

Modern Approaches to Appraising Employee Professionalism in Forensic Institutions

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The research paper's purpose is to outline current approaches to appraising employees' professional level in forensic institutions, and to determine peculiarities of identifying and defining professional qualifications of an individual employee. For this purpose, the following general scientific methods have been applied by the authors: analysis, generalization, description, systematization, etc. The grounds for appraising forensic institution employees are singled out and its importance for ensuring employees' sustainable activities is stressed. It is argued that employees' appraisal is a rather complex staff work in terms of methodology and organization. What is more, it is part of staffing in forensic institutions. Additionally, it is emphasized that there is no single universal methodology suitable for solving the entire set of tasks arising during employees' appraisal, and this issue should be studied separately. Competent appraisal of forensic staff activities has been shown to improve staff selection and placement; development initiatives and employee activities; assess

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creative and professional capabilities of employees; identify needs for professional development; career planning and personal development of an employee; optimize the process of planning and organizing labor activities in forensic institutions.

Keywords: *employee; appraisal; potential; forensic expert institution; staffing; advanced training; professionalism appraisal; staff; human resources; competencies; competence; business qualities.*

Research Problem Formulation

The core resource of any institution is its staff, whose performance depends on professional development, qualification level, corresponding abilities, and acquired skills. However, sometimes there are difficulties in determining the employee's ability to perform specific tasks and his/her professionalism relying solely on official documents. This indicates the significance of human resource work with staff. It intends to optimize employee appraisal, which is designed to identify his/her long-term capabilities and level of professionalism. At the same time, properly conducted performance appraisal will enable each employee not only to understand one's strengths and weaknesses, but also to prevent mistakes while carrying out official duties in the future and will have a positive effect on further work.

The experience of the world's leading companies indicates that the best-performing institutions are those that give full focus to resolving staff issues. A special tool in this system is employee appraisal. It helps to receive information about the institution's needs for staff with required qualifications and their performance potential, draw up psychological portraits of employees and define their professional strengths and weaknesses, motivational needs, etc.

The accumulated information serves as the basis for solving staff tasks and adopting efficient decisions. That is why an effective management system cannot exist without staff appraisal, which is a leading element in staff management. A qualitative appraisal of professionalism enables to assess the potential of each employee, compile training and further development programs, which is important for forensic institutions. Enhancing the efficiency of employee appraisal is impossible without the use of current methods; involvement of employees in periodic appraisal; self-analysis and self-development, etc.

Considering the above, the proposed study topic is relevant, since it is highly important to develop a comprehensive approach in order to appraise staff so that it would ensure efficient management of any forensic institution.

Analysis of Essential Researches and Publications

Many researchers have studied the essence of theoretical and methodological aspects of staff appraisal, including: staff appraisal efficiency; principles from which this process should stem; indicators determining the appraisal system, etc. L. Balabanova and O. Sardak once stressed that staff appraisal helps heads gain information about employees' performance, their potential

capabilities and development prospects; identify the reasons for the ineffective performance of individual specialists; define ways to improve work organization, etc. What is more, the results of staff appraisal are based on a number of management decisions on recruitment and placement issues; acknowledging the contribution of each employee to the overall result; developing employee career paths; strengthening relationships between heads and subordinates, etc. However, during staff appraisal there are various obstacles that can prevent you from getting an objective result, namely: appraisal bias; misunderstanding by the employee of the necessity to implement it; inaccurate interpretation of received results, etc.¹.

K. Didur's research papers prove that domestic practice of staff appraisal tends to be incomplete, eclectic, when results are obtained using unrelated methods; there is a lack of systematicity and consistency in the application of appraisal procedures. The characteristic features of the current staff appraisal systems in Ukraine are a focus on simplified procedures and a lack of efficient feedback between participants in appraisal process. To enhance staff performance, it is proposed to: implement modern appraisal methods for all categories of staff; expand the access of each employee to his/her appraisal results; encourage

greater employee participation in the appraisal process, etc.².

O. Krushelnyska and D. Melnychuk view staff appraisal as an element of general staff management and as a system of institutional personnel certification in various formats. Since appraisal results determine the employee's condition in the workplace, they should be considered a motivational factor for improving work performance and attitude to work³.

V. Maltiz and Yu. Tarasenko delved into the essence of the staff appraisal concept, the purpose, principles, methodological approaches, and tools for its implementation. The researchers emphasized the significance of staff appraisal as a component of staffing policy in a modern institution and the need to utilize current staff appraisal methods to enhance the efficiency of institution management⁴.

