

#### 1.4. CURRENT ISSUES OF IMPROVING PERSONNEL AND ECONOMIC SECURITY OF THE ENTERPRISE

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**Summary.** The theoretical foundations of the personnel component in the system of economic security of the enterprise, the structure and factors influencing economic security have been studied. The main legal documents that regulate the relationship between the employer and the employee have been analyzed. Ways of improving the personnel management and evaluation system are proposed to improve the personnel security component of the enterprise.

**Keywords:** personnel management, personnel security, accounting and analytical support, personnel evaluation

At the current stage of formation of the investment and innovation model of the economic development of the economy of Ukraine, the main essential driver of economic growth is the personnel potential as a strategic resource and economic strength of the country.

In addition, the personnel policy of the enterprise determines the main approaches to personnel management in the implementation of the company's mission and common strategic goals. The success of the implementation of personnel policy in the system of economic security of the enterprise directly depends on the level of management of each employee as an important component of his strategic and tactical potential in ensuring financial and economic stability and security.

The economic stability of countries with a high level of economy is ensured by scientific and technological implementation of breakthrough scientific and technical developments and high technologies. This objectivity presents Ukraine with the task of strengthening use of scientific, intellectual, educational potential as a prerequisite for the national economic security of the enterprise and the state as a whole. Elimination of Ukraine's technological lag behind advanced developed countries is actualized by the influence of destructive factors that take the form of potential and real threats. First of all, this affects the devaluation processes of moral and spiritual values in society, the rapid decline in purchasing power and the impoverishment of the population's life, the extremely low pace of reforming Ukrainian science and education, and the delay in building a state-owned innovation system.

The development of the national economy is not possible without the creation and effective use of the country's personnel and intellectual potential, which will ensure economic security as a means of countering internal and external threats.

In today's conditions of economic instability and uncertainty in making management decisions, for the effective functioning of enterprises of various forms of ownership, the issue of ensuring economic security comes to the first level.

The understanding of economic security actually appeared with the emergence of the state and is a component of national interests. It can be argued that the first references to the expediency of maintaining security in an economic context are given in Plato's seminal work "Politeus".

In this outstanding work, it is proved that the state is considered ideal, where there is abundance, not excess. However, with the emergence of excess needs, society inevitably faces troubles, including wars, which turns a "healthy state" into a "feverish state" [14]. Analyzing the scientific work of this philosopher, we can conclude that crisis phenomena arise in connection with society's desire to consume and own luxury items that are not available in the country's natural resources. For this, it is necessary to conquer new territories, obtain the desired resources that satisfy excessive needs. Thus, Plato proposed the state of an ideal state, which is in economic security.

In the countries of Western Europe, the concept of economic security was formed on the basis of the awareness of the concept of "security", which appeared at the end of the 12th century and was interpreted as a state of absence or neutralization of threats, danger, as well as the creation of conditions and social institutions that ensure it [13]. A historical document attesting to the use of this term is Robert's dictionary, which dates back to 1190. In this document, security was understood as "a calm state of the human spirit, protection from any danger." However, in this sense, the term did not firmly enter the vocabulary of the peoples of Western Europe and was rarely used until the 17th century. In the 17th and 18th centuries, many countries established the point of view that the main goal of the state is the common good and security. Therefore, the term "security" at that time acquires a new meaning: a state, a situation of peace, which arises as a result of the absence of real danger, as well as the presence of material, economic, political conditions, relevant bodies and organizations that contribute to the creation of such a situation. According to S. M. Shkarlet [16] and S. Kravchenko [11], the category "security" appeared in Slavic society in the middle of the 15th century. as a reaction to the invading encroachments of the Golden Horde. In the 17th century this concept is already classified as state and universally recognized [5]. In August 1881, in tsarist Russia, the "Regulations on Measures for the Protection of State Order and Public Peace" were adopted, where the concept of public security was defined for the first time.

Considering the category "economic security", it should be noted that it was first introduced in connection with the introduction of another term "national security". The concept of national security as a philosophy of achieving a stable state of the state is connected with the events known in history as the Peace of Westphalia, during which the concept of a sovereign state became the basis of a new international geo-order [19]. The earliest references to the concept of national security date back to 1790, which were made at Yale University. Historically, the concept of national security included political, military and economic spheres. With the aggravation of crisis phenomena in the 20th century, both in the global and national economies of the countries of the world, attention to the issues of economic security of the state and its component industries increased.

The emergence of the concept of "economic security of the enterprise" is due to the processes that took place during the "Great Depression", which became the driving force for the development of such countries as the USA, Germany, France, and Canada.

The first official body that directly dealt with economic security was the "Federal Committee on Economic Security" in the United States of America. It was approved by a decree of President F. D. Roosevelt in 1934. The committee directly dealt with the issue of economic security of individual persons, but this gave impetus to the further development of both the theoretical and practical application of this concept in the activities of the state and later also in relation to enterprises of various forms of ownership.

At the session of the General Assembly of the United Nations in 1985, the official resolution "International economic security" and the status of the term "economic security" were adopted. The resolution promoted the need to ensure the economic security of states for the further development and progress of each member of the UN.

