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Review article

REGARDING THE ISSUE OF OBJECTIVE NECESSITY AND IMPORTANCE OF BUSINESS EVALUATION OF EMPLOYEES OF FORENSIC SCIENCE INSTITUTIONS

The article is devoted to the issues of objective necessity and importance of forensic staff business evaluation. Taking into account the researches of scientists it is proved that in each structural subdivision of the forensic expert institution the estimation of employees can be carried out differently with the orientation on the specificity of their work.

It is emphasized that the business evaluation of the employees will always facilitate the development of the staff of the forensic science institution, taking into account a number of principles, which are defined in the article with the relevant characteristic. The article emphasizes that among the main requirements for staff evaluation it is advisable to highlight such as: accessibility of information, not contradiction of assessments, accompanying organization and social situation, timeliness of assessment, systematic assessment, accessibility and promptness of evaluation of the employee's activity and his personal qualities, authority of the subject of evaluation. It is emphasized that the most comprehensive system of evaluation of the staff of the court-expert institution is manifested in the complex evaluation of each of the employees and the structure of the complex evaluation of the staff of the court-expert institution is presented.

Keywords: forensic institution, staff, employee, evaluation, business qualities, efficiency.

Formulation of Research Problem. Transformation of market relations in Ukraine requires new methodological approaches to the problem of more complete use of the human factor by intensifying the activity of staff, creating effective incentives and motives in the mechanism of certain activities. Insufficient professionalism in modern conditions sometimes becomes a limiting factor, which prevents organizations and enterprises from realizing their potential opportunities, in practice leads to a mass alienation of people from the results of their activities, reduction of social activity of performers, impersonality, inertia of most employees.

The establishment of a life-giving team that ensures the proper functioning of an institution or enterprise plays a significant role in the evaluation of staff, whose purpose is not only to select the best specialists currently, but also to influence the renewal and development of each particular organization.

Analysis of recent researches and publications.

Many economists and managers have been studying the methods of personnel assessment and their application in the work with staff. Foreign scientists have been dealing with this issue for almost two centuries. At the present stage, theoretical and methodological issues of personnel assessment are actively engaged in and Ukrainian scientists among them: L. V. Balabanov, O. V. Sardak, A. M. Kolot, N. Yu. Butenko, A. E. Cherpak, M. L. Tsukan, A. V. Shapernikov, H. V. Shchekin and others¹.

Institutional staff evaluation issues are also covered in a number of monographs. Thus, in the S. E. Zelinskyi monograph the questions of theoretical foundations and methodological support of complex evaluation of civil servants are considered. In addition, it has developed evaluation algorithms that form quantitative assessments of qualification and educational level, personality and competence and key performance indicators of civil servants and presents a procedure for the formation of quantitative integrated assessment through a single system of walls to which the results of testing the qualities and properties of public officials².

Along with him, A. P. Rachinsky exploring the theoretical and methodological foundations of strategic personnel management in public authorities in the context of modern Western European approaches, analyzed the strategic activity of the head as one of the levels of implementation of strategic personnel management in public authorities, developed basic models of strategic management building activity of the head, gave an estimation of expediency of application of specific technologies of strategic personnel management in public authorities and

¹ Dyv., napr.: *Balabanova L. V., Sardak O. V. Upravlinnia personalom [Personnel management] : pidruchnyk. Kyiv. Tsentri navchalnoi literatury, 2011. 468 s.; Butenko N. Yu., Cherpak A. Ye. Treninh upravlinskykh kompetentsii [Management training of competencies]: navch. posib. Kyiv : KNEU, 2011; Tsukan M. L. Innovatsiini mekhanizmy upravlinnia rozvytkom personalu korporatyvnykh pidpriemstv intehrovanykh kholdinhiv [innovative mechanisms of personnel development management of corporate enterprises of integrated holdings]: dys. ... kand.. ekon. nauk : 08.00.04. Mariupol, 2017. 210 s.; Shapernikov A. V. intehrovana otsinka personalu banku [integrated assessment of bank staff] : avtoref. dys. ... kand.. ekon. nauk : 08.06.01. Kyiv, 2006. 24 s. Shchekyn H. V. Osnovy kadrovoho menedzhmentu. Uchebnyk. 4-e yzd., yspr. Kyiv : MAUP, 2004. 280 s. [in Ukrainian].*

² *Zelinskyi S. E. Teoretyko-metodolohichni zasady kompleksnoho otsiniuvannia derzhavnykh sluzhbovtziv [Theoretical and methodological foundations of complex evaluation of civil servants]: monohrafiia. Kyiv : NADU, 2016. 296 s. [in Ukrainian].*

introduced the system of strategic personnel management in public authorities in crisis conditions¹.