V. Pankova highlighted that staff appraisal plays a pivotal role in the selection of candidates for various positions, as psychological features, professional competence, and qualifications of a candidate for a position are identified using current appraisal methods. She reviewed the methods and outlined the staff appraisal system developed for all categories of institution employees. From the researcher's perspective, objective appraisal is possible only if all professional, qualification, personal,

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- 1 Балабанова Л. В., Сардак О. В. Управління персоналом : підручник. Київ, 2011. 468 с. URL: http://moodle.nati.org.ua/pluginfile.php/12435/mod_resource/content/1/balabanova_l_v_sardak_o_v_upravlinnya_personalom.pdf (date accessed: 14.11.2024).
 - 2 Дідур К. М. Сучасні методи оцінки персоналу. *Ефективна економіка*. 2011. № 11. URL: <http://www.economy.nayka.com.ua/?op=1&z=776> (date accessed: 14.11.2024).
 - 3 Крушельницька О. В., Мельничук Д. П. Управління персоналом : навч. посіб. Вид. друге, перероб. та допов. Київ, 2005. 308 с. URL: http://moodle.nati.org.ua/pluginfile.php/12135/mod_resource/content/1/file1.pdf (date accessed: 14.11.2024).
 - 4 Малтиз В. В., Тарасенко Ю. В. Оцінка персоналу: сучасні методи та інструменти її проведення. *Економіка та управління підприємствами*. 2018. Вип. 19. С. 484—489. DOI: 10.32782/2524-0072/2018-19-73 (date accessed: 14.11.2024).

and business qualities of an employee are taken into account ⁵.

V. Chevhanova, relying on the analysis and systematization of scientific research in the field of staff appraisal, developed functions and criteria for such an appraisal system. She proved that appraisal process is aimed at recognizing a constructive link between the participants in this process as the main element of staff management system ⁶.

However, a wide range of scholars' papers did not focus on the specifics of evaluating the forensic institution staff. Moreover, the multifaceted nature of this topic and the need to apply a systemic approach to it necessitate additional research to enhance the efficiency of employee appraisals in forensic institutions under current conditions.

Article Purpose

Outline current approaches to appraising the professional level of forensic institution employees as well as point out peculiarities of identifying and determining the professional qualifications of a particular employee.

Research Methods

To distinguish between peculiarities in evaluating the professional level of forensic institution employees, general scientific methods have been applied: analysis,

generalization, description, systematization, etc.

Main Content Presentation

The need to optimize the quality and composition of business entity staff, in particular, forensic institution staff, is due to the transition to market relations. Current trends in the development of human resources encompass:

- growing demand for skilled labor, increasing the price of the labor services it generated;
- significant strengthening of the human factor role in production or service sector;
- transition into strategic management within an organization, requiring high creative output from each employee ⁷.

Current human resources management involves expanding the use of employee appraisal results, since each institution aims to retain the best staff, establish the environment for their professional growth and development, and simultaneously eliminate inert, unskilled, and unpromising employees. The corresponding reaction of forensic institutions to the mentioned trends in personnel development should be a heightened focus on the development and implementation of efficient methods for appraising employees.

5 Панкова В. Д. Методики оцінки персоналу підприємства. *Л Науково-технічна конференція факультету менеджменту та інформаційної безпеки Вінницького національного технічного університету* : мат-ли (Вінниця, 10–12.03.2021). Вінниця, 2021. URI: <http://ir.lib.vntu.edu.ua/handle/123456789/37514> (date accessed: 14.11.2024).

6 Чевганова В. Я. Система оцінювання персоналу підприємства. *Ефективна економіка*. 2014. № 4. URL: <http://www.economy.nayka.com.ua/?op=1&z=2906> (date accessed: 14.11.2024).

7 Суліменко Д. В. Щодо питання поняття й правового значення оцінювання працівників. *Право і суспільство*. 2020. № 2. Ч. 2. С. 82–86. URI: <https://elar.naiu.kiev.ua/handle/123456789/29313> (date accessed: 14.11.2024).

We propose that the main objective institution's needs during employee appraisal are those related to obtaining information for the purpose of:

- identifying ways to improve skills and develop employees' abilities;
- developing differentiation of material reward amount;
- defining individual labor contribution of each employee;
- elucidating the best approach to the employee's tasks in a given position in the institution, etc.⁸.

The employee's needs in the course of performance evaluation include:

- information about strengths and weaknesses of his/her performance;
- receiving material rewards that are adequate, from his/her perspective, to the work accomplished;
- comparing one's own contributions with those of colleagues to boost competitiveness⁹.