A somewhat different situation with economic security has developed in the European Union, where the term "economic security" has two meanings. The first designation refers to the position of the European Union in the world economic system. The European Union notes the importance of European integration in the competitive process of globalization of the world economy. The Organization for Security and Cooperation in Europe (OSCE) is the largest official organization dealing with complex issues, including economic security in Europe. It unites 56 countries located in Europe, Central Asia and North America. From 1973 to 1975, the "Meetings on Security and Cooperation in Europe" were held, which were later called the "Helsinki Agreements" and were created on the initiative of the USSR and the socialist states of Europe.

During the forums, measures were taken to strengthen economic security in Europe. Among the participants were 33 European countries, the USA and Canada. The meeting was held in three stages from 1973 to 1975 and ended with the signing of the Final Act of the Meeting on Security and Cooperation in Europe.

From 1977 to 2010, a number of meetings were held, as a result of which such documents were signed as: the Paris Charter for a New Europe, the Treaty on Conventional Armed Forces in Europe, the adopted joint declaration of 22 states, the Charter of European Security, the agreement on the adaptation of the CSCE, the final Political Declaration and a modernized Vienna document on confidence-building measures as a basis for further work. Since the 80s of the XX century. large-scale scientific development of the "security" category began by the institutions of the leading countries of the world, the most famous of which are the London Institute for Strategic Studies, the Stockholm Institute for Security Studies, and in the 1990s this problem also interested domestic authors [17].

On the territory of independent Ukraine, the concept of "economic security" appeared in the "Concept of National Security", which was approved by the Verkhovna Rada in 1997, and acted to ensure a predictable legal framework and

create an effective environment for the development of entrepreneurship, democracy and the welfare of citizens.

As a regulatory document, the "Concept of National Security" lost its validity with the adoption in 2003 of the Law of Ukraine "On the Basics of National Security of Ukraine", where Article 5 "Principles of Ensuring National Security" determined that "the national security of Ukraine is ensured by conducting a balanced state policy in accordance with the doctrines, concepts, strategies and programs adopted in the established order in the political, economic, social, military, environmental, scientific and technological, informational and other spheres". Article 7 also lists threats to national interests and national security in every sphere of state activity.

In 2012, the Cabinet of Ministers of Ukraine approved the "Concept of ensuring national security in the financial sphere" No. 569, which clearly defined the principles of effective formation and an effective mechanism of financial risk management on the part of the state to level crisis phenomena in the financial sphere. Also, the main ways of ensuring security in the banking and tax spheres, budgetary, public debt management, foreign exchange market and the real sector of the national economy were determined.

In 2018, the Verkhovna Rada adopted the Law "On the National Security of Ukraine", which defines the main principles and principles of national security and defense. According to this law, state policy in this area is aimed at: "ensuring military, foreign policy, state, economic, informational, environmental security, cyber security of Ukraine" [7].

The main principles determining the order of formation of state policy in the spheres of national security and defense are:

1) the rule of law, accountability, legality, transparency and compliance with the principles of democratic civilian control over the functioning of the security and defense sector and the use of force;

2) compliance with the norms of international law, participation in the interests of Ukraine in international efforts to maintain peace and security, interstate systems and mechanisms of international collective security;

3) the development of the security and defense sector as the main instrument for the implementation of state policy in the spheres of national security and defense [7].

Fundamental national interests of Ukraine are also defined in the Law "On National Security of Ukraine":

1) state sovereignty and territorial integrity, democratic constitutional order, non-interference in the internal affairs of Ukraine;

2) sustainable development of the national economy, civil society and the state to ensure the growth of the level and quality of life of the population;

3) integration of Ukraine into the European political, economic, security, and legal space, acquisition of membership in the European Union and the North Atlantic Treaty Organization, development of equal and mutually beneficial relations with other states.

The "National Security Strategy of Ukraine", which was adopted by the Presidential Decree from May 6, 2015 and is valid until today, defines the main goals as follows: "minimization of threats to state sovereignty and creation of conditions for restoring the territorial integrity of Ukraine within the internationally recognized borders of Ukraine, guaranteeing a peaceful future of Ukraine as a sovereign, independent, democratic, social, legal state, affirming the rights and freedoms of man and citizen, ensuring a new quality of economic, social and humanitarian development, ensuring Ukraine's integration into the European Union and forming the conditions for joining NATO" [15].

At the same time, the Strategy defines the main threats in the economic sphere and the ways of their leveling. The main threats and ways to overcome them are listed in Table 1.1.

Table 1.1

The main threats in the field of economic security and ways to overcome them

| Threats in the field of economic security  | Ways to overcome them   |
|--|---|
| High level of dependence of the economy on foreign markets   | Diversification of foreign markets, redirection of trade and financial flows, increasing resistance to negative external influences |
| A very large share of worn-out fixed assets in critical infrastructure, insufficient level of their security, inefficient management | Innovative update, increasing the level of security of critical infrastructure as a whole system                                    |
| Low level of public debt management, corruption, degradation of civil service  | Public. Effective use of budget funds, control by all interested organizations, transparency of the monetary and banking system     |
| Regulation by the state, a low-tech and resource -consuming model of the economy   | Deregulation, simplification of the taxation system and tax administration, innovative development                                  |

In table 1.1, only those threats were listed in our opinion, the solution of which contributed to a quick push for the development of the national economy. If we consider in more detail the threats that exist and do not allow Ukraine to reach higher positions in the World ranking, then we can note such threats as:

- monopoly by oligarchic clans in strategic sectors of the economy;
- military aggression;
- insufficient provision of the security and defense sector throughout Ukraine's independence;
- lack of directions and priorities in various spheres of life (social-economic, scientific-technological, military-economic);
- outdated model of public institutions;
- distribution of public resources through criminal clan groups.