O. V. Banit in the monograph presented the results of theoretical and methodological study of the systems of professional development of managers in transnational corporations of Germany and Poland and substantiated methodological approaches and principles of professional development of personnel, analyzing the system of training managers, as well as regulatory, programmatic and organizational, pedagogical support of this process. In addition, on the example of well-known German multinational corporations, he characterized the corporate education system, its role and importance in ensuring the professional development of managers².

We should agree with P. V. Nikiforenko, who states that the combination of theory and practice of personnel management will help to form a competitive specialist, able to effectively use modern technologies of work with personnel and management of them in the relevant area of professional activity³.

In view of such interest in the quality assessment of personnel, it should be noted that some aspects of it were left out of the attention of scientists, so we consider it expedient to highlight them in this work.

Article Purpose. The purpose of this work is to outline the theoretical foundations of objective necessity and the importance of business evaluation of the staff of forensic institutions.

Main Content Presentation. Staff is the main resource of any organization, not exception and forensic institutions. Its professional development, level of qualification, own abilities and acquired skills depend on both the development and the efficiency of the institution. It should be noted that it is practically impossible to determine the suitability of an employee for expert or scientific work and his/her professionalism only on the educational documents. That is why in forensic institutions use

¹ *Rachynskyi A. P.* Stratehichne upravlinnia personalom v orhanakh derzhavnoi vlady (teoretyko-metodolohichniy analiz) [Strategic Personnel Management in Public Authorities (Theoretical and Methodological Analysis)]: monohrafiia. Kyiv : NADU, 2009. 316 s. [in Ukrainian].

² *Banit O. V.* Systemy profesiinoho rozvytku menedzheriv u transnatsionalnykh korporatsiakh: dosvid Nimechchyny i Polshchi [Systems of Professional Development of Managers in Transnational Corporations: The Experience of Germany and Poland]: monohrafiia. Kyiv : Tsent, 2018. 414 s. [in Ukrainian].

³ *Nykyforenko V. H.* Upravlinnia personalom [Personnel management] : navch. posib. 2-he vydannia, vypravlene ta dopovnene. Odesa : Atlant, 2013. 275 s. [in Ukrainian].

the evaluation of employees serving as a criterion for their professional abilities, reveals personal qualities and promising opportunities. It should also be emphasized that an objective assessment of an employee's activity not only gives him or her an idea of how his/her work has been assessed, but also significantly influences the motivation of his / her further activity in a forensic institution.

Improving the recruitment and placement practices, motivating and moving employees directly depends on an objective, scientifically sound assessment of their performance. This assessment applies to all categories of forensic staff, although its relevance to different categories is different.

The objective of a business evaluation is to identify the potential of the employee of the institution, the degree of use of his abilities, the suitability of the position or readiness to take another job, determining the value of the employee for the institution and institution for the employee.

Scientists argue that the important task of such an assessment is to form effective feedback, as each employee needs to know how they evaluate the results of their activities and the effort to perform their duties qualitatively¹.

It should be noted that in modern, well-functioning organizations, the assessment of staff is perceived as an opportunity to openly discuss the results of each employee's work, to choose ways to improve it. To study the process of business evaluation and to determine its role in the development of the staff of the institution, it is not superfluous to analyze in detail the concept of *staff evaluation* which were cited by different scientists at different time.

Thus, L. V. Balabanova defines the concept of «personnel evaluation – a purposeful process of establishing the conformity of qualitative characteristics of staff (abilities, properties) with the requirements of a position or workplace². In turn, M. F. Golovaty, M. P. Lukashevich and H. A. as staff evaluation means the procedure by which the degree of conformity of the employee's qualities, his or her work behavior, and the results of activity to certain requirements is revealed³.

H. H. Zavinovskaya points out that staff evaluation is a planned,

¹ Kolot A. M. Motyvatsiia personal [Personnel motivation]: pidruchnyk. Kyiv : KNEU, 2006. 340 s. [in Ukrainian].