One of the principal issues when appraising employees is collecting information. In practice, three main groups of information collection methods are employed:

- study of documents and other written sources;
- conversations and surveys;
- observation¹⁰.

One of the leading methods of collecting information is an *appraisal interview*. A head conducts it with his/her subordi-

nate. The purpose of such an interview is to analyze the result of resolving staff issues and the employee's performance of assigned tasks. This type of interview can also be used to make a decision about promoting a subordinate or upgrading his/her skills. In large institutions, especially when selecting leading specialists, an interview is conducted in two stages: first, with the HR department, and then with the head of a particular structural unit. Oftentimes, before the final interview, certificates about a candidate for a vacant position are received, as they enable to supplement information about the applicant's professional and personal characteristics¹¹. Scholars distinguish between biographical, situational, and criterion interviews:

- A *biographical interview* is based on the applicant's personal data and comes down to addressing questions about his or her previous work and education. The disadvantages of this type of interview are that it does not provide corresponding appraisal of the applicant's actual situation;
- A *situational interview* is intended to substantiate the model for solving a specific situation, when the applicant for a position must lay out his/her vision for resolving a task. It usually has something to do with the future professional activity of an applicant for the

8 Петрова І. Окремі аспекти оцінювання професійно-кваліфікаційного рівня працівників судово-експертних установ. *Актуальні питання судової експертизи і криміналістики* : зб. мат-лів міжнар. наук.-практ. конф. з нагоди 100-річ. від дня народж. М. С. Романова (Харків, 17.05.2024). Харків, 2024. С. 199—201. URL: <https://drive.google.com/file/d/1iixsJQVFIYr3-6qJCAIRtYNctCbPxWQS/view> (date accessed: 14.11.2024).

9 Чевганова В. Я. Зазнач. твір. URL: <http://www.economy.nayka.com.ua/?op=1&z=2906> (date accessed: 14.11.2024).

10 Петрова І. Зазнач. твір. URL: <https://drive.google.com/file/d/1iixsJQVFIYr3-6qJCAIRtYNctCbPxWQS/view> (date accessed: 14.11.2024).

11 Грішнова О. А., Наумова О. О. Оцінювання персоналу: сучасні підходи до забезпечення ефективності. *Формування ринкової економіки*. 2005. Т. 2. С. 42—50.

position in this institution. The value of such an interview is the opportunity to assess the applicant's practical skills;

- A *criterion interview* with a job applicant is carried out to obtain answers to questions relevant to future professional activities, and the applicant's answers are compared with previously defined criteria. The principal advantages of such an interview are the ability to evaluate the job applicant's actions in the simulated professional activity and arrange them in the order of achieving results. The disadvantages of such an interview include the limited characteristics of the job applicant to be assessed¹².

In the course of interview, it is important to note that conversation is a method of obtaining psychological information relying on speech (verbal) communication. Adequate conduct of an interview alongside other methods of staff appraisal ensures a high degree of efficiency in predicting how an applicant will work in a specific position.

The method of supervising employees' activities by heads is also employed as a source of information obtained during business games, trainings, internships, performance of tailored tasks, etc.¹³. An essential component of employee appraisal is the procedure itself, which should give answers to a number of questions:

- "Who conducts appraisal?";

- "What is the procedure for its implementation?";
- "What hardware and software are used?";
- "How are appraisal results drawn up?";
- "How are they going to be used in the future?"

Appraisal of an employee belongs to the procedure carried out to identify the degree of compliance of the employee's personal qualities, quantitative, and qualitative results of his/her activities with certain requirements and criteria. The employee's capabilities must align with the requirements of certain job duties, content and nature of work, as well as the requirements determined by the effective organization of specific forensic institution activities, the use of most reasonable work methods, hardware and software, etc.

Let us stress that not only the employee's potential capabilities, his/her professional competence are evaluated, but also utilization of this professional potential in the course of fulfilling assigned tasks; compliance of the process of performing these tasks with the imaginary ideal model, specific conditions of activity, and work results with regulatory requirements, planned indicators, goals¹⁴.

The task of appraising an employee's business characteristics is to reveal his or her labor potential; the extent to which this potential is realized; the employee's suitability for the position or his/her

12 Монстович-Артем'єва П. Ефективні методи оцінки персоналу на різних підприємствах. *Вісник Київського інституту бізнесу та технологій*. 2016. № 2. С. 53–54. URL: http://nbuv.gov.ua/UJRN/Vkib_2016_2_40 (date accessed: 14.11.2024).