At the current stage of the development of the economy of Ukraine, a question arises in the modern classification of threats not only at the macroeconomic level, but also at the level of enterprise activity. Due to the fact that threats have a very wide variety, it is necessary to classify them correctly. Types of threats to the economic security of the enterprise are listed in Table 1.2.

Table 1.2

Classification of threats to enterprise activity

| Types of threats   | Threats   |
|--|---|
| By place of origin   | internal, external  |
| By nature of occurrence  | competitive, contractual , criminal   |
| According to the probability of occurrence and degree of obviousness   | obvious, hidden   |
| By consequences and degree of prevalence                               | general, specific, local, individual  |
| In relation to human activity and the probability of implementation    | objective , subjective , inevitable , deferred  |
| By objects of encroachment and scale of consequences of implementation | information, tangible and intangible assets, personnel, business reputation<br>Local consequences, general consequences |
| According to the possibility of forecasting                            | predicted and unpredicted   |
| According to the probability of occurrence                             | catastrophic, insignificant   |
| By areas of occurrence   | economic, physical, psychological, informational  |

The provided classification of threats to the enterprise's activity does not provide the entire possible set of signs. The optimal choice of signs for countering threats is directly influenced by many factors, both external and internal to the enterprise.

In general, the economic security of the enterprise has two main components in its structure, which can further be divided into elements of this structure.

The first component includes internal production issues. It directly includes financial security, personnel and intellectual security, technological security, legal security, information security, environmental security, and law enforcement security. In our opinion, it is necessary to put personnel security in the first place, without the effectiveness of which subsequent threats in other areas cannot be leveled.

To understand the functional characteristics of the components of economic security, let's analyze each of them.

1. Financial component - effective use of all available resources.
2. Personnel and intellectual security - effective personnel policy, preservation, development of the enterprise's intellectual potential.

3. Technological safety – implementation of innovative technologies, optimization of resources.
4. Legal security – compliance of business with current legislation.
5. Information component – advanced information and analytical support.
6. Ecological component – minimization of environmental pollution, introduction of ecological norms.
7. Strength component - preservation of property and employees of the enterprise.

For each individual enterprise, there will be a personal structure of economic security, which will be formed from obvious and imaginary threats in this field of activity.

Personnel security is the main structural element in the general system of economic security of the enterprise and is a complex and multifaceted concept.

Scientific approaches to the interpretation of the concept of "personnel security" among modern scientists differ significantly. For example, O. M. Gerasimenko in the article "Modeling the system for ensuring personnel security of an economic entity" interprets personnel security "as a process of preventing negative actions on the security of the enterprise by eliminating risks and threats related to intellectual potential and labor relations in general." [3].

Meheda N.G. and Marenich A.I. indicate that the concept of "personnel security" is "a characteristic of the state of the economic system according to which all its components function effectively, ensuring security and the ability to resist internal and external influences and threats related to personnel, meaningful and structural analysis, diagnosis and forecasting of the impact of activities personnel on the internal and external indicators of the specified economic system" [12].

The study of the interpretation of "personnel security" is directly related to the use of labor resources and the introduction of personnel policy.

Among domestic scientists, the following made a significant contribution to the research and introduction of innovative approaches to the interpretation of "labor resources": O. Bykanova, O.V. Krushelnytska, S. Strahova, A.V. Drabanich. Darmits R.Z., Balabanova V.G., Fedulova L.I. Among the foreign scientists who studied the issues of management and development of human resources, the following should be noted: Carbery R, Arnstrom M., Hitt M., Leatherbarrow C., Macrae I.

Thus, in the textbook of O.V. Krushelnytska, the interpretation of "labor resources" is defined as human resources, which include the concepts of labor potential, health, level of education, professional abilities, and culture.

Drabanych A.V. with co-authors define labor resources as: "a part of the able-bodied population that possesses the physical and mental abilities and knowledge necessary to carry out useful activities" [6].

It is necessary to separate the concepts of "labor resources" and "personnel" of the enterprise. Yes, the term "personnel" refers to employees who have special qualifications, skills in this field, and work experience.

The essence of such concepts as "work force", "labor potential", "labor resources", "human capital" changed in accordance with the change in approaches to

human management, which confirms the evolutionary nature of the development of approaches to their interpretation. In our opinion, "personnel potential" should be understood as a socio-economic concept that reflects the labor capabilities of the enterprise, the ability of personnel to generate ideas, create new products, as well as their educational, professional and qualification levels, psychophysiological characteristics and motivations, which in the complex can ensure the achievement of the company's goals.

In the structure of economic security, such an element as the personnel component is highlighted.

In order to fully understand the essence of the personnel security of the enterprise, it is necessary to consider the tasks and goals of the personnel policy, which affects the construction of the general security system of the enterprise (Fig. 1.1)

When forming a personnel policy, it is necessary to determine the main goals:

- ensuring confidentiality of information;
- compliance with laws, norms, regulations (internal and external) according to which the enterprise operates;
- personnel life safety;
- ensuring optimal working conditions to achieve maximum performance;
- intellectual development.

