

Ruslan Galaz

IMPROVEMENT OF PERSONNEL SECURITY

Abstract

This paper investigates improvement of personnel security company defined structural elements. The development of personnel security is zdiysnyuyetys both at the strategic level and the tactical - at the level of interpersonal relations managers and their subordinates.

Key words

personnel security, enterprise, structural elements, personnel and methodological support.

Statement of the problem

Obligatory condition of enterprise security personnel in the field is the continuous development of personnel security. The development of human resources in the areas of safety is defined as its structural elements. It follows from the definition of security personnel as on the one hand - the state of security against possible threats to her, the other - of the efficient use of resources and development company - insurance companies are the first link dvoosovoyi management personnel safety.

The analysis of recent research

Knowledge of personnel security management in the prevention, combating threats and overcome the consequences of crisis situations related to these threats is discrete – the more perfect personnel security system is, the more is the knowledge about specific threats. With the improvement of personnel security in this area is specialization of knowledge about threats, and threats management system becomes more and more discrete

nature.¹ This is due to the fact that the weak human-methodical maintenance personnel security in the enterprise there is a need to combat threats arising at a general level – with the use of common, universal measures to prevent and combat threats to personnel. These measures because of their versatility cannot fully protect against specific threats, but their advantage is the simplicity in organization and administration, low cost.

The main material of the study

Managing human resources in the field of security requires systematic action. Development of personnel security should be carried out both at the strategic level (strategic programs of personnel security, long-term planning, etc.), and tactical – at the level of interpersonal relations managers and their subordinates.

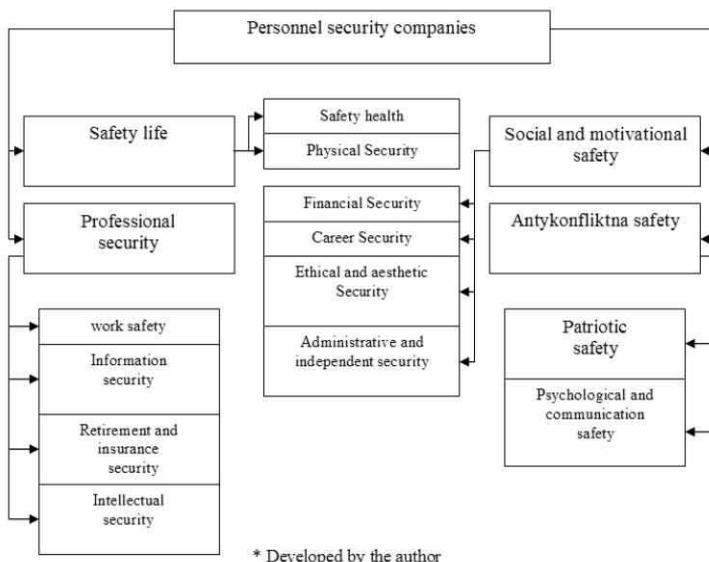
Strategic development of personnel security requires deep knowledge of the functioning of the personnel security must be supported by experience in the business of the industry. Strategic programs should be *nehromizdkymy*, convenient editing as their entry into force and after and approved solely responsible persons who have a sufficient level of competence for decision making. It will coordinate every direction and point of HR strategy will serve as a guarantee of safety and effectiveness of tactical measures the current character. As a tactical and strategic support should be based on an understanding of the elements of personnel security value, its structural units.

Personnel security companies includes several components of the circuit shown in Fig. 1.

Safety personnel includes ensuring its health safety and physical security. Safety health is closely linked to that of labor and provides tangible and intangible measures to ensure the appropriate level of the health of workers and to prevent injuries and accidents at the plant. Partly this helps insurance purposes, including payment in case of temporary disability, accident at the company and so on.

