

# Introduction Directions of Foreign Innovative Practice in Staffing of Forensic Science Institutions of Ukraine

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DOI: [10.32353/khrife.3.2023.03](https://doi.org/10.32353/khrife.3.2023.03) UDC 343.98(477)

Submitted: 14.09.2023 / Reviewed: 14.09.2023 / Approved for Print: 18.09.2023 / Available online: 29.09.2023



*The authors aimed to outline introduction directions of foreign innovative practices in the staffing of forensic science institutions of Ukraine. In order to achieve the goal, a system of general scientific methods (theoretical generalization, comparison, system analysis and formalization) was applied. It was established that in the field of HR management in recent years, a synthesis of various models has been used among which the Western European and American ones (despite certain differences) have common cornerstones making them the most suitable for improving the staffing of domestic institutions and enterprises, in particular forensic science institutions. Western innovations in HR policy (planning, search, selection, hiring (determination of requirements for specific job position, attraction and selection of candidates) and adaptation (mentoring and coaching) of employees: psychophysiological, socio-psychological, professional, organizational ones) were analyzed and compared with established trends in the work of Ukrainian HR departments. Attention is focused on: training (informal, specific duties, continuous and self-education) and development of employees; specifics of*

This article is translation of the original Ukrainian content, which source is available at the link: <https://khrife-journal.org/index.php/journal> (translated by Andriy Bublikov). The author acknowledges translation as corresponding to the original.

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*calculating their wages (in particular, the expediency of using multi-factor methods of assessing personal contribution of each employee from the standpoint of effectiveness, quality, initiative, timeliness of execution and modernity of working methods, compliance with safety techniques, speed of adaptation to new conditions, etc. was considered); motivation and formation of a favorable climate in the team for further development of each employee; assessment and certification of employees (using, in particular, psychological, practical and prognostic methods).*

**Keywords:** *innovations; staffing; forensic science institutions; staff; adapting; certification; mentoring; motivation.*

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## Research Problem Formulation

In intensification conditions of market relations in Ukraine, as well as not only tough, but partly unfair competition, enterprises, institutions and organizations of various fields of national economy face the problem of market expanding for their products while simultaneously preserving existing customers. Activity of forensic science institutions in this aspect is no exception. Since in world economy globalization process in developed countries there is a transition to post-industrial development (for which quantity of raw materials and materials does not play a leading role), and scientific and technical progress prompts rapid updating of equipment and technologies, rational use occupies prominent place in institution management knowledge, abilities and skills of each employee. Therefore, it is necessary to systematically update the field of staffing, introduce innovations into; that is especially important for forensic science activity and determines relevance of the chosen topic.

## Article Purpose

Outline possible directions of introduction of foreign innovative practices in the staffing of forensic science institutions of Ukraine.

## Research methods

System of general scientific methods was used, namely: theoretical generalization, comparison, system analysis and formalization.

## Analysis of Essential Researches and Publications

We emphasize the fact that methodological principles of HR management and staff motivation have been studied in detail by both foreign and domestic scientists. For example, N. I. Klymenko and O. A. Kuprievych, analyzing legal bases and types of international cooperation of forensic science institutions, outlined the main promising directions for increasing its effectiveness <sup>1</sup>. Researcher suggested

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1 Клименко Н. І., Купрієвич О. А. Міжнародне співробітництво судово-експертних установ. *Вісник кримінального судочинства*. 2015. № 4. С. 130—134. URL: [https://vkslaw.knu.ua/images/verstka/4\\_2014\\_Klimenko\\_Kyprievuch.pdf](https://vkslaw.knu.ua/images/verstka/4_2014_Klimenko_Kyprievuch.pdf) (date accessed: 28.08.2023).

using the “scientific potential of forensic science associations, educational institutes and research institutions of Europe engaged in applied research” in cooperation on a contractual basis for, in particular, “improving the investigation of various crimes by conducting scientific research and methodical development of forensic examinations”<sup>2</sup>. Unfortunately, scientists have neglected the issue of staffing forensic science institutions.

In her dissertation, N. P. Matiukhina outlined separate approaches to HR management using the example of British police experience characterized by: development of procedure of attracting and selecting candidates; clear definition of conditions, criteria and procedures; fairness and openness of selection<sup>3</sup>. The scientist emphasized the need to introduce into management of Ukraine not individual methods, but a specially selected set of them for staff evaluation, which will contain criteria corresponding to individual role and priorities of each employee<sup>4</sup>. Note, that researcher did not separately consider the staffing of forensic science institutions.