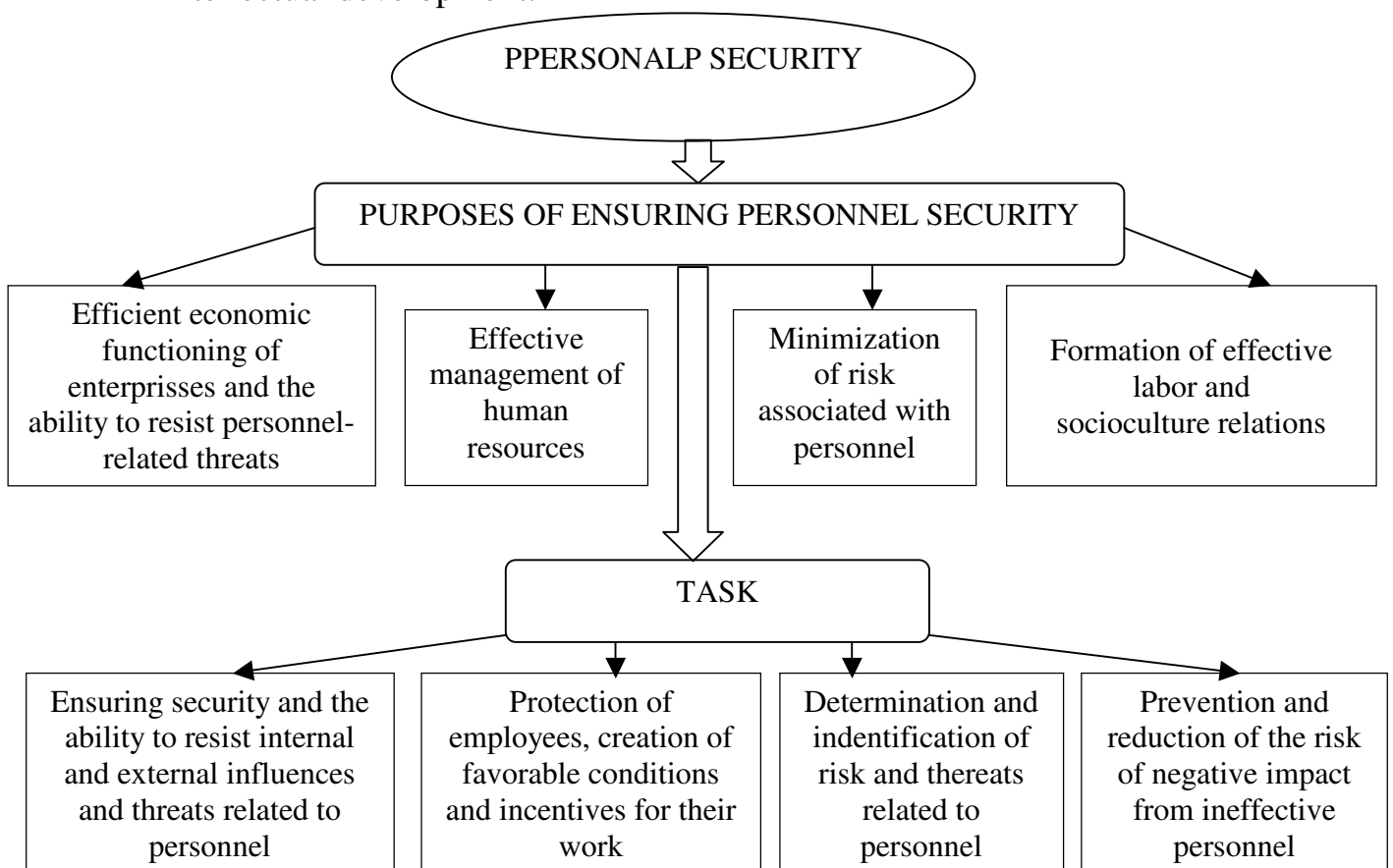


Fig. 1.1. Tasks and goals of personnel policy in ensuring personnel security



In order to determine the tasks facing the formation of personnel security, it is necessary to investigate the threats that can negatively affect the existence of the enterprise from the side of personnel and, in general, ineffective personnel policy. Threats in the personnel sphere can be divided into external and internal, from the point of view that threats affect both personnel, and personnel can directly threaten the enterprise with their activities. Table 1.3 lists the main external and internal threats.

Table 1.3

Internal and external threats in personnel policy

| Internal threats (influence from personnel)  | External threats (impact on personnel)   |
|--|--|
| dissemination of commercial information  | emergency situation (martial law, general mobilization, war, man-made disasters) |
| inconsistency of the declared qualifications, intellectual, physical abilities and psychological state   | accidents  |
| violation of discipline, non-fulfillment of production norms, failure to report to work without valid reasons, receiving remuneration for unfulfilled work | staff reduction  |
| inefficient use of the company's property, careless treatment of all resources at the company  | non-acceptance by the team   |
| enrichment due to property theft, damage, destruction  | unfair competition   |

The given list of threats is not optimal, but from the given list it is possible to draw conclusions about the significant influence of the personnel component on the economic security of the enterprise.