13 Бондаревська К. В., Сорокотяга Т. Л. Оцінка персоналу: сучасні методи та інструменти її проведення. *Проблеми і перспективи розвитку підприємництва*. 2013. № 2. С. 28–32. URL: http://nbuv.gov.ua/UJRN/piprp_2013_2_8 (date accessed: 14.11.2024).

14 Данилюк І. О. Теоретичні аспекти оцінки трудового потенціалу підприємства. *Вісник економічної науки України*. 2006. № 1. С. 50–52.

readiness to hold a particular position. It is conducted in order to characterize the efficiency of his/ her performance and, at the same time, to determine an employee's value for a forensic institution. Another task of this appraisal type is to deliver feedback: an employee should know how the forensic institution leadership evaluates results of his/her activities, assesses his/her desire for qualitative performance.

The position of western experts in the field of management regarding the appraisal of an employee's business qualities is quite reasonable: such an appraisal should be viewed as an opportunity to candidly talk about the progress of the employee's activity and choose ways to enhance this activity. It is necessary for the employee to understand:

- what types of mistakes he/she makes;
- what mistakes are linked to his/her personality;
- how to reach full potential ¹⁵.

Let us emphasize that appraisal of an employee's business qualities is directly linked to improving the efficiency of any organization, specifically the forensic institution, as its results provide the opportunity to:

- improve staffing by selecting applicants most suitable for a specific position;

- enhance the use of employees' abilities, promote their career advancement;
- identify ways to provide advanced training;
- encourage employee engagement by ensuring a closer link between remuneration and performance;
- improve forms and methods of work of institution heads and its structural units;
- cultivate a positive mindset to work;
- increase job satisfaction, enhance both its prestige and human-centered qualities ¹⁶.

Researchers point out that evaluation of an employee's business qualities will meet the goal, provided that it is carried out in conformity with certain principles (which should also be taken into account by forensic institutions), such as:

- *Publicity* is deeper acquaintance of employees with the procedure and methodology of appraisal, communicating the results to all persons concerned;
- *Democracy* is public involvement in the appraisal process;
- *Simplicity, clarity and accessibility* of the appraisal procedure;
- *Unity of appraisal requirements* for all specialists in related positions;
- *Efficiency* is timeliness and speed of appraisal, its regularity;

15 Овчиникова М. О., Делієва Є. С. Забезпечення ефективного проведення оцінки персоналу. *Вісник Херсонського національного технічного університету*. 2020. № 1 (2). С. 62–67. URL: http://nbuv.gov.ua/UJRN/Vkhdnu_2020_1%282%29__10 (date accessed: 14.11.2024).

16 Стахів О. Проведення оцінки персоналу на підприємстві з метою стимулювання працівників до підвищення кваліфікації. *Україна: аспекти праці*. 2007. № 1. С. 29–35. URL: <http://dspace.nbuv.gov.ua/handle/123456789/20039> (date accessed: 14.11.2024) ; Ушкальов В. В. Особливості оцінки ефективності процесу розвитку персоналу. *Глобальні та національні проблеми економіки*. 2018. Вип. 23. С. 326–329. URL: <http://global-national.in.ua/archive/23-2018/64.pdf> (date accessed: 14.11.2024).

- *performance* is mandatory and prompt adoption of measures based on appraisal results;
- the highest possible *automation* of the appraisal procedure¹⁷.

Employee appraisal is a complex methodologically and organizationally complex staff work that is part of staffing for forensic institutions. It is worth mentioning that no single universal methodology is suitable for solving the entire range of tasks set for appraising the forensic institution staff, and it is unlikely that anyone will offer it in the short term. There are no well-established methodologies for employee appraisal abroad either. This situation necessitates the development of its own appraisal program, including the methodology for conducting it, or the amendment of standard guidelines, use the experience of other institutions and adapt it to the specifics of its activities¹⁸.

There are a number of ways to evaluate a forensic institution's work by areas of activity. If it is necessary to evaluate an employee's personal qualities in a specific position, then it is required to specify what kind of qualities:

- chosen from a large list,
- considered basic for an employee holding a specific position;
- defining for a certain category of employees, etc.

This raises the question of whether the selected qualities or traits will help to objectively appraisal all employees using the same methodology, or whether the set of qualities should be different for each group of employees? What is more, appraisal of

different forensic staff categories should be considered from various angles, as it may cover work process determined by external signs, assessment of labor costs and the complexity of tasks performed.

Each of the above approaches has the right to exist, has its own purpose, and provides guidelines for enhancing its application efficiency. When appraising performance, you need to have a clear idea of what results to appraise, whether they are the output of a particular employee's work efforts or a product of a collaborative effort. In this scenario, it is required to further evaluate the work of a particular employee.