A. A. Rusetskyi, considering issues of implementing international standards in forensic science activity of Ukraine, analyzed specifics of international standards that are used in forensic activity: he justified the need to introduce international standards by law in conducting forensic examination and noted that implementation of international

norms and standards in activity of forensic science institutions brings them to a new level of functioning and makes possible to create effective HR management mechanism<sup>5</sup>.

Thus, despite a significant number of research papers devoted to peculiarities of HR management not only in Ukraine, but abroad, the problems raised by us remain relevant and require further development.

### Main Content Presentation

As experience of foreign countries indicates, the greatest success in economic development is achieved by those institutions where favorable conditions have been created for realization of creative abilities of each employee and advanced innovative technologies of human capital management have been introduced. Progressive changes, towards which modern society in general and every person in particular gravitate, are mostly identical with the concepts of *social changes* and *social innovations*. Scientists note radical nature of rapid social changes that:

- affect all fields of social and individual life;
- enrich humanity with new experience forms;
- become one of sociocultural prerequisites for social practice development<sup>6</sup>.

According to researchers, importance of modern technologies and social

2 Клименко Н. І., Купрієвич О. А. Ор. cit. URL: [https://vkslaw.knu.ua/images/verstka/4\\_2014\\_Klimenko\\_Kyprievuch.pdf](https://vkslaw.knu.ua/images/verstka/4_2014_Klimenko_Kyprievuch.pdf) (date accessed: 28.08.2023).

3 Матюхіна Н. П. Управління персоналом органів внутрішніх справ України: організаційно-правові засади : автореф. дис. ... д-ра юрид. наук. Харків, 2002. 36 с.

4 Ibid.

5 Русецький А. А. Про організацію судово-експертної діяльності: міжнародний аспект. *Теорія та практика судової експертизи і криміналістики*. 2017. Вип. 17. С. 158–164. URL: [http://nbuv.gov.ua/UJRN/Tpsek\\_2017\\_17\\_23](http://nbuv.gov.ua/UJRN/Tpsek_2017_17_23) (date accessed: 28.08.2023).

6 Людський розвиток в Україні: інноваційний вимір : кол. моногр. / за ред. Е. М. Лібанової. Київ, 2008. С. 7.

innovations for improving system and methods of human capital management is constantly growing. This is due to the fact that it is person with his abilities and skills becomes the leading factor in competitiveness of any institution <sup>7</sup>.

In recent years, a synthesis of various models has been used in HR management, among which the Western European and American models (despite certain differences) have common cornerstones making the most suitable for improving the staffing of domestic institutions and enterprises, in particular, forensic science institutions. Following principles of foreign HR management models deserve special attention:

- social innovations are no less important than technological innovations;
- capital should be invested not only in equipment, but in staff;
- it is expedient to coordinate the work of employees using communication means.

It is common knowledge that domestic institutions have many unsolved staffing problems; it causes them to lose competitiveness not only at international and domestic, but at the regional levels. One of the reasons for this is too slow introduction of global innovations in the field of formation and use of human capital. In our opinion, it is expedient to introduce Western innovations into national HR management system of forensic science institutions regarding:

- planning, search, selection and hiring of employees;
- adaptation of employees;
- training and development of employees;
- employee salary calculation;

- motivation and team building for further development of employees;
- assessment and certification of employees.

Let us analyze specifics of innovations of American model of HR management that is being implemented in order to increase efficiency of its operation. Any innovative changes in the procedure of human capital management should not take place without reorganization and recognition of the role of HR departments in ensuring the work of the institution in the process of introducing innovations, their activities in American companies become leading one. For providing institutions with human capital of required quantity and quality, innovative HR planning methods are used.

Two main directions are distinguished:

- on the use basis of own resources, in which case the vacant positions are filled at the expense of institution employees;
- through open recruitment using mass media (advertisements in newspapers and magazines, advertising on radio and television, information in Internet sources) and various recruitment agencies.