The essence of the personnel security of the enterprise cannot be considered without the approaches and directions of personnel management, which make up the personnel policy of the enterprise. Through personnel policy, the company directly achieves the main goals in its activities.

It is necessary to highlight several issues with the help of which the set long-term and short-term goals of the enterprise will be achieved.

The main question concerns the efficiency of work of all parts of the enterprise. Efficiency depends on many factors that directly affect personnel (motivation, material and technical support, team relations, management methods). Directly effective and efficient work of personnel minimizes the occurrence of internal and external threats.

A significant issue concerns the stability of the workforce, its psychological and physical health. Ensuring the stability of the personnel composition indicates mutual compliance with the requirements of both the enterprise and the employees,

and this affects the psychological atmosphere in the team and the physical condition of the workers.

The issue of the effectiveness of the system of improving the level of personnel qualifications and the implementation of ways to develop intellectual abilities. The formation of an intellectual component in personnel security has a great impact on the general system of economic security of the enterprise. In modern conditions, running a competitive business requires the use of high-tech labor tools, which increases the demands on the intellectual potential of the staff. The ability to perceive information and process it to make an optimal, effective decision in one's activity depends on the level of intelligence of labor resources. On the one hand, intellectual potential is a means of influencing economic security, and on the other hand, it itself needs protection from external and internal threats.

In order to prevent the occurrence of threats in personnel, it is also necessary to develop motivational measures to maintain a high level of employee loyalty. These measures may be related to the formation of an adequate remuneration system, working conditions, incentive programs, a social package, provision of technical means of work, involvement of employees in making decisions related to their competence.

When forming personnel policy, it is necessary to rely on the established corporate culture, the observance of which by employees should have a positive effect on labor productivity, employee loyalty and understanding of the company's mission.

Ensuring the quality of personnel management in the system of economic security involves the selection of priority business management processes, the complex implementation of which will contribute to increasing the personnel security of enterprises. The main components of quality management of personnel potential in the system of economic security of enterprises include:

- the quality of planning and organization of personnel selection - acquires strategic importance in personnel management of domestic enterprises at the current stage of their development. This process involves studying the psychological, personal, professional, and intellectual qualities of an employee to establish his compliance with the requirements and target guidelines of a specific enterprise with the aim of forming a highly qualified and stable workforce. It has been proven that effective planning of the number of personnel actively affects the financial results of its activities thanks to the optimization of the personnel structure, the identification and productive use of the professional potential of employees and the reduction of labor costs;

- the quality of staff adaptation depends on the appropriate integration, team cohesion, assimilation of labor norms and traditions, and the level of development of corporate culture. Adaptation involves an active position of the individual, awareness of one's social status and related role behavior as a form of realization of the individual capabilities of the individual in the process of solving general tasks. Within its limits, there is a detailed familiarization with the team and new responsibilities, assimilation of behavior stereotypes, assimilation and identification

as a result of identifying the employee's personal interests with the target orientations of the enterprise's functioning. The basis of the organizational and professional adaptation management process is the specification of the approach to each employee, the determination of the significance of this or that aspect of adaptation for the specific conditions of the working environment, the development of appropriate measures to facilitate its passage, etc. At the same time, it is fundamentally important to study labor values and motives that encourage an employee to work. This is directly reflected in the peculiarities of the formation of the labor mentality of personnel as a factor in improving the quality of management of personnel potential;

- the quality of moral and material stimulation of personnel is the most effective tool of corporate culture, which takes into account the interests of employees and encourages them to improve the quality of performance of their duties. Thus, the analysis of the features of material incentives for the personnel of domestic enterprises indicates a violation of the principles of transparency and complexity of this process, which is due to the presence of a significant number and diversity of bonus indicators. In view of this, a necessary requirement for improving their personnel security is the implementation of effective systems of material incentives, which will contribute to the growth of motivation for the labor activity of employees, interest in the results of their work and the direction of their labor efforts to achieve high quality of professional activity. Along with this, the activities of higher-level managers include establishing communication links and informing staff, making decisions regarding the assessment and directions of professional development of staff and their career opportunities, promoting the creation of a positive social environment that allows motivating employees and work teams;

- the quality of professional development of personnel - involves a systematically organized process of continuous professional training of employees to prepare them for the performance of new production functions, professional advancement, formation of a reserve of managers and improvement of the social structure of personnel. It is well known that the management of professional development of personnel contributes to the increase of labor productivity and competitiveness of personnel in the labor market, to ensure that employees perform new and more complex tasks based on the maximum possible use of their abilities and potential. Current requirements for raising the level of professional development of enterprise personnel are determined by the need for constant introduction of innovative technologies in the professional sphere, the need to develop new services and products, the strengthening of consumer demands for service quality, etc. This necessitates the creation, approval and scientific understanding of personnel development systems, which would meet the current needs of the market and guarantee the development of personnel professional competencies;

- the quality of innovative development of personnel – the ability of the enterprise to improve methods of managing innovative abilities and capabilities of personnel, which takes into account modern achievements of scientific and technical progress and the level of development of the information society, and also contributes to the stimulation of creative ideas, the manifestation of rationalizing abilities of

personnel and increasing its adaptability to innovations. The innovative development of the personnel potential of enterprises should be based on the principles of sustainable organizational and economic development, systemic interaction with the external macro- and microenvironment, responsibility and self-regulation, comprehensive use of modern information technologies, timely and sufficient resource provision, social security, as well as obtaining the maximum effect from the application innovative management programs, etc.