The purpose of appraising employees' performance is quite diverse, covers many components, and heads expect a lot from the results of its accomplishment. Developed by D. McGregor, a distinguished specialist in staff development, it combines:

- *informative purpose* consisting in providing heads of various management tiers with all needed data on the work of their subordinates, as well as all appraised employees with data on their individual contributions and shortcomings;
- *motivational purpose* which involves linking material rewards and incentives to the employee's work behavior and performance, thus directing employees to improve activities in directions ensuring stability and competitiveness within an organization;
- *administrative purpose* that is implemented with the help of staff decisions drawn up on an objective

17 Данюк В. М., Петюх В. М., Цимбалюк С. О. та ін. Менеджмент персоналу : навч. посіб. Вид. 2-ге, без змін / за заг. ред. В. М. Данюка, В. М. Петюха. Київ, 2006. 398 с. ; Цимбалюк С. О., Білик О. М. Оцінювання персоналу : навч. посіб. Київ, 2021. 312 с. URI: <https://ir.kneu.edu.ua:443/handle/2010/35638> (date accessed: 14.11.2024).

18 Петрова І. Зазнач. твір. URL: <https://drive.google.com/file/d/1iixsJQVFIYr3-6qJCAIrYnCbPxWQS/view> (date accessed: 14.11.2024).

and regulatory basis (decisions on promotion or demotion; assignment of another, more complex task; retraining and re-qualification; incentives or penalties; termination of the employment agreement, etc.)¹⁹.

The principal function of appraising an employee's business qualities should be recognized as a motivational one. It encourages specialists of a forensic expert institution to expand their expertise and gain experience required for efficient task resolution not only in the present but also in the future.

Let us point out that the current state of forensic expert support for justice places new demands on the quality of forensic activities. Thus, it should be borne in mind that the success of any case is conditioned by:

- creative efficiency of an institution's employee;
- their willingness to take responsibility for their decisions;
- ability to work consciously, at full capacity, etc.²⁰.

Having the most qualified specialists at each stage of the production process, whose work is impeccable, is crucial to achieving the best results. Today, there are two ways to achieve this goal:

- *The first approach* involves making requirements for employees more

stringent; strengthening control over their activities; replacing under-skilled or insufficiently trained employees, etc. This approach enables to organize and strengthen discipline. However, results achieved are usually inconsistent, and negative consequences can be quite noticeable, since the fear of losing a job or making a mistake cripples the initiative and creativity in employees, which inevitably leads to a psychological barrier between employees and heads;

- *The second approach* is aimed at involving all employees in forensic institution management. Its appeal lies in the fact that it is possible to employ various methods to motivate employees, foster intrinsic motivation in employees; provide each of them with a chance to feel like a natural fit for the forensic institution; form the need to work in a team and develop continuously both professionally and personally²¹.

It should be emphasized that in the conditions of increased competition on the labor market, such characteristics of the institution's staff as education, professional knowledge, practical abilities and skills, compliance of psychophysical and socio-psychological traits of a person with

19 McGregor D. The Human Side of Enterprise. N. Y. : McGraw-Hill, 1960. 256 p.

20 Спіцина Г., Лубенцов А., Угровецький О. Оцінювання діяльності працівників як засіб оптимізації роботи судово-експертної установи. *Актуальні питання судової експертизи і криміналістики* : зб. мат-лів міжнар. наук.-практ. конф. з нагоди 100-річ. від дня народж. М. С. Романова (Харків, 17.05.2024). Харків, 2024. С. 248—250. URL: <https://drive.google.com/file/d/1iixsJQVFIYr3-6qJCAIRtYNctCbPxWQS/view> (date accessed: 14.11.2024).

21 Петрова І. А., Курдес Е. П. Окремі аспекти оцінки ефективності діяльності працівників державних спеціалізованих судово-експертних установ. *Актуальні питання юриспруденції: теоретичний та практичний виміри* : мат-ли Третьої Міжнар. наук.-практ. конф. (Суми, 23.04.2020). Суми, 2020. С. 63—66. URL: <https://ur.snau.edu.ua/wp-content/uploads/2021/01/%D0%B7%D0%B1%D1%96%D1%80%D0%BD%D0%B8%D0%BA-2020.pdf> (date accessed: 14.11.2024).

profession requirements, diligence and motivation become important. Forensic institutions are not an exception.

Staff appraisal in the staffing of forensic institutions is regarded as an element of management and a system of employee attestation applied in the institution. This is an essential means of studying the quality of staff capacity within the forensic institution, its strengths and weaknesses, as well as a groundwork for improving the individual work abilities of an employee and upgrading his/her qualifications²².