Open recruitment is often facilitated by close cooperation with institutions of higher education. In multi-sector US companies, employee selection procedure most often includes the following three stages:

- determination of requirements for a specific job position: development of job instructions and a list of requirements for candidates for this job position; making a decision on employment conditions;
- attraction of candidates: analysis and assessment of internal and

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<sup>7</sup> Лисак В. Ю. Інновації в управлінні персоналом: зарубіжна та вітчизняна практика. *Агросвіт*. 2013. № 9. С. 55. URL: [http://nbuv.gov.ua/UJRN/agrosvit\\_2013\\_9\\_14](http://nbuv.gov.ua/UJRN/agrosvit_2013_9_14) (date accessed: 28.08.2023).

external sources of candidates for job position; placement of recruitment ads; appeal to agencies and consultants;

- selection of candidates: careful analysis of questionnaires submitted by candidates; conducting interviews, testing and evaluating candidates; management of evaluation center; job offer; receiving recommendations; preparation of an employment contract with a candidate for job position <sup>8</sup>.

The above recruitment practice can be successfully applied to forensic science institutions of Ukraine (taking into account specifics of their activities).

For adapting employees to a new workplace, American companies quite actively use such innovative tools as mentoring and coaching.

*Coaching* is a training method when a person called a *coach* helps the coachee achieve a specific life or professional goal. Unlike mentoring, coaching is focused on achieving a clearly defined goal and not on general development<sup>9</sup>: such a tool should come in handy during formation of a junior forensic expert.

American professionals focus on mutual adaptation of employee and the company occurring in the process of gradual adaptation of employee to the new professional, social, organizational and economic environment, highlighting following components in this procedure:

- *psychophysiological* one: adaptation to new physical and mental loads;
- *socio-psychological* one: adaptation to (to a certain extent) new

society, norms of behavior and relationships;

- *professional* one: gradual acquisition of working skills and abilities;
- *organizational* one: mastering one's role and status within the institution (according to job position and general organizational structure of units).

We emphasize that above components of adaptation are also quite appropriate for forensic science institutions and effectiveness of their implementation will depend on the correct consideration of peculiarities of forensic expert activity and requirements of current Ukrainian legislation. In USA, importance of adaptation has long been realized, as it shortens the time it takes for a new employee to master the duties of job position and brings the time when he will work as efficiently as possible: as emphasized in research papers, adaptation system is beneficial not only to the new employee, but to company management <sup>10</sup>.

Researchers note that rapid development of knowledge and the constant introduction of innovations require the same constant retraining of employees. In American companies, to increase educational level of various employees, various forms of training are used (that can be useful for employees of science forensic institutions), the main of which are the following:

- *non-formal education*: majority of education takes place outside formal vocational training programs. According to HR managers, 70% of knowledge employees acquire thanks to

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8 Armstrong M., Stephen T. Armstrong's Handbook of Human Resource Management Practice. 16th ed. Kogan Page Ltd, 2023. 760 c.

9 Renton J. Coaching and Mentoring: What They Are and How to Make the Most of Them. New York: Bloomberg Press, 2009. 242 p.

10 Лисак В. Ю. Зазнач. твір. С. 54–60.

informal training, not provided by the company and not paid for by it;

- *training at specific job position*, that becomes environment for conducting training; this training is planned and aimed at professional training of the employee;
- *continuous learning*: mostly takes place in groups according to developed mentoring and coaching programs. Since the work is continuous, it requires constant improvement and updating of the knowledge of all employees who should be rewarded for training;
- *self-education*: employees take responsibility for meeting their personal training needs. In order to improve performance and career growth in while such training, the employee himself decides what exactly he should learn.

Currently in USA, the personal merits of managers and professionals are evaluated in 80% of companies and achievements of ordinary employees in almost half of them<sup>11</sup>.

Important place in use improvement of staff potential is occupied by remuneration. It should be noted that remuneration individualization requires introduction of methods for assessing individual contribution to final results and their constant improvement. Foreign experience indicates expediency of using multiple methods of assessing personal contribution of each employee. At the same time, the choice of factors largely depends on the field of activity, functional duties, nature of manufactured product, etc. In the USA, according to experts, companies most

often use the following factors: working performance, its quality, timeliness of execution, applied methods, initiative, compliance with safety techniques, working style, adaptation to workplace, etc.<sup>12</sup>.