¹ Shvets I.B. *Ekonomichna Bezpeka in upravlinni staff. Naukovi pratsi Donetsk National Technical University. Seriya: Ekonomichna. - Donetsk. - 2009. - pp. 179-184.*

Figure 1. Components of personnel security company *



Development of health safety is not fully vested in the company. Important role in securing the health, particularly in traumatic industries, enterprises whose economic activity is associated with a significant risk to life and health, trade unions play. Thus, Article 21 of the Law of Ukraine "On Trade Unions, Their Rights and Guarantees" set: "Trade unions exercise public control over the payment of wages, compliance with labor legislation and labor protection, the provision of safe working conditions, adequate production and sanitation conditions, workers' clothing, footwear and other means of individual and collective protection.² In case of threat to the life or health of workers, trade unions have the right to require the employer to stop work immediately in the workplace, manufacturing sites, in workshops and other structural subdivisions or company in general for the time required to eliminate the threat.

² Jarikov ES Risks in personnel work. - Moscow, 2005, p. 92-94.

"Elected body of the primary trade union organization, in accordance with Article 38, together with the employer decides to improve conditions labor involved in the investigation of accidents, occupational diseases and accidents, provides public control over the provision of safe and harmless working conditions, occupational health and requires the company address these deficiencies, sending workers under the conditions stipulated by collective agreement or agreement to sanatoriums, dispensaries and rest houses, tourist facilities, recreation and health facilities, inspects the organization of health care workers and their families"³.

We believe that the physical safety of workers is ensured primarily toward prevention of illegal encroachments on their rights related to professional activities, including violations of the constitutional rights to life, health and property. It is about the development and improvement of physical security and security officer of offenses subject to which it may be in the event of his failure or certain actions under the pressure of external or internal entities, such as revenge, blackmail, threats and personal injury, damage to or destruction of property of the employee or members of his family, employee theft or even murder him.

Occupational safety, consisting of a safety, information, retirement, insurance and intellectual security, covering various aspects of current and future employees, it needs protection. In our opinion, an important area of personnel security is to improve the pension insurance for employees that should be implemented because of rising payments to the pension fund by reducing "payments in envelopes." This would contribute to the improvement of social security employee at retirement and will protect the company from liability for work "in the shadows".⁴ Information and intellectual enterprise security must evolve towards expanding and systematizing knowledge base

³ Belyaev M. How to protect yourself from unscrupulous executives // Personnel Management. - 2008. - № 7. - p. 38-41.

⁴ Chumarin IG The functions and tasks of service of staff in the areas of economic security // Staffing company. - 2003. - № 3. Mode of access to ARTICLES: <http://www.poteri.net/publikatsii/kadry-predpriyatiya-3-2003.html>

available to employees, the presence and development programs of education, training and professional development, maintenance of facilities and learning environments, its continuity, encourage employees to improve their skills, interest in industry trends, latest scientific and theoretical developments, exchange experiences with experts of other enterprises at conferences, seminars, round tables and more. Safety as a part of personnel security is closely linked to that of life, but also covers the employer labor law compliance in areas not related to safety of life, for example – the reception and dismissal, remuneration and its terms, work overtime, work on weekends and holidays, and so on.

In our opinion, extremely important in terms of increased productivity and increased staff loyalty is a purposeful development of socio-motivational component of personnel security. At the present stage of development of the Ukrainian economy for personnel security (at national level), one of the most pressing is the issue of conflict of financial, insurance and retirement security. Due to the weakness of the theoretical and methodological support entrepreneurial activities, including non-recent advances science management, marketing, logistics, etc. financial condition does not allow salaries to increase employee benefits differently than concealing of these payments from the state ("Grey salary") or in general, picking up illegal immigrants. While this strategy is justified in the sense of improving short-term financial security of employees, and therefore - financial security personnel component of any development of this component in the long run can not speak. It is as weakening social security employee (reduction or lack of benefits for temporary disability benefits in case of unemployment) and of undermining the pension-insurance component personnel security. However, if the company has with the need harmonious development of all elements of personnel security, the simultaneous increase in social security and financial security of workers caused a rapid growth of loyalty, you can attract new qualified personnel and build momentum by increasing productivity and reducing costs, air 'associated with high turnover.

