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MODEL «PERFECT EMPLOYEE» AS A TOOL TO IMPROVE THE UNIVERSITY ACTIVITY

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Annotation: The article presents the model of the "perfect employee" and the experience of its use in the Russian university. The possibilities of harmonizing the strategic goals and objectives of the University and the personal goals of employees to achieve business results ensure sustainable development; procedures for identifying and nurturing talents of employees, their motivation in the personnel management system are demonstrated in the article. And as a result of the introduction of the model "perfect employee" brings employees' loyalty and willingness to change in accordance with the challenges of time and personal professional ambitions

Key words : model «Perfect employee», motivation in the personnel management system, strategic objectives of the personnel and organizations, professional and personal growth.

"I respect people who know exactly what they want. Most of the troubles in the world come from the fact that people do not precisely understand their objectives. Beginning to erect a building, they make too little effort to make the foundations the tower could stand on"(Goethe J.) This statement defined the contents of the key approach that the SSAU has chosen for its employees – the "Perfect employee" approach.

The "Perfect employee" is a harmonious blend of the SSAU strategic goals, needs, and opportunities for professional and personal growth of each employee. It is the

foundation of the sustainable development: both for the SSAU and the entire regional community (residents of the Southern Russia).

Key objectives of the "Perfect employee" approach:

- Coordination of the strategic goals and objectives of the SSAU (indicators of the "Ideal worker") and the personal goals of employees (priorities, building self-esteem, achievement motives, the possibility of career planning) to achieve business results that support a sustainable development;
- Identifying and nurturing the talents of the employees as a constant source of creativity and innovation on the SSAU processes;
- Inspirational motivation in the system of the personnel management to ensure a balance between the necessary (for the SSAU) and desired (for an employee);
- Loyalty of employees (as a result of awareness of their own contribution to the SSAU business results and achievements), and a willingness to change in accordance with the challenges of time and personal professional ambitions.

The Model "Perfect employee" defines areas in which an employee can be perfect [1].

We strive to see and understand what each employee is capable for, no matter if he is perfect in one area or several areas at the same time.

Only by changing yourself in the dynamic environment, one can change the world for the better.

As a part of the approach "Ideal employee" the SSAU introduced improvements in the system:

- Selection of personnel in the SSAU – Maps of indicators of professional achievements for various positions are detailed and developed ; competitive process procedure for establishing terms of their employment contracts (from 1 year to 5 years, depending on the level of competence and priorities required for the SSAU and established by an employee in a personal development plan);
- Identifying potential employee skills - the list of indicators of the level of professional achievement has been widened (in 2009 there were three groups of indicators – achievements in education, science, production, while in 2011 there were 8 groups: achievements in teaching, methodical work, science and research, education,

socio-useful activity, qualification, commercial projects, awards and recognition) The standard indicators benchmarks that characterize the level of development for required competencies are defined;

- Measuring the contribution of each employee to the overall SSAU strategic goals achievement through the introduction of a regular plan-fact analysis and public presentation of the performance of each employee to ensure the availability and transparency of information about individual achievements;

- Internal and external mobility – the mechanism for the staff promotion to a higher position or a new position in a related field of activity in accordance with the detected level of professional achievement, and the mechanism for promoting the employee to higher positions outside the SSAU (for example, to the ministries of the Stavropol Territory, the city administration and the Stavropol region, public organizations);

- Education and improving the qualification of the SSAU employees – the practice of selection of individual programs, workshops, seminars, in accordance with the SSAU strategic goals was introduced, in accordance to the level of professional achievement, personal characteristics and professional ambitions [5];

- Staff self-education- maintaining a culture of continuous improvement as a basis for achieving the SSAU strategic goals, professional and personal growth (implementation of proposals to improve, encourage participation in competitions, grants, creating the conditions for a professional, recreational, sporting and creative activity).

The "Perfect employee" is an image of an employee annually developed and maintained by staff combining several components:

- Maps of indicators of professional achievements in 8-integrated groups of indicators (level of development is determined by the procedure of the employees' ranking);

- Maps of competencies that reveal the personality characteristics and the hidden talents of employees (determined by the method "360");

- Personal development plan for the employee with the priorities of development indicators and time frames for achieving them (the procedure is determined by the level of achievement of self-assessment and peer assessment, which is carried out by the Attestation Commission).