² Balabanova L.V., Sardak O. V. Upravlinnia personalom [Sardak O.V. Personnel management]: pidruchnyk. Kyiv : Tsentri navchalnoi literatury, 2011. S. 67 [in Ukrainian].

³ Holovaty M. F., Lukashevych M. P., Dmytrenko H. A. Upravlinski aspekty sotsialnoi roboty [Management aspects of social work]: kurs lektsii. Kyiv : MAUP, 2004. S. 145 [in Ukrainian].

formalized characteristic of work activity, staff efficiency¹. In his works, O. A. Kirichenko concludes that the staff evaluation is used to determine the employee's compliance with the vacancy or workplace (position) he is currently occupying². At the same time, A. M. Kolot emphasizes that the assessment of the staff is to determine the extent to which each employee achieves the expected results of work and meets the requirements that follow from his production tasks³. V. A. Savchenko defines the assessment of staff as a procedure that is carried out in order to identify the degree of conformity of professional, business and personal qualities of the employee, quantitative and qualitative results of his work activity to certain requirements⁴. I. O. Skopilatov and O.Yu. Efremov stated that business evaluation of personnel is a component of personnel diagnostics, a purposeful process of establishing the conformity of quantitative and qualitative professional characteristics of personnel with the requirements of the position (workplace), unit and organization as a whole⁵. Fedulova L. I. argues that the business evaluation of staff means a purposeful process of establishing the quality characteristics of staff to the requirements of the position and workplace⁶. Shegda A. V., when presenting the evaluation of the staff, determines the level of qualification of employees, the level of knowledge, skills, abilities, as well as gives an idea of business and moral traits of the individual⁷.

Thus, based on the opinions of scientists, it is possible to outline the general features of the concept of *staff evaluation* which are also inherent in the evaluation of staff of forensic institutions:

– the procedure carried out with the purpose of revealing the degree of conformity of professional, business and personal qualities of the

¹ *Zavinovska H. T.* Ekonomika pratsi [Labor economics]: navch. posib. Kyiv : KNEU, 2003. 432 s. [in Ukrainian].

² *Kyrychenko O. A.* Menedzhment zovnishnoekonomichnoi diialnosti [Management of foreign economic activity]: navch. posib. Kyiv : Znannia-Pres, 2002. 384 s. [in Ukrainian].

³ *Kolot A. M.* Motyvatsiia personal [Personnel motivation]: pidruchnyk. Vyd. 2-he, bez zmin. Kyiv : KNEU, 2006. S. 294 [in Ukrainian].

⁴ *Savchenko V. A.* Upravlinnia rozvytkom personal [Management of personnel development]: navch. posib. Kyiv : KNEU, 2002. 280 s. [in Ukrainian].

⁵ *Skopylatov I. A., Efremov O. Ju.* Upravlenie personalom [Personnel management]. Sankt-Peterburg : izd-vo Smol'nogo universiteta, 2000. 400 s. [in Russian].

⁶ *Fedulova L. i., Stadnyk V. V., Yokhna M. A., ta in.* Menedzhment orhanizatsii [Organizations management] : pidruchnyk. Kyiv : Lybid, 2004. 448 s. [in Ukrainian].

⁷ *Shegda A. V.* Menedzhment [Management] : pidruchnyk. Kyiv : Znannia, 2004. 687 s. [in Ukrainian].

employee, quantitative and qualitative results of his work activity to certain requirements;

- establishment of conformity of qualities of the employee, requirements for the position or workplace;

- planned, formalized characteristics of work activity, staff efficiency;

- is carried out to determine the level of qualification of employees, the level of knowledge, skills, abilities, gives an idea of business and moral traits of the individual.

Scientists emphasize that the evaluation of employees of institutions (self-assessment and external evaluation) performs at least 2 main functions: orientation and stimulating. The guiding function is that each employee, through evaluation by management and other employees, and through self-assessment, is aware of himself, his condition and behavior, is given the opportunity to choose directions and ways of further activity. The incentive function of evaluation is that it gives rise to an employee's experience of success or failure, confirming the correctness or wrongness of the chosen behavior, encourages the person to take activities in a certain direction. Therefore, in order for employees to be positive about their assessment, it is necessary to prove to them their purpose, namely – every employee must receive a salary according to his/her qualification¹.