In close connection with the financial and career security is that loyalty is key personnel and their motivation to work. We believe that the essence of career security is reduced to that of the movement of personnel in the company, when no threat poaching employees, low motivation due to lack of career prospects and the fulfillment of key positions and employees with appropriate qualifications and experience. Providing career security is to introduce an effective system of career planning of employees, fair, accessible and understandable rules career, particularly those involving close relationship of the results of labor certification (evaluation) of employees, their relationship to the organization and teamwork and promote their career.⁵

Ethical and aesthetic component of socio-motivational safety associated with the corporate culture. In our opinion, the state of moral and aesthetic Security characterizes the effective functioning of the enterprise controls morality, mutual respect and understanding between employees and between employees and management, availability of means of communication, exchange of ideas and beliefs and includes the formation of motivational environment conducive to effective motivation. The development of ethical and aesthetic security involves implementing various measures strengthen corporate culture and corporate spirit. This could be, for example, corporate events, watching behavior and requirements for employee (for example, some companies adopt the days on which employees may come in "informal attire" - jeans, sweaters, and other companies are changing the traditional view of offices, converting them The comfortable rooms where workers can comfortably communicate and perform work tasks almost home environment) and others. With the development of ethical and aesthetic component of morality in terms of the company, as well as the career component is closely related to administrative and independent component. It lies in getting rid of those responsible features appoint untrained and incompetent employees because of their family, friendships with leaders, business owners, or bribe. The development of an independent

⁵ Yurasov IA The main indicators of quality of staffing services company // Staffing company. - 2009. - № 5. - p. 91-100.

administrative security must be made towards identifying leaders whose vested interests threaten the safety of personnel and conduct regular independent assessment of employees, especially in key positions in order to establish their competence.⁶ This lets you control the unreliable staff and involved persons under their supervision with timely removal of threats to security personnel, as well as enhance the overall loyalty of staff to HR strategy. Apathy in this regard can not do the company a loss of employees with high potential development, which transform the enterprises with lower levels of corruption for their own needs for self-fulfillment and career growth.

Antykonfliktna security is part of the corporate culture of the company. Patriotic antykonfliktnoyi security component is responsible for the formation of a positive image of the company employees, through which the communication in the group. Development patriotic component allows to level the internal friction between team members and employees of certain departments through their union under the banner of unity in the overall interest of the company. Thus warned conflict situations, the general atmosphere set of responsibility, demanding to myself and colleagues, friendly help and support. This reduces the likelihood of occurrence and aggravation of conflicts and strengthens motivation, provides convenient, comfortable environment for employees of their employment duties.⁷

In our opinion, the development of psychological and communications security associated with establishing communications between employees separate collective unit, all businesses and their leadership to eliminate possible inconsistencies through dialogue rather than through open conflict. The main directions of this component is to establish security antykonfliktnoyi "two-way communication" between management and staff, availability of senior management

⁶ Mikhail Lysenko Mehanizm zabezpechennya kadrovoi BEZPEKA pidpriemstv // Formuvannya rinkovih vidnosin in Ukraïni. - 2008. - № 7. - P. 137-140.

⁷ Chumarin IG Probationary period and adaptation in terms of personnel security " // Personnel Company. - 2004. - № 9. Mode of access to ARTICLES: <http://www.poteri.net/publikatsii/kadry-predpriyatiya-9-2004.html>

on issues relating to inappropriate, unprofessional actions of middle managers and individual employees whose relatives or friends are among the managers or owners of businesses and creating conditions for the free expression of ideas and the adoption of effective workers' rationalization and optimization of production and economic, institutional and other processes in the enterprise.⁸

Thus, human security should be carried out simultaneously in many directions. However, we note that between different areas of conflict may arise. For example, the development of financial security may be associated with rising wage costs, and consequently - social contributions and taxes can jeopardize the financial security of the enterprise. Anecdotal cost of development of one of the components of personnel security lead to the decline of others. Thus, modern theories of motivation recognize a minimal role for monetary compensation in the growth of labor motivation. This is related both to the limited financial means of motivation and the fact that according to the most popular motivational theory of Maslow, material needs occupy only the lowest two of five-step pyramid of human needs. So back up the most significant motifs of human activity fully unleash the potential of employees can only be harmoniously developing both financial and other elements of personnel security.