Thus, the modern competitive environment requires the top management of enterprises to find and implement new methods of managerial influence on the quality of personnel potential, because maintaining an appropriate level of personnel security is the key to building an effective system of economic security of enterprises as an artificial mechanism, the effectiveness of which depends on the available professional competencies personnel and the dynamics of their development in accordance with the current requirements of the labor market.

Understanding all these issues when forming a personnel policy will minimize the occurrence of threats from the personnel side and will have a positive effect on the general system of economic security of the enterprise.

The essence of personnel security is formed from many factors, but in our opinion, it can be argued that it is a process that eliminates threats related to personnel, their intellectual potential and personnel policy as a whole, both from external influences and from the internal environment of the enterprise.

Personnel security in the management system covers the entire process of human capital management. From hiring, adaptation, professional development, involvement in corporate culture, control of activities, involvement in decision-making.

The implemented optimal personnel security makes it possible for the enterprise to achieve economic stability and effective countermeasures against both external and internal threats.

The main document that forms the legal basis of state policy in the field of security at the state level is the Constitution of Ukraine. Article 3 states that: "a person, his life and health, honor and dignity, inviolability and security are recognized as the highest social value in Ukraine" [10].

A regulatory and legal document that affects the formation of personnel security and defines and regulates relations between employees and the employer - the Code of Labor Laws.

When implementing the personnel policy, it is necessary to take into account the main provisions of the Labor Code. Chapter 3 presents issues that must be specified in the terms of the employment contract. The conclusion of an employment contract is an agreement between an employer and an employee that defines the duties, rights and responsibilities of both the employee and the employer.

When forming personnel policy as a basis for personnel security, it is necessary to thoroughly analyze all articles of the Code of Labor Laws.

In order to form and regulate issues related to the personnel component of the economic security of the enterprise, it is necessary to significantly research and

analyze the Laws of Ukraine, regulatory provisions, instructions, Resolutions of the Cabinet of Ministers, i.e. the legal framework that directly concerns both the issue of security and the issue of labor relations between employer and employee.

The personnel component is the main part of the management system of every enterprise, regardless of the form of ownership and type of activity. In modern society, many definitions are used that refer to a person's labor activity and the management of his behavior at the enterprise: human resources management, personnel work, personnel policy, personnel management, human factor management, etc. But to consider the influence of factors directly and the list of the factors themselves on the personnel component of the company's economic security, we are more interested in the concept of "personnel management". The very definition of "personnel management" has undergone major transformations by different scientists and at different times. Thus, one can find examples of interpretations of the definition of how, presentation of goals and methods by means of which tasks are achieved at the enterprise, that is, the organizational essence of management. In some foreign approaches, personnel management is shown as an area of activity in which the needs for labor resources, personnel involvement, development and training, control, policy of participation in achieving the defined goals of the company and methods of direct management of employees are determined.

The main goals of personnel management in the context of economic security are:

- increasing the profitability of the company and increasing the share of the sales market for effective leveling of the possible occurrence of internal and external threats;
- increasing the competitiveness of the company and the financial stability of each employee;
- increasing the social stability of the company's staff.

Factors influencing the personnel component of economic security can be divided into internal and external.

External factors influencing the personnel component of the enterprise's economic security are shown in Figure 1.2.

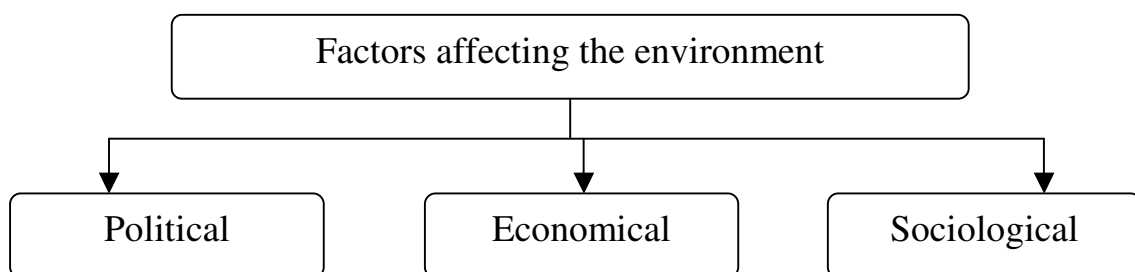


Fig. 1.2. External factors influencing the personnel component of economic security

The political factor can be considered as the degree of regulation by the state at the level of normative legal acts in social and labor relations. That is, the influence of state bodies on relations between employers and employees.

Economic factors occupy the most weighty share in external factors of influence. These include: the employment level of the population, the standard of living, economic stability (tax, financial, banking and budgetary spheres).

Sociological factors of external influence on the personnel component of economic security are primarily the level of education and the cultural level of the working population.

Factors of internal influence should include:

- enterprise management system;
- created working conditions;
- high-quality composition of the team (professionalism, dedication to the idea of enterprise development, social status of employees);
- selected method of enterprise management;
- motivation system.

External and internal factors influencing the personnel component of economic security must be considered as a single set of processes that interact with each other, and in the process of managing economic security have an impact on all other components of the company's economic security.