All companies are concerned with the issue : what needs to be done to achieve a high level of employee performance? The goal is to improve motivational procedure and improve the working environment, which will contribute to achievement by employees of the institution of results that meet the management expectations. According to scientists, in USA, the main methods of motivation are material incentives for employees. Most often, it is implemented in payment of basic wages, bonuses and allowances. In addition, various schemes for receiving a share of the company profits by the staff are widely used. At the same time, analytical wage systems are used, which specific is a differential point assessment of the degree of work complexity, taking into account qualification of employees, their physical efforts, their working conditions, etc.<sup>13</sup> The above can be applied to the development of staff evaluation and remuneration system in forensic science institutions of Ukraine.

We note that increasing the role of human factor contributes to formation of positive psychological methods of motivation based on the statement that main factors of modification should be considered not only material incentives, but non-material ones, in particular: self-respect, recognition from colleagues, moral satisfaction with work and pride in one is work the company. Analyzing best practices of scientists<sup>14</sup> helped to single out

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11 Лисак В. Ю. Зазнач. твір.

12 Колот А. М. Мотивація персоналу : підручник. Київ, 2002. С. 249—250.

13 Лисак В. Ю. Зазнач. твір.

14 Ткаченко А. М., Шляга О. В. Менеджмент персоналу : навч.-метод. посіб. для студент. ЗДІА з екон. спец. Запоріжжя, 2009. 475 с.

among the main forms of involvement of employees in institution management the following:

- participation of employees in management and production quality at the level of structural unit of the institution;
- creation of employee councils or joint committees of employees and managers;
- introduction of systems for receiving company share, institution, organization profits by the staff;
- participation of employees' representatives in management work.

Particular attention should be paid to positive role played by providing an employee with additional free time: this means of external motivation can be implemented thanks to:

- differentiation (change) in duration of the main and various additional vacations;
- division of vacations into parts (for example, provision in summer and winter);
- provision of a part-time working day or a part-time working week with preservation of full remuneration;
- reduction of working hours during period of permanent work, etc.

It should be noted that in the USA considerable attention is paid to career planning. It is directly related to implementation of a number of employees needs and the study of the labor and status motives of the company staff for this purpose. In our opinion, it is advisable to apply such an approach in forensic science institutions of Ukraine taking into account the individual characteristics and needs of each

employee (identified during the analysis of institution staff composition).

Currently, psychological methods of performance evaluating of employees have become widely used in staff certification of institutions: they are a kind of combination of non-traditional methods, when practical and prognostic methods are used at the same time. Large American companies create special programs for evaluating potential of their employees using psychological methods that are implemented by employee evaluation centers. At the same time, according to conviction of domestic scientists, it is necessary to take into account imperfection of various tests used to certify staff <sup>15</sup>.

Western Europe was largely influenced by American governance system. At the same time, HR management system in Western European companies is characterized by a number of notable specifics determined by economic situation realities in these countries. Thus, since the mid-1980s, German enterprises have seen an increase in the share of staff in total number of managerial employees of the company, whose main tasks are improving the wage system, training and improving the qualifications of employees that is worth borrowing for the work of the HR system of forensic science institutions of Ukraine. The outlined tasks can be implemented thanks to optimization:

- labor policy management;
- staffing schedule planning;
- selection and staff arrangement;
- HR management;
- employee salary calculation;
- management of innovative and inventive activities;
- training management and advanced training;
- training of interns;
- medical care;

15 Савченко В. А. Управління розвитком персоналу : навч. посіб. Київ, 2002. С. 225—226.

- occupational safety;
- solving legal problems, etc.<sup>16</sup>

Experience of Western European countries indicates that the main goal of the HR management system is staffing, staff effective use, professional and social development. For example, the largest Swedish companies track the need for workforce of a specific skill level.

HR planning of any institution depends on situation in labor market, at the same time typical tasks of HR planning in foreign companies are as follows:

- attracting and stimulating employees with necessary experience, skills and qualifications;
- forecasting and mitigating fluctuations in the level of production, accompanied by a surplus or shortage of employees;
- reduction of dependence on employee hiring from outside;
- development of promotion methods and opportunities for career growth of own employees;
- increasing efficiency of staff working time use due to introduction of more flexible work schedules, etc.<sup>17</sup>

The above tasks can be implemented quite realistically in the procedure planning development of human resources for forensic science institutions of Ukraine.