Therefore, *appraisal of employees* is the process of assessing the efficiency of fulfilling job duties and achieving the organizational purpose of the forensic institution, or the process of determining the conformity of qualitative staff (abilities, skills, motives, etc.) characteristics with the requirements for a position. Earlier we emphasized that appraisal of employees' performance in forensic institutions is carried out with the aim of:

- improving recruitment and placement;
- enhancing employees' initiative and creativity;
- assessing creative potential of employees;
- identifying needs for advanced training;
- career planning and personal development of staff;
- optimizing the planning process and organization of work within a forensic institution;

- analyzing adherence to job instructions²³.

Separately, we should pinpoint that that there is currently an increased focus on employee appraisal, both during recruitment and employment. This is driven by the need to ensure better performance within an institution. That is why, in today's realities, the issue of employee appraisal has become highly acute, and the need to address and implement it is no longer in doubt²⁴. Nearly every aspect of staffing within a forensic institution is involved in appraising employee performance.

Appraising the performance of employees helps to identify and unleash the potential of each employee and direct this potential toward achieving the forensic institution's strategic goals. Keep in mind that in large institutions and companies, it is challenging to monitor and appraise the performance of employees as a whole and to determine the success rate of each individual employee. What is more, the more different positions in an institution, the more difficult it is to unify the procedure for appraising performance of employees and to develop such criteria and choose methods of their evaluation that can provide a comprehensive understanding of the success of an individual employee.

It should be borne in mind that if tasks and responsibilities are not well understood, any employee may experience anxiety affecting his/her work quality. That is why it is essential to formulate objective and understandable criteria for all employees

22 Стахів О. Зазнач. твір. URI: <http://dspace.nbuv.gov.ua/handle/123456789/20039> (date accessed: 14.11.2024).

23 Спіцина Г., Лубенцов А., Угровецький О. Зазнач. твір. URL: <https://drive.google.com/file/d/1iixsJQVFIYr3-6qJCAIRYNctCbPxWQS/view> (date accessed: 14.11.2024).

24 Бучинська Т. В. Оцінка персоналу як важливий елемент ефективного управління. *Проблеми системного підходу в економіці*. 2017. Вип. 1 (57). С. 59–64. URL: http://nbuv.gov.ua/UJRN/PSPE_print_2017_1_12 (date accessed: 14.11.2024).

by which leadership will appraise performance of an individual employee ²⁵. Each forensic institution develops these criteria following a certain algorithm in compliance with its purpose and the specifics of its activities. A number of issues related to low performance and low employee involvement in management can be addressed by supplementing the appraisal process with a one-on-one meeting between the head and each of his/her subordinates to provide feedback. It is advisable to plan such meetings at the end of the reporting period, when summing up and planning tasks for the next period.

We have already stressed that a properly organized event within the framework of the staff appraisal system in a forensic expert institution can contribute to a number of positive results:

- reaching agreements when appraising results of an employee's activity for the reporting period;
- documenting results of assigned tasks;
- providing feedback on employee performance effectiveness;
- defining tasks that an employee must fulfil during the next reporting period;
- determining the limits of an employee's development and career growth ²⁶.

Let us point out that the result of performance appraisal should be the employee's awareness of what mistakes he/she has made and what needs to be changed to unlock his or her professional potential.

Currently, in forensic institutions, HR departments practice measures that open

up new opportunities and perspectives in employee appraisal. Automated employee performance appraisal systems developed at the time enable to perform full certification and appraise staff efficiency according to various parameters, significantly reduce the time and effort spent on employee appraisal, namely on collecting information, analyzing appraisal forms, and compiling analytical reports for each employee, etc.

We observed separately that external evaluation and self-appraisal are utilized in practice. *External appraisal* refers to the activity of the institution's head and the work team in evaluating the performance of an individual employee. *Self-appraisal* is performed directly by an employee: it stems from his/her own reflection on one's life purpose and performance results, prohibited ways of fulfilling them, and moral qualities required for high-quality task performance (conscientiousness, honesty, dedication to work, etc.) ²⁷.

Employee appraisal in forensic expert institutions should be based on recognized principles, including objectivity, comprehensiveness, obligation, systematicity, etc. Integrated appraisal of employees utilizing a points-based system is quite often employed. The purpose of such an appraisal is to determine, by means of points, the most important characteristics (qualities or traits) of both the employee himself/herself and the work performed. When creating the profile of an employee's professionalism, we evaluate the following:

- professional qualifications;
- business qualities;
- complexity of fulfilled tasks;
- achieved result, etc.

