

Evaluation of personnel development system based on the example of a transport company

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Abstract. Each company seeks to find new resources to maintain the leading position in the market. One of such resources is the personnel development system, which allows maximizing and increasing the labor potential of the company's employees. Personnel development system is one of the main components of personnel management activities, which contributes to the formation of a team with high abilities and strong motivation to fulfill the tasks facing the company. Development and training of personnel helps to match the level of professional competence of employees to the requirements of the developing market.

1 Introduction

Competitiveness and success of any company, institution, enterprise depend on qualified personnel, as well as its systematic development and training. Specialist should regularly improve their professional level. An employee with low qualifications damages the firm and, in case of reduction, becomes the first candidate for dismissal. Therefore, the development of the company's personnel is an important issue.

Large-scale and successful global companies invest huge amounts of money and considerable resources in personnel development. As an example, we can mention such well-known corporations as IBM, Samsung, Apple. They set an important goal, to maintain a high level of skills of their employees. When creating their own universities, these firms achieve the highest results. The process of staff development is systematic. It is not enough to conduct any training course once. The tasks of personnel development are different, but the main one is to form specialists fully meeting the needs of the firm, to study and improve their productive and educational potential.

2 Methods

Here are the methods of professional training in the workplace. This form of training is carried out with a specific statement of the task in the workplace. Teaching methods at the workplace are presented in Figure 1.

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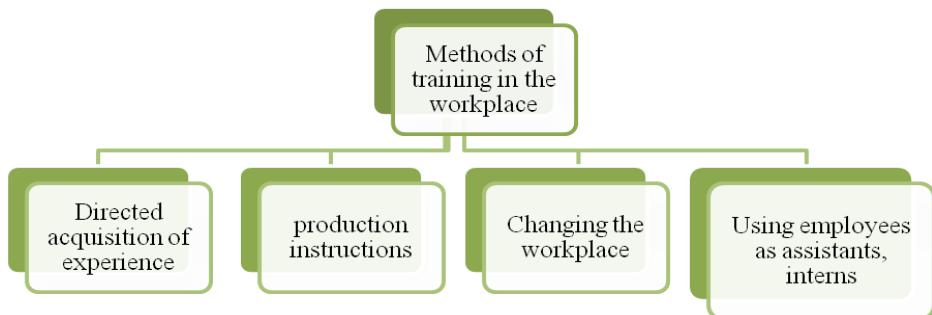


Fig. 1. Methods of training in the workplace

Methods of professional training outside the workplace are designed to obtain theoretical knowledge. Methods of teaching outside the workplace are shown in Figure 2.

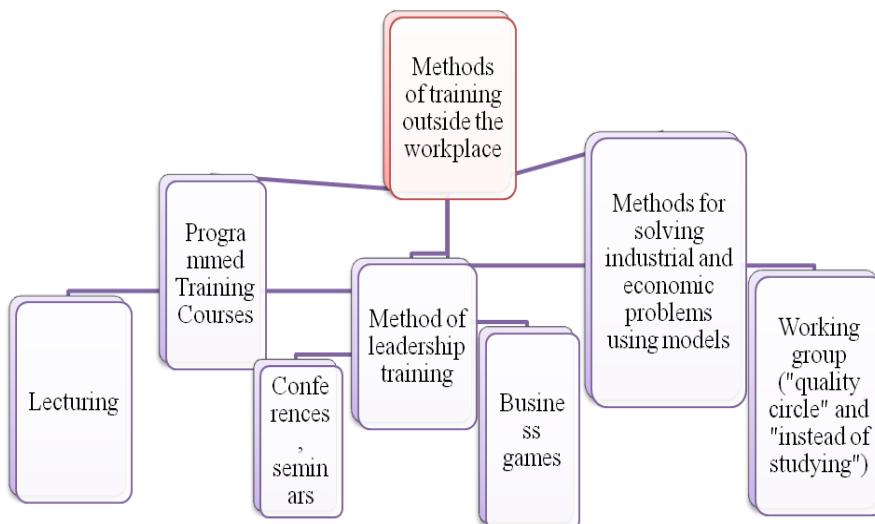


Fig. 2. Methods of training outside the workplace

Let's consider each of the methods:

1. Directed acquisition of experience: systematic planning of training in the workplace, the basis is an individual vocational training plan, which sets out the objectives of training.
2. Production instructions: information, introduction to the specialty, adaptation, familiarization of the student with his new working environment.
3. Changing the workplace: acquisition of knowledge and experience as a result of a systematic change of workplace.
4. Using employees as assistants, interns: employee training and familiarization with the problems of higher and qualitatively different order of tasks at the same time taking on a share of responsibility.

Let's also consider each of the methods of training outside the workplace:

1. Lecturing: passive training method, is used for the presentation of theoretical and methodological knowledge and practical experience.
2. Programmed training courses: more active method of training, effective for obtaining theoretical knowledge.
3. Conferences, seminars: an active method of training, participation in discussions develops logical thinking and develops modes of behavior in various situations.
4. The method of leadership training is based on the independent solution of specific tasks from the production practice: the modeling of the organizational problem, which the participants (listeners) of the group must solve. Allows you to combine theoretical knowledge and practical skills, provides information processing, constructive critical thinking, creativity development in decision-making processes.
5. Business games: teaching the manner to behave in different production situations, when negotiating, and the role-holders must develop alternative points of view.
6. Methods for solving industrial and economic problems using models: modeling processes occurring at competing enterprises. Listeners distribute the roles of competing fictitious organizations. With the help of the source data, students should make appropriate decisions for several stages of production of products or services (production, marketing, financing, personnel issues, etc.).
7. Working group ("circle of quality" and "instead of studying"): young specialists develop specific solutions on the problems of the organization's management, united in working groups. The proposals developed in the working groups are submitted to the management of the organization, which considers the proposals, takes decisions on them and informs the working group about acceptance or rejection of its proposals.