Adaptation of new employees is important for activities of Western European companies: it is not only a package of regulatory documents regulating procedure for new employee adaptation, but attention to the people for whom these measures are carried out. Scientists have proved effectiveness of

specific forms of introduction of innovative technologies to improve educational level of employees at enterprises in Western Europe<sup>18</sup>, so they (taking into account peculiarities of forensic expert activity) can be successfully implemented in forensic science institutions of Ukraine, namely:

- internal one (training takes place inside institution, at workplace) and external one (in educational institutions and specialized centers);
- organizational and non-organizational ones (self-study);
- professional or problem-oriented (if necessary), aimed at working out necessary organizational behavior;
- built on standard or special (general, specific) programs;
- training designed for specific target groups (managers or professionals), for a specific laboratory (department) or for all institution staff.

It should be noted that it is impossible to overcome economic crisis without increasing work efficiency, and this will be facilitated, in particular, by encouraging employees to differentiate the remuneration level. Remuneration systems that have developed in Europe deserve special attention. Almost all of them contain two components: basic one (unchanging) and additional one (variable depending on various factors) that perform the function of stimulating employees.

Science and practice have proven that the main tool for differentiating remuneration level is the tariff system that is successfully operating in countries with developed market economies (the so-called rate schedule, etc.)<sup>19</sup>, in particular:

16 Родченко В. В. *Международный менеджмент* : учеб. пособ. Киев, 2000. С. 211–212.

17 Лисак В. Ю. *Зазнач. твір*.

18 Лисак В. Ю. *Зазнач. твір*.

19 *Зарубіжний та міжнародний досвід регулювання соціально-трудових відносин та соціального захисту населення* : кол. моногр. / за ред. С. В. Мельника. Луганськ, 2005. С. 79.

- at the State level (Poland, Hungary);
- at the industry level (France, Italy, Spain);
- at the level of institutions (countries of the former USSR).

For example, in Italy, different rate schedules operate in various industries: in metallurgy and mechanical engineering: 8-order, in oil refining: 7-order. In addition, in metallurgy and mechanical engineering, only employees belong to the 1st category; as workers as employees belong to the 2nd and 5th orders; only employees belong to the 6th and 8th orders<sup>20</sup>.

Management peculiarity of tariff remuneration of commercial and technical employees and craftsmen in Germany is that their remuneration rates change every year on the basis of the accepted qualification classification (remuneration group) and are fixed in sectoral agreements taking into account regional features (separate lands)<sup>21</sup>.

It should be noted that in modern world, the trend towards individualization of wages, assessment of achievements of a particular employee is increasing. If employees of the institution have the same qualifications and occupy the same positions or perform the same work, but due to their natural abilities, initiative, experience, etc. achieve different results, then this difference should affect difference in their wages.

In the work with staff in institutions of Western Europe, considerable attention is paid to formation of the motivation system and staff stimulation. Material motivation of employees is constantly in innovative development and is enriched with new elements, in particular:

- using various forms aimed at constant wage growth;
- various social benefits;
- bonuses and allowances, etc.

According to foreign practice, tangible methods of motivation play an important role in determining labor behavior of employees, although in fact they are not the main ones. We consider it appropriate to apply a system of moral incentives for employees in science forensic science institutions of Ukraine that will contain the following components:

- promotion;
- participation in institution management;
- flexible working hours, etc.

The most common form of regulation (redistribution) of working hours is variable schedules that are very common and effectively used in Western European countries. Thus, in the early 1980s, they were used by 75% of French companies, 69% – by the Netherlands, 68% – by Germany, 66% – by Sweden<sup>22</sup>.

In the UK and Italy, employees defend the right to participate in institution management, stipulating this right in collective agreements. In particular, in Italy, employees have achieved a significant increase in their participation in formation of strategy and tactics of institution management and in Portugal, the system of participation in management provides for creation of commissions of employees endowed with broad rights, including possibility of:

- receive information necessary for their activities;
- participate in reorganization of production units;
- control of institution management;

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20 Калина А. В. Организация и оплата труда в условиях рынка (аспект эффективности) : учеб.-метод. пособ. 3-е изд., перераб. и доп. Киев, 2001. С. 253.

21 Зарубіжний та міжнародний досвід регулювання ... . С. 68–69.

22 Ткаченко А. М., Шляга О. В. Знач. твір. С. 318–319.

- participate in development of socio-economic plans related to their production units<sup>23</sup>.