The following elements are realized in the development of the "Perfect employee" approach:

- Map indicators of professional achievement for the various positions (administrative and educational support of the personnel, teachers, etc.) are developed in detail, the obligatory level of achievement required for each position as a basis for self-assessment and correction of personal development plans for the staff is set, five possible levels of professional achievement are identified;

- Maps of competencies and parameters for the estimation of personal characteristics of employees are developed, the mechanism of the choice of people involved into the evaluation has been established, the channels of the feedback on the results of application of the methodology are tuned (for example, in the map of managers' competencies the indicators relating to the support of the subordinates' initiatives, individual initiatives to improve the efficiency of processes, including in the adjacent units, in addition, for all employees there is a list of the added most important indicators such as: sharing of experiences and best practices in the SSAU structural subdivisions, teamwork skills, initiative);

- Peer review procedure for the expert evaluation of the rating results and methodology "360 degrees" as a basis for self-improvement, self-education, the choice of individual incentives for the professional and personal growth, the scheduling of the employment contract between an employee and the SSAU has been introduced;

- Socially useful activities has been allocated in a separate group of professional achievement indicators to activate the hidden talents of employees to achieve the SSAU and regional community sustainable development (encouragement for the development and implementation of charity, environmental, social, volunteer projects);

- Implementing the staff rotation both on the initiative of the expert committee, and on the initiative of the employees to maintain a balance between traditional and innovation SSAU processes at a relatively staff low turnover rate (through the creation of innovative laboratories, foundation of new schools, implementation of projects, programs, grants for key and support processes);

- Unrestricted exchange of information – both required for the strategic objectives accomplishment and highlighting the contribution of each employee to the achievement

of these objectives (including via the SSAU web-site , information plasma, University newspaper, rituals of public recognition, weekly exchange of information along the horizontal and vertical channels);

– Mechanism for obtaining feedback from employees and making management decisions on the results of a series of annual surveys conducted by the Sociological Research and Marketing department [4].

The implementation of the "Perfect employee" Model is inextricably linked with the implementation of the SSAU Mission - to expand the boundaries of knowledge and learning, to provide graduates professionals with the training, to improve the quality of life of the South of Russia population and contribute to the preservation and enhancement of moral, cultural and scientific values of the society.

In accordance with the Mission, the SSAU builds relationships with employees, on the basis of the common set of values - Quality, Ethics, Professionalism, and Creativity. The SSAU aims to be the perfect employer who welcomes the initiative and dedication of the staff in the achievement of strategic objectives, provides equal opportunities for professional and personal growth.

In the implementation of the SSAU "Ideal employee" approach a number of stages can be identified:

– *Preliminary study of the experience of implementing systems of the professional competence assessment, development of staff professiogrames in educational institutions both in the Russian federation and countries of the Commonwealth of Independent States (CIS) ,selection of good practice as a basis for developing their own model of the "Ideal employee";*

– *Development of the image of the "Ideal employee" and mechanism to implement it as a key approach to the SSAU personnel management (exclusive Maps of indicators of professional achievements for the university staff ranking, Maps of competencies of the university staff to implement the "360" methodology, optimal format of employees' personal development plan);*

– *Involvement in efforts to evaluate and improve the image of the "Ideal employee" of all SSAU employees who have specific activities, the level of qualification and are at different career stages (through the annual discussion and making suggestions for*

improvement in the structural subdivisions, expert evaluation of the proposals, confirming changes at academic councils, introduction of changes in the SSAU regulatory framework);

– *Defining the level of compliance of an employee image with the image of the "Ideal employee" – the procedure is carried out 2 times during the calendar year and includes: employee's self-evaluation (in accordance with the Map of indicators of professional achievements, parameters of Maps of competencies and personal development indicators, highlighted in the development plans – in the middle of the year) , correction of personal development plans (2 times a year), an expert assessment of the level of an employee's achievements (with the subsequent recommendation to promote to a higher position or to related fields of activity – at the end of the year), establishing terms of the employment contract – during the hiring procedure, recommendations for the transfer to another position or at the end of the previous term of the employment contract;*

Such a deployment approach "Perfect employee" provides with constant changes not only in the very image of the "Perfect employee", but also to the SSAU strategic objectives as a whole, allows reacting flexibly to any changes in the internal and external environment [2].

