allows the candidate or employee clearly demonstrate how your strengths and areas for development. There are several dozen exercises of different kinds: analytical presentations, individual business exercises (also known as "in-trays" - completely written exercises, which simulate different aspects of the individual administrative-organizational work), group discussions, exercises to find the facts, role playing, etc. At the core mechanics, the operation of any exercise is the notion of competence - a stable cluster of observed behavioral manifestations that determine the success of the work.

Not all cases there is a single correct solution. To avoid subjectivity, before embarking on any evaluation activities, Skuratovskaya(2010)proposes to determine:

- qualities that will be assessed;
- criteria for evaluation;
- priorities (what can be sacrificed, and without which it is impossible to do).

The most common criteria for assessing the decision of the case:

- Compliance with the decision set forth in the job issues (issue value and the market);
- Originality of approach (innovation, creativity);
- Applicability of the solutions in practice;
- Depth elaboration of the problem (and the validity of a comprehensive solution, the availability of alternatives, difficulty forecasting);
- The possibility of long-term use.

In order to make the final assessment reflected the importance of each criterion for the company, they are given a certain value (equivalent should be given the same "weight"), the amount of which shall be equal to one. It is believed that the solution of the case should evaluate the most qualified experts in a particular field of activity. Well, if there are several, they are objective and impartial, and also have enough free time to carefully analyze all the submitted solutions.

When it comes to the assessment of experts at ordinary positions or candidates for promotion, it may carry out the direction of the head, which, most likely, is a professional higher class.

Technology assessment center will allow the company:

- assess the degree of compliance with the requirements of the position the employee competencies;
- select the most suitable candidates narukovodyaschie position or have the potential to solve complex business problems;
- see the strengths and weaknesses of the employee, to predict its behavior in complex situations, reduce the risk of a wrong choice of error;
- develop effective programs of training and development of staff;

- evaluate the effectiveness of the training;
- optimum use of human resources at the expense of understanding the knowledge and skills of staff;
- motivate staff on professional development;
- create effective talent pool.

In general, the solution of the case is time-consuming, as well as the processing of their results. Therefore, this technique can assess the potential of employees to use less than a methodology to assess performance. For example, the use of this technique at intervals of 3 years will identify areas of improvement, according to this training can be defined, necessary for the development of the employee. During this period, the employee may take a training plan and career development for 3 years.

Another option is a radical new tool, based on today's technological possibilities. Peskin(2013) says, product specialist SHL Russia & CIS are in the category "Expert Interview" for the portal HRdocs. The most striking examples are the emergence of e-business individual exercises, or e-trays. It is not so much the usual "in-trays" to be converted into electronic format, as a very special assessment tool.

The main advantage of exercise e-tray format is that the simulation becomes an interactive operating situation, i.e. the emergence of new documents is at least in direct connection with the party's actions (in contrast to the "classic" version, in which documents are available from the start), that provides a variety of alternative scenarios of events. Although exercise in the e-tray format gaining popularity today, in the past decade throughout the world use them only around 10 companies. The most illustrative example of Deloitte, using this solution as one of the stages of selection in the recruitment of graduates, as well as for the evaluation of internal applicants for junior management positions.

5. Conclusion

At this stage, the majority of experts to assess the staff strive to create integrated system of evaluation of the personnel, including quite a number of methods to minimize errors in the evaluation process. But above all, it is important not just to bring together several techniques, but adapted to the conditions existing in the organization. Of great importance here takes on the professionalism and experience of a specialist, managing the evaluation process, since the implementation of this task, in addition to the relevant personal qualities, requires knowledge and competence in the field of psychology and understanding of business processes, objectives and specifics of the company.

It is necessary to consider the following recommendations for the effective assessment of the capacity of the staff of the organization:

1. Understanding of the objectives and evaluation tasks. As the introduction of assessment tools, as well as their direct application in each individual case must be based

on a clear understanding of the purpose for which assesses how to use the information received, on what decisions it will affect. Of course, there is a certain probability of error in the determination of the strategic parameters. However, significantly more risky scenario - is one in which the HR, in principle, does not think about what it is used for assessment tools, what the company is going to this information about people and what role it will play in various HR-processes.

2. Quality and efficiency tools. Use only those tools that are designed to answer the questions and give HR exactly the information they need. Next, you need to take into account the context of the use of tools and try to find one tool that can answer all the questions and at the same time provide an exhaustive description of the person, taking into account, relatively speaking, all possible variants of behavior in every situation. In addition, the reliability and validity of the tools must be proven by independent studies. This requirement follows directly from the need to cooperate with proven, successful suppliers of tools and assessment services, able to offer a wide range of products and solutions, which have many years of global experience in this area.
3. Evaluation for business, not for the sake of evaluation. As in the selection tools, and using the obtained logical chain should be traceable data linking business results in general indicators of human activity and, finally, the characteristics of competencies and capacities, which are measured and evaluation tools. Further investment in personnel assessment can be quite lengthy and risky, so the meaningfulness of the demonstration and the profitability of such investments is a must. This is particularly important when you consider that HR is becoming a full partner in the business, and from the representatives of HR-

departments require not only the introduction of modern, efficient tools to evaluate candidates and current employees, but also a truly strategic, systematic approach to the whole business.

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