Solving issues related to the formation of an effective personnel management system and strengthening its influence on economic security requires the management and personnel department to significantly modernize the methods of working with personnel, which should be based on the experience of domestic, and primarily foreign practitioners and scientists, as the founders of science HR.

In the modern conditions of an unstable economic situation and military aggression, the problem of security in the personnel sphere and the personnel management system, as a component of economic security, is becoming the most urgent.

In the world economy, there are different approaches to the formation of personnel management. Thus, the most effective is the Japanese system, which takes into account national traditions, a sense of subordination, collectivism, constant professional and intellectual development, informal meetings with the families of employees, etc.

Professor T. O'Neill from the University of California believes that an effective personnel management system is possible when: "there is a formation among employees of a sense of belonging to common affairs, collective tasks; maintenance of enthusiasm, initiative; involving them in decision-making and responsibility distribution" [18].

In general, when researching world personnel management systems, it is necessary to note that there are two approaches that differ in spirit. The first is technocratic, the second is humanistic.

Thus, with a technocratic approach to personnel management, subordination to production processes takes first place and is reduced to the formation of the number and professionalism of personnel based on production processes.

In the case of humanism, the first degree is the motivation of employees, the formation of the "corporate spirit", the unity of the team in the system of life goals.

People are the most valuable asset, and an effective personnel management system and personnel component of the company's economic security are built on this fact.

In our opinion, the personnel management system in the context of the personnel component of economic security should be formed based on many factors and be based on basic principles (Fig. 1.3)

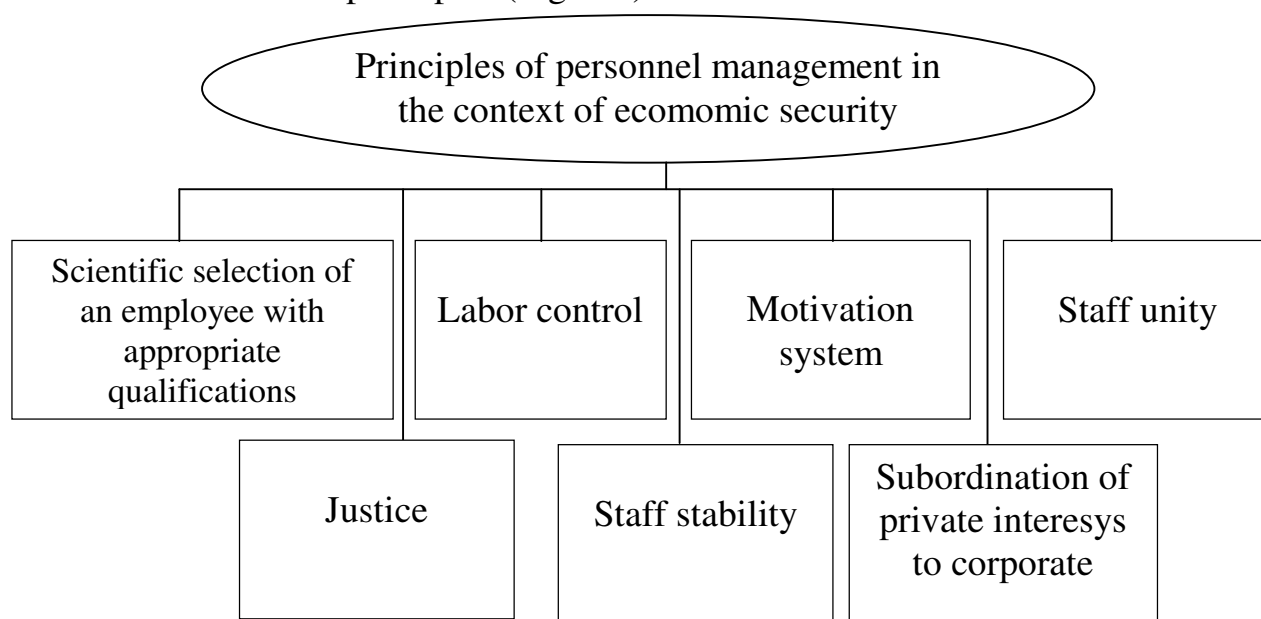


Fig. 1.3. Principles of personnel management in the context of the personnel component of economic security

As already stated, the provision of personnel security is influenced by both external (market and non-market) and internal factors, such as: social motivation, spiritual and moral potential, safety of life, ability to innovate, efficiency of management personnel. Also, in our opinion, it is necessary to add a system of wage formation to the internal provision of personnel security, as one of the types of motivational mechanism for increasing the level of the personnel component of the company's economic security.

Accounting support for personnel management at enterprises is directly entrusted to the personnel department. The main activity of the personnel department consists of personnel accounting, management of administrative documentation, and compilation and submission of reports.

One of the main components of the accounting and analytical support of the personnel component of the financial and economic security of the enterprise is personnel administration. It is conducted according to the rules and principles established for general record keeping.

The term "personnel" translated from French means professionals who are engaged in this or that activity, work in this or that system, industry, at this or that enterprise.

Personnel administration is defined as an activity covering the issues of documenting and organizing work with documents related to the personnel of the enterprise (or system) in matters of admission, transfer, dismissal, employee accounting, etc. The correct organization of personnel records is of great importance to ensure the minimization of threats in the personnel management system and as a basis for the formation of information.