In the process of implementation of "Perfect employee" approach the SSAU had to overcome a number of challenges, including:

– Need for updating the quality of the SSAU legal framework governing the staff management - revision and introduction of new provisions, regulations, standards;

– Need for the individualized system of non-financial incentives – to select the forms of stimulation for several reasons:

- In accordance with age-related stages of career paths (honorary appointment to the post of Rector's advisor and assistants, vice-rectors, leadership mentoring, appointing as chairmen or members of expertise, qualification, contest committees on the SSAU processes, information on achievements within the university, city, regional, national media, etc.);

– In accordance with professional ambitions (appointment to leadership positions, management / leadership projects of different scales and to ensure the implementation of

innovative ideas on the SSAU processes, information on achievements within the university, city, regional, national media, etc.);

- Promotion and assistance in obtaining public, industry and public recognition (diplomas, thank you letters, medals, honors, badges);

- Need to change the system of remuneration and incentive - revised payroll system for each calendar year in accordance with the level of professional achievement; revised criteria for the establishment of incentive and incentive payments, among which, along with the traditional criteria (ensuring quality of the structural units, for intensity of labor , allowance for the quality of work and professionalism, etc.) we added new ones (the introduction of innovative technologies in the educational, scientific, manufacturing processes, engineering, and economic services, the timely putting the object of construction into operation, etc.).

The implementation of the "Perfect employee" approach brought a number of advantages for the SSAU, including:

- Coordination of employee personal life goals with the SSAU strategic goals providing employees' motivated behavior towards these goals;

- A high degree of employee involvement in the development both of the SSAU Mission, Vision, strategic goals and objectives and its structural subdivisions, the principles of the SSAU domestic and foreign policy;

- Building human resources to meet the requirements and conditions of the SSAU Development Strategy in conjunction with the strategies of all levels and personnel policy in general;

- Renewal of the personnel reserve in different areas of activities for the needs of both the SSAU and its partners, stakeholders in order to achieve sustainable development;

- Optimal use of the creative potential of employees to generate and implement new ideas and technologies that improve the quality and competitiveness of the SSAU products and services;

- Effective system of internal and external communications, contributing to strengthening of the SSAU positive image in education, science and socio-economic life of the region and the Southern region of Russia;

– Management through delegation of authority, based on a targeted, informed staff planning their career path.

In the process of implementation of the "Perfect employee" approach, the SSAU learnt some lessons for itself, including:

The "Perfect employee" is an application tool for a variety of tasks relating to the recruitment, assessment, training and personal development of the working personnel, getting feedback, etc. Therefore, this approach requires a comprehensive system of personnel management, involving all categories of employees in the process of self-improvement and self-realization in all key areas of activities carried out in the framework of the current organization strategy;

– Dependence of the "Perfect employee" image on the situation and conditions in the SSAU external and internal environment and, as a consequence, the recognition of the need for the constant review of the principal components of the "Perfect employee" – Maps of indicators of professional achievements and Competence maps that reveal the personality characteristics of employees;

– The "Perfect employee" is a powerful tool of the employee self-motivation , it not only makes it possible to achieve sound planning and career development, setting goals of personal development, influencing the level of wages, but it also gives the employee the right to choose - whether to move forward, seeking new achievements, or stay at a certain level of progress. Thus, in the SSAU the responsibility for moving up the career ladder is equally shared between the SSAU (employee empowerment, resources, creation of necessary conditions), and by the employee (achieving the desired results, even exceeded, or staying in stagnation, leading to a revision of the employment contract) ;

– The "Perfect employee" is a versatile tool that allows us using the benchmarking technology to improve the employee professional and personal growth and maintain a culture of continuous improvement in the SSAU.

The University provides employees with a choice - whether to move forward, seeking new achievements in the University or beyond, or to stay at a certain reached level.

Only changing yourself in a dynamic environment one may change the world for the better.

The practical experience of the approach implementation "Perfect employee" resource potential of the SSAU, the SSAU high status in education, science, and social life of the Stavropol Territory and southern Russia, the region's needs for qualified personnel have brought us to an understanding of the need to create on the basis of the SSAU the "Regional center for planning, development and support of staff career in the agro-industrial complex" [3]. The Centre will promote the dissemination of best practices in the area of personnel management for all stakeholders, qualitative renewal of personnel potential of the agribusiness in the Stavropol Territory and southern Russia.

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