So in its dynamics personnel security companies should not only be seen as a set of warnings or overcome threats to personnel. This - is much more complicated system that requires skillful strategic development - none whereby it can maximize the first to use the potential of employees, increase their loyalty to the enterprise and productivity, neutralize suspected conflicts between workers and conflicts of interest, provide comfortable living conditions and professional activities. Taken together, all this means not only increase role in the enterprise as the main source to cover their needs and goals of the employee, but also indicate that increased personnel safety. Strengthening of security

⁸ Belyaev M. *How to protect yourself from unscrupulous executives* // "Personnel Management" - 2008. - № 7. - p. 38-41.

personnel due to the harmonious development of its elements creates an integrated intelligent prevention and removal of threats to security personnel. While both Threat Management security personnel can deal only with the challenges that have arisen in the company or in the industry, and perhaps even had implemented and result in significant losses (ie directed in the past), analyzing the events that have already occurred and trying to predict such events in the future, we can ensure the harmonious development of consistent personnel security components that enable timely warning even atypical threats.

Hence, management personnel security threats and its development are two areas to ensure safety of personnel and economic security in general, in their entirety to more fully represent the interests of businesses and individuals. Ensuring the interests of the company is due to productivity growth, return on workers, their loyalty and attention to the needs of the enterprise, was able to work with the brand, customers and contractors, which ultimately means increase revenues and profits. Ensuring the interests of workers formed in the prevention and removal of threats socio-economic problems that accompany the professional activities of each of the employees. Interests are provided by the state so far as effective, advanced personnel security companies can only exist legally and mean eliminate any violations of legal documents, honesty and transparency in relations companies and the state, increase tax revenues and social responsibility of the enterprise.⁹

From the above it follows that the effective management of personnel security company in the interests of the State, may take place on the basis of the following principles:

1. The principle of integrity. The principle is that the company, its mission, goals and objectives, economic and security personnel are considered complex, due to the environment. Every aspect of the Human security is dependent on a number of factors internal and external environment. As a result of training deficiencies, lack of experience, etc., in the exercise of

⁹ Shvets I.B. Ekonomichna Bezpeka in upravlinni staff. Naukovi pratsi Donetsk National Technical University. Seriya: Ekonomichna. - Donetsk. - 2009. - p. 179-184.

management personnel security managers may prefer one or another aspect without considering the systemic relations, resulting in slow performance is to ensure the safety of personnel, the emergence of uncontrollable emergencies and so on. Adherence to the principle of integrity is the key to harmonizing all activities on the formation and management of personnel security, a necessary feature of proper training of managers in the area of responsibility that includes securing the enterprise from threats related to human resources.¹⁰

2. The principle focus. Often, the business has been neglected management activity not directly related to increase of income from business activities. Under these conditions, the implied sources to increase profits or minimize losses, managers engaged formally chaotic. However, with the goal of full and long-term existence and effective management of business enterprises, management of personnel security must obey the mission, goals, objectives of national security, economic and security company personnel, management personnel security should focus on solving specific problems that exist in the enterprise specific period of time and may occur in the future. Is unacceptable dispersion of financial and human resources on irrelevant and unnecessary tasks chaotic "exemplary" actions of which do not contribute to the implementation of the tasks of personnel security and strategic goals of economic security.

3. The principle of planning. Business management personnel security should be based on pre-designed and approved by management's strategic and operational plans. Strategic human resource management plans should be long-term safety and determine the global activities of the formation and strengthening of personnel security across the enterprise. Operational planning should be consistent with the strategic plans and at the same time be flexible enough to meet the current needs of the enterprise. The scope of operational planning management activities to ensure the safety of personnel should include the development of current goals, objectives and activities of the formation and development

¹⁰ Belyaev M. *How to protect yourself from unscrupulous executives* // "Personnel Management. - 2010. - № 9.

of personnel security for individual business units, financial planning and staffing of operational control personnel safety.¹¹

4. The principle of consistency. All personnel security management tasks must be executed sequentially according to set deadlines and planning schedules for their implementation, measures to strengthen the human resources development and security are implemented in accordance with the plans and personnel security features of human resource management of a particular company. Illegal is spontaneous, chaotic events of the formation and development of personnel security, ignoring targets due to switching to new tasks not supported urgent real need to strengthen security personnel in an unpredictable direction operational plans. Failure to comply with the principle of consistency entails also a violation of the principles of integrity, commitment, planning.