It is worth emphasizing that certification and evaluation of employees in Western European countries involves strict regulation of all stages and procedures, primarily evaluation forms, provided with detailed guidance content. HR departments monitor implementation in practice of general principles of staff attestation and evaluation. For example, in the civil service in UK, certification procedure is closely related to filling out a special reporting questionnaire. Employee certification systems have different names: *Annual certification of civil servants*, *Performance evaluation*, *Evaluation of employees from the standpoint of achieving the set goals*, etc. Each of the systems contains elements that should be used in forensic science institutions of Ukraine, namely:

- regular interviews with employees;
- assessment of results achieved by the employee;
- summing up annual results of the work of each employee and teams of structural units;
- employee certification for the year;
- management of choice of goals while employee's career planning;
- determination of specific tasks, etc.

While implementing an innovative market economy model in Ukraine, the main emphasis should be on the growth of innovative role of use of competitive employees and available human capital (which should apply to science forensic institutions). Thus, one of innovation elements in the field of human resource management of forensic science activity can be called social innovation.

An important innovative mechanism while investing in human capital is the use of a social package in regulation of labor relations that in a broad sense is understood as provision of tangibles benefits by employer to the employee in the form of benefits, compensations, privileges and social guarantees in addition to the amount of basic salary due that is characteristic one for forensic science institutions. Social benefits and guarantees in the structure of general remuneration of employees were first introduced by American and later by European companies: this contributed to attraction and retention of qualified employees and increased social responsibility of business.

Social package includes as basic social guarantees stipulated by legislation on labor as social security, as well as additional material benefits provided by the employer on his own initiative. Procedure interaction between the employer and the employee is mediated by the social package covering six main aspects: legal, economic, political, ethical, sociological, psychological ones<sup>24</sup>. It is worth stating that social package will have value only under conditions when the proposed social benefits are important and significant for employees. It is this package that is alternative mechanism that promotes an increase in total remuneration of employee instead of a salary increase. Introduction of a social package by institution contributes to formation of positive business reputation, makes possible to build partnership relations with employees. In modern global practice, two main trends in management of social package can be traced:

- the *first* is related to change in the share and structure of the social

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<sup>23</sup> Лисак В. Ю. Знач. твір.

<sup>24</sup> Власова А. Управління компенсацією. *Отдел кадров /HR department/*. 2004. № 5, 20. С. 19–23.

package in the total social costs of large companies. The share of expenses of institutions for providing social benefits and guarantees is increasing, emphasis of motivational programs for staff is shifting towards increasing value of non-monetary regulation;

- the *second*; with the growing role of employees in social package formation. For this reason, many companies are spreading the practice of equity participation of employees in purchase of voluntary health insurance services, payment for mobile services, rental housing, etc.

Statistics indicate that in the United States, social package is 10-40% of the basic wage. The main cost volume of social package in Western countries (up to 50%) falls on various types of insurance, leading one being medical insurance. Mandatory for most American and European companies are two types of social programs: medical and pension insurance, which application has doubled the costs of companies for social benefits over the past 5 years and is equal to 15% of staff costs<sup>25</sup>.

Most of Ukrainian State institutions, including forensic science institutions, have problems with introduction of a social package for employees. Currently, they are faced with the task of developing an effective system that would allow introducing unified approach to social package of employees, adapting such a social package to the needs of individual structural units of institution and increasing the level of services provided to each employee while optimizing the cost of social needs.

In Ukraine, introduction of innovations in the field of HR management takes place mainly according to European model and mainly in institutions dominated by foreign capital, where innovations (concurrently with investments) come not only in production technologies, but in the field of management. We should state that there are many issues in introducing innovations in the field of HR management in domestic institutions (in particular, forensic institutions) and HR departments are still not even approximately similar to mobile structural units that are able to solve complex issues of providing institutions with high-quality human capital, since the HR department role of most Ukrainian institutions is limited to accounting and documenting movement of employees.

In general, the state of work with staff in the forensic science institutions of Ukraine requires an immediate reboot and introduction of innovative technologies that will facilitate transition from the outdated structure of HR department to more effective and modern HR management systems based on the example of those operating productively abroad.

We are convinced that in order to develop a system of motivation for productive work in forensic science institutions of our country, using foreign experience, it is necessary to take into account, first of all, peculiarities and national traditions, as well as the mentality of employees. Positive experience of European countries will remain the benchmark. It is worth emphasizing that forensic institutions of Ukraine, unfortunately, do not use modern methods of adaptation of employees, not wanting to spend either time or money on

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25 Рейтер Г. Как и когда внедрять новую систему оплаты труда. *Бизнес*. 2003. № 51. С. 45—48.

them and not understanding importance of these methods for the development of an adaptation system on innovative basis.