Considering the research of scientists, it can be noted that in each structural subdivision of the judicial and expert institution, the evaluation of employees may be carried out differently, depending on the specificity of their work. However, regardless of this specificity, it should be mandatory that such an assessment should cover the assessment of theoretical knowledge and practical skills to accomplish specific tasks.

Theoretical knowledge includes not only the specialist knowledge of the employee, but also the knowledge of regulations, regulations, instructions, etc., which regulate his activities. Summarizing the above, it can be argued that the employee's assessment consists of the assessment of his knowledge, which is often conducted by the survey, and the evaluation

¹ *Stakhiv O.* Provedennia otsinky personalu na pidpriemstvi z metoiu stymuliuvannia pratsivnykiv do pidvyshchennia kvalifikatsii [Carrying out an assessment of the personnel at the enterprise in order to encourage employees to improve their skills]. *Ukraina: aspekty pratsi.* 2007. №1. S. 32. URL : http://nbuv.gov.ua/portal/soc_gum/Uap/2007/ Number_1_2007/Stahiv.pdf/ (data zvernennia 18.06.2019); *Koppek V. S.* Piat oshybok pry provedenny attestatsyy personala [Five errors in personnel certification]. *Upravlenye chelovecheskym potentsyalom.* 2009. № 1. S. 78–80 [in Ukrainian].

of the results of work through observation of employees in the work process and assessment of the quality of the tasks.

Equally important is the requirement to make the assessment effective and its substance understandable to both the evaluator and the recipient, so the evaluation process must be tailored to the main content of the employee's activities, in those aspects directly related to his or her professional qualification. Another important task of employee evaluation is to provide feedback as the employee has to understand how his or her performance is evaluated. Assessment should be conducted openly and impartially when the well-known evaluation criteria are known to the staff of the forensic institution, the employee's achievements and ways of improving their performance are necessarily discussed. Such peculiarities at one time were pointed out by M. I. Murashko and S. S. Nemykin, who also emphasized that workers should know what mistakes were due to their fault, and which depend on the conditions of organization of work in the institution. This allows you to adjust both the behavior of employees and their working conditions¹.

Construction of evaluation staff model in each forensic institution should be carried out in accordance with the purpose, tasks and elements of the employee evaluation process, as this is an extremely important and responsible matter. Some scholars believe that the staff rating system should consist of several blocks². Given the experience of scientists, it can be assumed that in general, the system of evaluation of the employee of the forensic institution should include blocks that describe:

- assessment content (the object of analysis, the specific qualities of the employee, his behavior in the process of work, performance indicators that require evaluation);
- system of evaluation criteria and features of their measurement;
- system of assessment methods, methods and tools;

¹ *Murashko M. I.* Menedzhment personal [Personnel management] : navch. posib. Kyiv : T-vo «Znannia», KOO, 2008. S. 57. Nemykina S. S. Sutnist i zavdannia otsinky personalu. *Ekonomika i marketynh v XXi storichchi*. Ch. 2. 2006. S. 45–47 [in Ukrainian].

² *Didur K. M.* Suchasni metody otsinky personal [Modern staff assessment methods]. *Efektivna ekonomika*. 2011. №11. S. 32. URL : <http://www.economy.Nayka.com.ua/index.php?operation=1&iid=776> (data zvernennia 18.06.2019); *Systema otsinky personalu ta yii vydy. Model kompleksnoi otsinky personal [Staff evaluation system and its types. Model of comprehensive staff assessment]*. URL : http://www.osvita-plaza.in.ua/publ/menedzhment_personalu/sistema_ocinki_personalu_ta_jiji_vidi_model_kompleksnoji_ocinki_personalu/161-1-0-8492 (data zvernennia 18.06.2019) [in Ukrainian].

– evaluation procedure that determines the procedure, venue, subjects, terms and frequency, as well as the technical and organizational tools used in evaluating the employee's activity.

Scientists note that business evaluation of staff is a deliberate process of establishing the quality of staff (abilities, motivations and attributes) to the requirements of a position or workplace¹. With this in mind, it should be emphasized that forensic institutions need the greatest attention to evaluate employees in the positions of forensic experts and in the positions of researchers, since their activities have their own peculiarities. In addition, it is necessary to distinguish between two main types of business evaluation: the evaluation of candidates for the vacant position and the current periodic evaluation of the staff of the judicial expert institution...