5. The principle of dynamism. Adherence to this principle prevents dogmatization, rigidity in the field of personnel security. Management personnel security must meet the requirements of time and the development of productive forces and economic relations, the environment of the company and changes in its internal business systems. In accordance with the principle of dynamics, all management plans for the formation and development of personnel security should have some flexibility which does not have to turn into unstable.

6. The principle of vertical and horizontal integration. Strategy, goals, methods and approaches management personnel security should be duly approved by the senior management of companies, all responsible for the development and utilization of human resources managers and to be told in its entirety to the heads of departments, branches, projects, goals, objectives, procedures, standards, measures to build and strengthen security personnel must be notified to and be binding on all employees.

7. The principle of transparency and accessibility. Goals, objectives, methods and characteristics of management to ensure personnel safety should be clear and accessible to all employees

¹¹ Yurasov I.A. *The main indicators of quality of staffing services company* // "Staffing company" - 2011. - № 7.

without exception. Adherence to this principle involves the creation of effective mechanisms for informing stakeholders accommodation available databases, development, implementation and maintenance of effective systems of communication, feedback on all aspects of personnel security.

8. The principle of verifiability, which is to identify the persons responsible for compliance with other principles of personnel security regulations, rules, procedures, personnel security regulations, the proper conduct of the formation and strengthening of personnel safety, the implementation of innovative, innovative projects in this area.

Conclusions

Systematics threats on various grounds allowed to develop an effective system of classification by which simplifies development of management measures for preventing, combating and elimination of consequences of threats. One must consider advantages and disadvantages according to the classification of threats or other characteristics, and to develop an effective system of classification of threats to a particular company - to use the author's method of approximation classification of threats.

2. Management personnel security for best results should be considered at three levels relative to the company. This allows you to isolate the main activities of managers to ensure staff safety and implement recommendations for improvement measures and approaches to strengthen the security personnel at the macro (national), meso level (cooperation with customers and suppliers, working with companies-competitors) and micro (individual employees of the company).

3. Development of personnel security should be implemented systematically and harmoniously in the fields of improving life safety, occupational, social, motivational and antykonfliktnoyi security. Decisive in managing personnel security companies are the principles of integrity, determination, planning, consistency, agility, vertical and horizontal integration, transparency and accessibility and controllability.

References:

1. Belyaev M. How to protect yourself from unscrupulous executives // Personnel Management. - 2008. - № 7. - P. 38-41.
2. Chumarin IG Probationary period and adaptation in terms of personnel security // Personnel Company. - 2004. - № 9.
Mode of access to ARTICLES:
<http://www.poteri.net/publikatsii/kadry-predpriyatiya-9-2004.html>
3. Chumarin IG The functions and tasks of service of staff in the areas of economic security // Staffing company. - 2003. - № 3. Mode of access to ARTICLES:
<http://www.poteri.net/publikatsii/kadry-predpriyatiya-3-2003.html>
4. Jarikov ES Risks in personnel work. - Moscow, 2005, p. 92-94.
5. Mikhail Lysenko Mehanizm zabezpechennya kadrovoi BEZPEKA pidpriemstv // Formuvannya rinkovih vidnosin in Ukraïni. - 2008. - № 7. - P. 137-140
6. Shvets I.B. Ekonomichna Bezpeka in upravlinni staff. Naukovi pratsi Donetsk National Technical University. Seriya: Ekonomichna. - Donetsk. - 2009. - P. 179-184.
7. Yurasov IA The main indicators of quality of staffing services company // Staffing company. - 2009. - № 5. - P. 91-100.