

HR-MANAGEMENT IN AN ERA OF THE “NEW NORMAL”: BEST PRACTICES IN THE TALENT MANAGEMENT

Abstract

Nowadays is named the “New Normal”, it is mean a transition to a new state of the economy. In this situation, there is increased competition in the market, leading to the displacement of weak players and the role of large chain companies with greater resources. In this regard, “the quality of the labor force” becomes relevant human resource management task in a new era of the “New Normal”. Today, many companies doing business in the Russian market are aware of the need to implement talent management programs. We analyzed russian and foreign organizations, where talent management is becoming a key strategy in the field of human resource management. It was found that at the moment to talent management the most successful, big and competitive company. Meanwhile, we can predict the near future, talent management as a strategy to concentrate on a full talent management sector, will become the mainstream in the HR-management.

Keywords: New Normal, Talent Management, Human Resources Management, Development Program, Strategy.

In today's days, which are name "New Normal", a transition to a new state of the economy is taking place. In this situation, there is a strong competition in the market, which leads to the displacement of weak players and the increase in the role of large network companies, which have more resources [6, p. 7-12]. Competition is ambivalent. It can become both a springboard for development and prosperity and a factor of decline and bankruptcy. In the former case, competition promotes organization effectiveness as this develops its competitiveness as a key advantage among other companies of its field within both the country and abroad [4, p. 87]. Academician of the Department for Global Problems and International Relations of the Russian Academy of Sciences Alexander Dynkin believes that "Russia has obvious progress, but in recent years we have faced the need to search for a new model of economic growth. This model should be connecting with structural and institutional changes, the quality of labor resources, innovations and new technologies. If we find this model, we can further develop." [1, p. 15-21].

Also according to the organization of “The Conference Board”, labor productivity in 2011 per person per hour in the US was \$ 61; in the EU countries varied: in Greece - about 35 dollars, in Portugal - 26 dollars, in France - 56 dollars; In Russia it was \$ 19, in China and India - \$ 7.5 and \$ 4.1, respectively [10]. Thus, the "quality of labor" becomes an urgent task of human resources management in the era of "New Normal." In our opinion, the creation, implementation and development of programs for attracting, acquiring, retaining and developing "talents" can become. In the global aspect of HR management, the term "talent" refers to an able employee who has many skills, as well as a high motivation to achieve goals [3, p. 8]. Skillful talent management has become a key source of competitive advantage. Companies that are more effective in searching, training, inspiring and keeping talented employees get a better share of this critically scarce resource and are bound to boost their productivity in the future [5, p. 1200].

To date, many companies that do business in the Russian market understand the need to implement talent management programs. We have conducted an analysis of Russian and foreign organizations, where talent management is becoming a key strategy in the field of human resources management. Among them, in particular, are Russian (“Gazprom”, “Rosatom”) and foreign companies (“McDonalds”, “Coca-Cola Hellenic”).

In the “Gazprom”, the basis of talent management strategy is the formation of a personnel reserve and the training of young specialists in the best universities of the country. Simultaneously, since 2007, the company organizes an annual open competition "Successful start" for young professionals whose main goal is to select the best talented specialists who meet the needs of the company and the criteria for candidates [9].

The purpose of the staff reserve of “Gazprom” is the formation of a group of managers and specialists who have the ability to manage activities, meet the requirements of the post, have been selected and received systematic targeted qualification training [2, p.12-20].

Of particular interest is the study of the elements of the talent system of the State Corporation “Rosatom”, in which the Young Professionals Tournament “TeMP” is held, the winners of which will receive a proposal to work at the leading enterprises of the nuclear industry and become participants in the branch development program “The Future of Rosatom” [8]. It is important to emphasize that the company strives to identify “talents” not only among young specialists, but also among schoolchildren, conducting the All-Russian Physics and Mathematics Olympiad “Rosatom”, a number of Olympiads for schoolchildren of 8-11 grades in physics, mathematics and computer science, and Also the All-Russian competition of scientific works of schoolchildren “Junior” [8].

The company “McDonalds” has a unique “Educational Support Program” for the Russian market, which involves payment of a nominal scholarship to the best employees of the company, which successfully combine work with study. According to the data provided on the company's official website, “in 2016, McDonalds' total investment in the employee education support program amounted to more than 50 million rubles, and the number of scholarship holders exceeded 3,150 people” [7]. In addition, the company introduced a continuous learning system, which is associated with the understanding of human resources as the main competitor, and any investment in this resource will yield returns in the near future. This practice is carried out in many international companies that are also on the Russian market, for example, “Philip Morris International”, “Kelly Services”, etc.

Attention to the talent management of the company «Coca-Cola Hellenic», which is of strategic importance for the company, deserves attention. It consists in “cultivating talent”, which is considered economically more profitable than “buying talent”. To implement the talent management, a two-year internship program “Hellenic Management Trainee Program” was developing. It allows for two years going from manager-trainee to supervisor, thereby ensuring talented employee career growth and career advancement [11]. Similar programs can be found in the majority of large international companies that are represented on the Russian market, namely “Unilever” (“Unilever Future Leaders Program”), “Mars” (“Leadership Development Program”), “Danone” (“Danone Wave”), “British American Tobacco” (“Global Graduate Program”) and finally “Procter & Gamble”, “Heineken”, “L'Oreal” and many others.

The mentioned internship programs to a greater or lesser extent have differences in content, duration of the process and development stages, but each of them is aimed at involving the employee in business-relevant projects and support along the way.

Thus, the main trend of the “new normality” era in the field of human resources management is a fundamentally important change in the understanding of status, role and significance, mechanisms of use and technologies for their development-talent management. So far, the most successful, large and competitive companies have resorted to talent management. Meanwhile, we can soon predict that talent management as a strategy focused on the full complex of talent management will become the main one in HR management.

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AUDIT OF HUMAN RESOURCES AS A BUSINESS PROCESS

Abstract

Auditing is a practice of vital social and economic importance for every company. It is an instrument that organizations have at their disposal in order to generate information that let managers make appropriate decisions based on real facts; therefore, auditing is an improvement mechanism or tool capable of generating information. The importance of this tool relies on the relevance that a company gives to the human capital, knowing that the staff is the most valuable capital and therefore organizations need to really know their people, how is their performance, how they are continuously changing and what practices are helping to their improvement, or on the contrary, making it more difficult. To get to know that, the Human Resources audit is a valid instrument that must be strategically developed as a method of analysis that shows significant results, both failures and successes in all Human Resources processes in order to determine, in a near future, proposals to improve procedures. Currently, this practice is not often applied, not with the frequency that is required. The human resources department should always be aware that its role within a company is vital, since it manages personnel and is always seen as the model department of the company, with the best practices and processes. This area should also realize that the audit process could have a strong educational impact, since it allows relating the quality of human resources management and the various efficiency indicators of the company. This process also helps to show indicators such as the quality of leadership, motivation at work, deficiency of supervision, continuous growth and employee development.

Keywords: human resources management, business-process, audit, indicators, effectiveness

The purpose of this article is to guide the reader in the implementation of this process, describing the most important aspects to consider in order obtaining significant results that show the successes and weaknesses of the key department of any organization, human resources.

To achieve this project objective it is important to understand audit as a concept, which is defined by Ribas and Torras [2] as the systematic, documented, periodic and objective evaluation made by a qualified professional in the compliance of the norms, models and procedures established in any area or activity of an organization, with the objective of providing information and guidance to its stakeholders to enable them to make decisions.