Business evaluation of employees will always facilitate the development of the staff of the court-expert institution, subject to a number of principles, including:

– objectivity, which involves the use in the process of evaluation of sufficiently substantiated criteria and a system of indicators of evaluation of the employee's business and personal qualities, the complexity of the tasks and the effectiveness of their performance;

– promptness and periodicity, ensuring timeliness and regularity of assessment for a long time;

– confidentiality, which guarantees that the results of the evaluation are provided only to the employee, his manager and employees of the personnel department in order to prevent the deterioration of the social and psychological climate in the team;

– comprehensiveness, which contributes to the involvement in the evaluation of the employee of his manager, colleagues, equal in rank and subordinates for the evaluation of all aspects of human activity and personality;

– unity of requirements and commonality, which provides for the assessment of all employees holding the same positions, on the same system of indicators and the same methods and procedure of evaluation;

– economy, clarity and accessibility, which require consideration of financial and material resources in the assessment of employees, high qualification level of appraisers when evaluating the employee;

– effectiveness, which ensures that timely measures for the rational transfer and placement of staff are taken as a result of the evaluation, promotes staff development and provides material incentives.

¹ *Krushelnyska O. V., Melnychuk D. P. Upravlinnia personalom [Personnel management]: navch. posib. Kyiv : Kondor, 2006. 308 s. [in Ukrainian].*

At the same time, it should be emphasized that adherence to the above principles makes it possible to use staff assessment to recruit and recruit new employees; forecasting the promotion of employees; rationalization of techniques and methods of work with staff (management procedures); building an effective system of work motivation; assessing the performance of individual employees and the workforce as a whole.

The organizational procedure for preparing the business evaluation of employees of forensic and expert institutions taking into account the achievements of scientists¹ should provide for the implementation of mandatory measures, including:

- development of business valuation methodology;
- formation of staff evaluation commission;
- determination of time and place of business evaluation of employees;
- working out the issues of documentary and information support of the business evaluation process;
- determination of the procedure for summarizing the results of employee evaluation.

High-quality system for evaluating performance of each employee's job functions will increase the efficiency of personnel management of the forensic institution, as it will provide:

- positive impact on the motivation of the employees of the institution, since the feedback has a positive effect on the formation of sustainable motivation of each employee, allows him to adjust his behavior in the workplace and achieve increased productivity;
- vocational training planning, where staff assessment makes it possible to identify deficiencies in the qualification level of each employee and to anticipate remedial measures;
- career planning and careers, provided that the assessment of employees reveals their weak and strong professional qualities and allows timely preparation of individual development plans and effective career planning;
- decisions on remuneration, promotion or dismissal, given that regular and systematic evaluation of employees provides management of the court and expert institution with the information necessary to make sound decisions about salary increases (rewarding the best employees has a motivating effect on them and their colleagues); promotion or dismissal.

¹ Savelieva V. S., Yeskov O. L. Upravlinnia personalom [Personnel management]: navch. posib. Kyiv : VD «Profesional», 2005. 336 s. [in Ukrainian].

In the latter case, the existence of documented records of systematic maladministration by the employee of his or her duties significantly facilitates the position of the institution in the event of a judicial review of its complaint against management actions;

- establishment of standards and norms of assessment for which the management of a court-expert institution needs to determine what shapes an employee's success in the job and that can destroy this success, that is, to identify critical factors;

- choice of assessment methods, in order to effectively evaluate the work of the employee, it is necessary to have easy to use, reliable and well-defined critical factors of assessment.

Like other organizations, forensic institutions are occasionally confronted with the fact that the current employee performance appraisal system requires major changes that can be implemented in different ways, choosing one of which institution management can:

- fully copy the evaluation system adopted at another forensic institution;

- develop an evaluation system on its own;

- invite consultants to develop a system of employee evaluation in accordance with the requirements of the institution.

Create an evaluation system that is equally balanced with respect to the requirements of accuracy, objectivity, simplicity and comprehensibility.

However, to date, there are several staff assessment systems, each with its own advantages and disadvantages, and the most commonly recognized staff appraisal system, which also works in forensic institutions.