3 Results

In the transport company being researched, not all the methods of training at the workplace are used, great attention is paid to carrying out production instructions and changing the workplaces.

The personnel department of the enterprise carries out a wide range of functions:

1. Recruitment in conjunction with the heads of departments;
2. Analysis of staff turnover;
3. Development and implementation of labor motivation systems;
4. Preparing the staffing table;
5. Registration of personal files of employees;
6. Operations with employment history (receipt, delivery, filling and storage);
7. Keeping records of holidays, drawing up schedules and preparing holidays in accordance with the current labor legislation;
8. Preparation of employee development plans.

There is one HR specialist in the personnel department, there are no other employees in the department. The human resources specialist is directly subordinate to the director.

In the personnel development system of the research object, three components are distinguished: staff adaptation, vocational training and rotation of personnel. The basic and necessary training and development in the institution is directed to the heads of departments, drivers, forest rangers, precinct forest rangers. Particular attention is paid to the adaptation of a new employee in the workplace. Vacant positions are mostly taken by experienced professionals. On the first working day, each employee, in addition to the employment contract and job descriptions, is offered to familiarize himself with the main personnel documents: the collective agreement; internal labor regulations; the organization's charter. The listed documents together with the information stated on the company's official website make it possible to draw a clear picture of the company's

activity, its history, its main goals. Professional training of employees of the transport company is almost continuous because of the specific nature of the organization's activities. Continuous changes in legislation in the sphere of accounting, taxation and labor law, as well as changes in the forest legislation, require employees to regularly upgrade their skills.

Every year the institution organizes a competition for organizations that provide services for professional development, the human resources specialist sends them a technical assignment with all the conditions (program, terms, order) of training. Organizations, having studied all the requirements, determine the cost of educational services; the leader chooses the organization whose services will cost the lowest price.

Before the creation of the terms of reference, the human resources specialist sends a questionnaire to all the chiefs and the forester to identify the need for training. With the help of this questionnaire, the necessary topics for study are identified, as well as the time frame and the required level. In total, 24 employees were trained at the expense of a public institution in 2017. Training courses were attended by 5 people on personal initiative and at their own expense in 2017. Another method of personnel development, adopted in the transport company in question, is personnel rotation. Employees of the institution periodically switch from one department to another, take part in the work of various project groups. The reason for the rotation is the employee's statement or production need, for example, in the case of a shortage of specialists for a specific project.

Among employees working for less than one year (13 employees), a survey was conducted. The survey showed that 78% of respondents are satisfied with the adaptation measures existing in the institution and consider them to be effective. However, 22% of respondents are dissatisfied, they experienced some professional difficulties after passing the trial period. There is no plan for personnel training in the enterprise under investigation. Employees try to find courses for themselves in the areas of interest and pay their full cost, which indicates that there is no systematic approach to training. The exception is the annual refresher courses held by department heads and forest rangers.

The rotation of staff is unsystematic in nature and is not planned in advance at all.

During the course of the practice, a survey was conducted of the employees of the company. The purpose of the survey is to determine whether the employees are satisfied with the existing development system. The survey was conducted among employees performing basic functions, that is, engineers, accountants, drivers and a human resources specialist. A total of 27 people took part in the survey. As a result, the level of satisfaction with the personnel development system is average: 54% of respondents believe that little attention is paid to personnel development; 43% of respondents are not satisfied with the financing (most of the courses are paid independently by employees). The data testify to the need to reorganize the personnel development system in the company to improve its efficiency and introduce new elements.

4 Discussion

Having analyzed the personnel development system in the organization, the following problems were identified:

- Minimum funding for staff development
- Only 10% of employees attend training;
- There are practically no training methods in the workplace;
- Lack of normative documents for the development and training of personnel

To solve these problems, it is advisable to propose the following measures:

1. Training as a form of staff development. The most effective method of staff development. [Ph.D. Bakirova G.H.];

2. Mentoring as a method of training staff. It is one of the best methods for efficiency and effectiveness. [PhD., Shcherbakova T.N.];
3. Development of regulations on the development and training of personnel.

The plan and terms of the personnel development activities is presented in Table 1.

Table 1. Plan of activities for the development of personnel

No	Development activities	Dates	Responsible person	Executor
1	The holding of trainings: 1.Training improvement of professional skills. 2.Training of management. 3.Training of successful work in a team. 4.Training of time management. 5. Psychological training.	Every 6 months	HR Specialist	Invited training manager
2	Introduction of mentoring	1 year	HR Specialist	Employees of the enterprise who have worked for at least one year
3	Development of regulations on the development and training of personnel	1 year	HR Specialist	HR Specialist

4 Conclusion

Thus, the evaluation of the personnel development system, using the example of a transport organization, made it possible to identify problem areas and develop recommendations for improving the existing situation. Trainings are offered as a form of staff development; mentoring, as a method of staff training and the formation of regulations on the development and training of personnel, which will regulate the basic processes of staff development.

Personnel development activities should be considered as investments in the organization's intangible assets. The object of such investments, unlike investments in property elements and financial assets, are employees of the organization (but not owners of capital). Constant updating is the only strategy of the company and employees nowadays, which allows to adequately cope with the anticipated future difficulties.

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