25 Данилюк І. О. Зазнач. твір.

26 Спіцина Г., Лубенцов А., Угровецький О. Зазнач. твір. URL: <https://drive.google.com/file/d/1iixsJQVFIYr3-6qJCAIRtYnctCbPxWQS/view> (date accessed: 14.11.2024).

27 Там само.

An employee's professional qualification is determined by objective criteria common to all categories of the forensic institution staff: education; record of service in the specialty; professional development activity and professional skills upgrading. Each of these features is evaluated by a certain number of points. Other appraisal elements characterizing business qualities, complexity, and performance of both specialists and heads of various management tiers vary slightly in content and significance.

It is worth mentioning the fact that appraisal of employee performance results in forensic institutions must simultaneously take into account quantitative and qualitative characteristics of accomplished tasks, as well as their rhythmicity. Integrated appraisal of forensic institution heads and specialists should include an evaluation of their business qualities, complexity of tasks performed, and work results.

Most human resource management theorists consider professional qualifications as the key standard for appraising the level of staff training. It is a certain list of qualitative indicators that the institution's leadership must usually meet²⁸. However, many practitioners suggest focusing on the study and evaluation of employees' professional competencies. This is due that staff reserve formation is viewed as an important direction in HR management. Employees are selected for managerial roles based on their leadership, organizational skills, and ability to take on responsibilities²⁹.

Relying on the results of analyzing scientists' achievements and summarizing expert practice, we have identified and systematized the main competencies that are important when assessing the professionalism of forensic institution employees, such as:

- *Professionalism*: an objective criterion of professionalism is defined by staff performance evaluation experts as an employee's in-depth knowledge of his/her professional duties, institution's principles and operational system, mastery of hardware and software to perform tasks in a particular position, etc.;
- *Work quality*: it is hard to assess the efficiency of employees without knowing how well each of them works (how many and what kind of mistakes they make, how often they postpone the completion of tasks, how responsible and attentive they are to their professional duties, etc.);
- *Resiliency*: a fair amount of attention receives such an indicator as resiliency (the ability to maintain professional qualities under conditions of increased workload intensity, amount of work, etc.) when appraising the performance of employees. Based on this indicator, a decision regarding the possibility or impossibility of promoting a particular employee is made in a forensic institution following the appraisal;

28 Виноградський М. Д., Виноградська А. М., Шканова О. М. Управління персоналом : навч. посіб. 2-ге вид. Київ, 2009. 502 с. URL: <https://econom.lnu.edu.ua/wp-content/uploads/2018/07/Vynohradsky-Pidruchnyk.pdf> (date accessed: 14.11.2024).

29 Дмитренко Г. А., Шарапатова Е. А., Максименко Т. М. Мотивация и оценка персонала : учеб. пособ. Киев, 2002. 248 с. URL: https://maup.com.ua/ua/navchannya-u-maup/library/pidruchniki/upravlinnya-personalom/motivaciya_i-ocenka-personala.html (date accessed: 14.11.2024).

- *Results orientation* is one of the key indicators in the forensic institution human resources management system based on the goal, which is necessarily taken into account when appraising the performance of employees;
- *Initiative*: when an employee is proactive and independent, this indicates a high level of his/her motivation, as well as his/her willingness to work with limited supervision. When appraising employees' performance, this indicator must be kept in mind, since independent and proactive staff require a small amount of attention or time from their head, perform their duties perfectly, can bring something innovative, and are therefore ready for promotion;
- *Team player*: demonstrates the ability to work in a team, focusing on collective rather than personal success. These are also important indicators when evaluating an employee's performance;
- *Commitment to growth*: determines the employee's dedication; willingness to learn, improve, and develop; his/her personal goal coincides with the institution's goal. This is a huge advantage for the employee according to the results of evaluating his/her efficiency.

We have summarized and systematized the information obtained and argue that in the course of determining competencies of a forensic institution employee, the following should be considered:

- Each of the competencies should be defined by a group of experts (human resources staff, department heads, specialized employees, etc.) who are well versed in the specifics of a particular position;
- All competencies must be explicitly defined and clarified so that there is no ambiguity regarding their interpretation and understanding;
- Formulation of competencies should be available to all employees;
- The competence system should combine a reflection of the institution's current needs and a vision for its future development.