It is quite common to believe that new employees are able to familiarize themselves with instructions and regulations available in the institution, understand their guidelines and continue to be guided by them in their professional activities. However, much depends on corporate culture (according to experience of leading companies in developed countries): friendly team attitude to the new colleague speeds up its adaptation to conditions and requirements of the institution and contemptuous or indifferent, on the contrary. Thereby a carefully thought-out and tested system of adaptation of new employees should function steadily not only on paper, but in real life.

## Conclusions

Summarizing the above, we consider one of the most important innovative tasks facing the Heads of forensic science institutions is approximation of worldview positions of their employees to European mentality, their importance awareness of continuity of education procedures, strengthening the role of knowledge in all areas of their activity as one of most important factors of growth of own competitiveness. Practice has proven that recognition of the need to introduce innovations does not guarantee their automatic implementation and even the best innovations do not always contribute to qualitative changes if blindly copying them: most often it does not give the desired effect. Therefore, Heads of enterprises, and institutions of Ukraine at all levels of management should more carefully choose innovations and more carefully follow foreign experience of

their introduction in the field of human capital management, as well as necessarily take into account national and individual specifics of labor resources, especially in the field of forensic science activity.

*In further researches, we consider it appropriate to focus on theoretical and legal substantiation of each of the considered areas of introduction of foreign innovative practice in staffing of forensic institutions of Ukraine.*

**Напрями впровадження  
іноземної інноваційної практики  
в кадрове забезпечення судово-  
експертних установ України**  
**Олег Угровецький, Ольга Катарага,  
Дар'я Давиденко**

*Автори мали на меті окреслити напрями запровадження іноземної інноваційної практики в кадрове забезпечення судово-експертних установ України. Для досягнення поставленої мети застосовано систему загальнонаукових методів (теоретичне узагальнення, порівняння, системний аналіз і формалізацію). Констатовано, що у сфері управління персоналом останніми роками послуговуються синтезом різних моделей, із-поміж яких західноєвропейська й американська (незважаючи на певні відмінності) мають спільні наріжні ознаки, завдяки чому є найбільш придатними для вдосконалення кадрового забезпечення вітчизняних організацій, установ і підприємств, зокрема судово-експертних. Проаналізовано західні інновації у кадровій політиці (планування, пошук, добір, наймання (визначення вимог до конкретної посади, залучення та відбір кандидатів) і адаптування (наставництво й коучинг) працівників — психофізіологічну, соціально-психологічну, професійну, організаційну), зіставлено їх із усталеними тенденціями в роботі українських відділів*

кадрів. Увагу акцентовано на: навчанні (неформальному, конкретних обов'язків, безперервному й самоосвіті) та розвиткові працівників; особливостях розрахунку їхньої заробітної плати (зокрема, розглянуто доцільність використання багаточинних методів оцінювання персонального внеску кожного працівника з позицій результативності, якості, ініціативності, своєчасності виконання й сучасності методів роботи, дотримання техніки безпеки, швидкості пристосування до нових умов тощо); мотивування та формуванні сприятливого клімату в колективі для подальшого розвитку кожного із працівників; оцінюванні та атестуванні працівників (із застосуванням, зокрема, психологічних, практичних і прогностичних методів).

**Ключові слова:** інновації; кадрове забезпечення; судово-експертні установи; персонал; адаптування; атестування; наставництво; мотивування.

### Financing

This research did not receive any specific grant from funding institutions in the public, commercial or non-commercial sectors.

### Disclaimer

Founders had no role in the study design, data collection and analysis, decision to publish, or manuscript preparation.

### Participants

Author contributed solely to the intellectual discussion underlying this document, case law research, writing and editing and assumes responsibility for its content and interpretation.

### Declaration of Competing Interest

The author declares that there is no conflict of interest related to this topic; although Ihor Bohdaniuk is a member of the advisory board of the collection, he did not participate in the decision to publish and this article is subject to a full process of expert verification and editing.

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Uhrovetskyi, O., Cataraga, O., Davydenko, D. (2023). Introduction Directions of Foreign Innovative Practice in Staffing of Forensic Science Institutions of Ukraine. *Theory and Practice of Forensic Science and Criminalistics*. Issue 3 (32). P. 34–47. DOI: 10.32353/khrife.3.2023.03.