Periodicity and requirements for certification of forensic experts and research assistants of forensic institutions are legally defined.

In addition, it cannot be ignored that the effectiveness of evaluation also depends on compliance with requirements that are geared to continued professional development of employees.

Among the main requirements are the following:

- *information accessibility*, since isolation of the object of evaluation from its results gives rise to a negative attitude to evaluations, the search for unofficial sources of evaluative information that cannot be objective in such circumstances;

- *consistency of assessments*, given that conflicting assessments, as a rule, determine the orientation of the employee to those of them that confirm his or her self-esteem;

- *favorable organizational and social situation*, which is a prerequisite for increasing the employee's sensitivity to assessments of his personality and the results of his activity;

- *timeliness of assessment*, which involves the use of a certain type of assessment in certain time periods and taking into account the patterns of professional development of a particular employee;

- *systematic assessment* taking into account the fact that employees whose activities have not been evaluated for a long time or have been formally assessed are doomed to occupational deformity and personal regression;

- *availability and timely evaluation* of the employee's activity and his personal qualities on individual requests, as a rule, such assessment is associated with sensitive periods of personality development;

- *authority* of the evaluating entity and the sources of information should be combined with their orientation in accordance with the direction of the activity of the evaluated employee.

The most comprehensive system for evaluating the staff of a forensic institution is manifested in the comprehensive assessment of each employee and should be developed for all categories of staff of the institution.

The structure of a comprehensive evaluation of the staff of a forensic institution can be presented in the form of a model consisting of three blocks, which have special properties that reflect the individual traits of the employee.

These blocks include:

- professional qualities of the employee, which include: individual-psychological features, qualifications, vocational training, professional skills;

- work behavior that reflects actions, functions, approaches, attitude to work; influence on the staff and colleagues on work, attitude towards customers;

- results of activities that are to establish achievements in obtaining quantitative and qualitative results of work.

It should be emphasized that the business evaluation of forensic experts is relevant to all categories of personnel, although at present there are no ideal methods of personnel evaluation in the domestic and foreign practice, while the scientists and practitioners most often hold opposite opinions regarding the expediency and objectivity of the methods of evaluation. Staff, however, they unanimously argue that the worst kind of assessment is the lack of evaluation methodology. For this reason, it is considered appropriate to direct further research to the development of methodological recommendations for the evaluation of the staff of forensic institutions.

Conclusions.

Therefore, the effectiveness of the activity of a judicial expert institution is largely determined by the degree of compliance of the employees who work in it, the workplace occupied by each employee.

It is only in this context that the forensic institution and its staff achieve the highest goal of their development.

It is possible to determine the degree of compliance of employees with the requirements of their jobs in the evaluation process, which is one of the key functions of personnel management.

The necessity and importance of staff valuation are increasing many times in the current conditions of market transformation of the economy.

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I. А. Петрова

**ДО ПИТАННЯ ОБ'ЄКТИВНОЇ НЕОБХІДНОСТІ ТА ЗНАЧЕННЯ
ДІЛОВОЇ ОЦІНКИ ПРАЦІВНИКІВ СУДОВО-ЕКСПЕРТНИХ
УСТАНОВ**

Оглядова стаття

Стаття присвячена питанням об'єктивної необхідності та значення ділової оцінки працівників судово-експертних установ. Спираючись на дослідження вчених, доведено, що у кожному структурному підрозділі судово-експертної установи оцінка працівників може проводитися по-різному із орієнтацією на специфіку виконуваних ними робіт. Підкреслено, що ділова оцінка працівників завжди буде сприяти розвитку персоналу судово-експертної установи за умови врахування низки вказаних принципів. Серед головних вимог щодо оцінювання персоналу виділено такі: доступність інформації, несуперечливість оцінок, сприятлива організаційна та соціальна ситуація, своєчасність оцінювання,

систематичність оцінювання, доступність і оперативність оцінювання діяльності працівника та його особистісних якостей, авторитетність суб'єкта оцінювання. Акцентовано увагу на тому, що найповніше система оцінки персоналу судово-експертної установи проявляється в комплексній оцінці кожного із працівників; наведено структуру комплексної оцінки персоналу судово-експертної установи.

Ключові слова: судово-експертна установа, персонал, працівник, оцінка, ділові якості, ефективність.

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