In practice, competencies are evaluated in compliance with the organizational scale developed in a specific forensic institution. To appraise forensic institution employees' business qualities, a certain set of evaluated attributes is pre-determined. We firmly believe that it is expedient to use the following common attributes when appraising forensic institution specialists:

- general training in the relevant subject area;
- ability to plan and organize work accurately;
- responsibility for assigned work;
- initiative and independence;
- ability to master new areas and methods and apply them in work;
- performance;
- communication skills, etc.

Selection of signs for appraising business qualities of heads of various management tiers within a forensic institution should be somewhat different, as it should take into account their ability to organize and educate subordinates. Forensic institution heads of various management tiers can be appraised in the following areas:

- qualification (comparison with a standard);
- work output (quality of performed tasks);
- personal characteristics (comparison with ideal characteristics required for the position).

To briefly summarize, we can stress that staffing is a system of measures taken by a forensic institution to attract the most qualified employees with excellent personal qualities. Staffing is one of the components of the institution's workforce management. It is a set of management decisions that have a decisive and long-term impact on the activities within an institution.

Recruiting should be deemed a rather expensive event, but crucial. This is due that its implementation requires a long time and certain experience, which is always a compromise between the desired and the real. Let us specify that funds for the development of forensic institution staff must be used efficiently. One of the important tasks of the recruitment agency is to analyze the required and actual number of employees according to available positions.

We underline that appraisal of the qualified professional staff in forensic institutions is a purposeful process of determining the conformity of employees' qualitative characteristics (abilities, capabilities, skills) to the requirements for a position. In turn, employee appraisal involves comparing certain characteristics of a specific institution's employee (professional qualifications, business qualities, work output, etc.) with relevant parameters, requirements, and standards for the position he/she is going to hold. Employee appraisal involves determining to what extent each employee achieves expected results in performance of assigned tasks and meets requirements of his or her job duties. Analysis of qualified professional staff is a procedure which is carried out with the purpose of determining the degree of conformity of the employee's personal qualities, quantitative and

qualitative work results with regulatory requirements, the goal according to the position in a forensic institution.

Conclusions

In forensic institutions, employee performance appraisal is carried out in order to improve selection and placement of staff, cultivate initiative and creativity in staff; assess the creative potential of subordinates; identify needs for advanced training; ensure career planning and personal development; optimize the planning process and organization of work within a forensic institution. Overall, appraisal of forensic institution staff provides leadership with information about:

- employee performance;
- potential capabilities of staff and prospects for their growth;
- reasons for individual subordinates working inefficiently;
- training/advanced training needs and priorities.

At the same time, it should be emphasized that the following points should be taken into account when determining employees' competencies:

- Each of the competencies should be defined by a group of experts (human resources staff, department heads, specialized employees, etc.) who are well versed in the specifics of a particular position;
- All competencies must be explicitly defined and clarified so that there is no ambiguity regarding their interpretation and understanding;
- Formulation of competencies should be available to all employees;
- The competence system should combine a reflection of the institution's current needs and a vision for its future development.

Сучасні підходи до оцінювання професійного рівня працівників судово-експертних установ

Ірина Петрова, Ганна Спіцина

Мета статті — висвітлити сучасні підходи до оцінювання професійного рівня працівників судово-експертних установ, окреслити особливості виявлення та визначення професійної кваліфікації окремого працівника. Для досягнення мети застосовано такі загальнонаукові методи: аналізу, узагальнення, опису, систематизації тощо. Виокремлено підґрунтя для оцінювання фаховості працівників судово-експертних установ і зауважено про його важливість для забезпечення стабільної діяльності таких працівників. Аргументовано, що оцінювання працівників — доволі складна в методичному й організаційному плані кадрова робота, яка є складовою кадрового забезпечення судово-експертних установ. Окрім того, зазначено, що єдиної універсальної методики, придатної для розв'язання всього комплексу завдань, які виникають під час оцінювання працівників, не існує, і це питання потребує окремого дослідження. Доведено, що грамотне оцінювання діяльності працівників судово-експертних установ сприяє поліпшенню добору й розстановки кадрів; розвиткові ініціативи й активності працівників; з'ясуванню творчого й фахового потенціалу працівників; виявленню потреб у підвищенні кваліфікації; плануванню кар'єри й особистісного розвитку працівника; удосконаленню процесу планування й організації трудової діяльності судово-експертної установи.

Ключові слова: працівник; оцінювання; потенціал; судово-експертна установа; кадрове забезпечення; підвищення кваліфікації; оцінювання професіоналізму; кадрові служби; компетенції; компетентності; ділові якості.

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The authors state that there is no conflict of interest relating to this topic; although they are members of the advisory board of the collection, they did not participate in the decision to publish, and this article has been subjected to a full peer review and editing process.

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