It is in personnel services that citizens conclude an employment contract, familiarize themselves with the rules of the internal procedure, conditions of work, life, rest, and prospects for professional growth. The personnel service is a mirror of the institution, and the way in which it organizes the documentation support of management creates an impression about the institution as a whole.

Personnel administration is conducted in the following areas:

- Accounting of personnel of the institution and its divisions.
- Preparation of reports and necessary certificates on the transfer of personnel, development and production of necessary forms and forms for this.
  - Accounting of the state of training, retraining of personnel and their enrollment in the reserve.
  - Accounting and registration of the receipt of documents related to personnel, control over their implementation, primarily the implementation of orders and orders on personnel.
  - Organization of document flow to ensure prompt and clear execution and passing of documents and instructions of the management regarding all areas of work with personnel, compliance with general and specific rules for drafting and execution of documents for personnel work.
    - Compilation of nomenclature files from personnel records, their registration and management.
    - Preparation of personnel documents for transfer to the archive for storage.
    - Mechanization, automation and computer processing of personnel data.

The increase in production volumes and restructuring of economic management caused a significant increase in the volume of information in the field of personnel management. The number of official documents increases every year. The introduction of their machine processing in a number of services of large enterprises and associations does not reduce the number of personnel. To solve this problem, proper organization and mechanization are required: document processing, on which the effectiveness of the personnel management process depends. Much more time is taken up by documentation maintenance: preliminary review, accounting, storage, control, etc.

The organization of work in personnel services involves solving a number of tasks, including:

- a clear organizational structure of the activity and the choice of the most rational form of organization of work with documents;



- correct distribution of functions between individual performers and divisions, application of best practices and methods of record keeping. The resolution of this issue is carried out through the development and implementation of normative documents, job instructions, and standards. Special attention should be paid to the correct development of the job description of the personnel inspector;

- determination of criteria for assessing the work of employees, their workload;
- improving the qualifications and work culture of HR personnel services;
- rational organization of workplaces, provision of personal computers.

The workplace of each personnel service employee must be organized in such a way that the specialist's mental and physical efforts are directed to the performance of his functional duties without any obstacles.

Depending on the nature of the work, the work premises of the personnel service are conventionally divided into the following zones:

- management (working premises of the deputy head of the institution for work with personnel, head of the personnel department, head of the personnel training department, etc.);

- work with visitors (combines the workplace area of the personnel inspector (referent) and the visitor area, equipped with the necessary set of furniture);

- work with documents (here are the workplaces of most personnel service employees, equipped with everything necessary for receiving information, processing it, storing and issuing documents and materials);

- waiting (here visitors are waiting for a reception and at the same time can get primary information about the enterprise, if necessary, fill in personnel document forms);

- storage of documents (files, personal files and work books of employees, reports on the state of work with personnel, etc. are stored here).

According to calculations, the optimal size of personnel service premises at an enterprise with up to 2,500 employees is about 150 square meters.

Working conditions are a set of factors of the production environment that affect the health and working capacity of a person in the process of work. These are primarily sanitary and hygienic conditions (lighting, silence, temperature, humidity) and a set of furniture and office equipment for workplaces (desks, console tables for personal computers, chairs, file cabinets, stationery, telephones, fax machines, copiers, etc.) .

The equipment of workplaces of employees of personnel service should be carried out in accordance with job categories and instructions. It is recommended to consider the following requirements:

- Install furniture, equipment, shelves for documents so that they can be used conveniently.

- Place objects and tools taking into account the operations being performed.

- Store materials that do not require urgent processing in special folders. If documents require further processing, put them in places accessible to other employees.

- Small office equipment should be placed in designated places to achieve automatic movements. Materials that are constantly used should be placed so that they can be easily found.

- Use staplers of different colors to quickly and accurately find documents.

The use of special furniture plays an important role in improving the workplaces of clerical workers and helps to increase their productivity.

A desk is required for the work of the personnel department inspector. Two-end tables with a height of 78 cm and surface dimensions of 78x156 cm are usually used. The side end tables can be equipped with a device for storing file cabinets. The desk must be equipped with the necessary office equipment. In the upper left drawer of the table there should be a cassette with adhesive tape, a stapler, a device for small stationery items. In the upper right drawer, you can place a registration or control card file.

In order to correctly and timely make a decision on any issue, the head of the institution needs to have information about the state of personnel and the movement of personnel. A clear organization of personnel accounting is a necessary prerequisite for successful analytical and operational work with personnel.

Personnel records are kept at all enterprises, institutions, organizations of all forms of ownership, which have the right to independently hire and fire employees. Employees of all categories are subject to registration, regardless of the nature of work or position.

The organization of personnel accounting is directly entrusted to the personnel department, personnel inspector, personnel manager, secretary or other employee, who is appointed by order of the manager or owner of the enterprise, institution, organization, depending on the number of personnel.

Personnel accounting must provide reliable information:

- about the number of employees by categories, professions, qualifications, education, work experience, gender, age and other characteristics;

- about changes in the number and composition of employees in the institution as a whole and its divisions, as well as about the reasons for these changes;

- about the state of work on professional development, training and retraining of personnel by profession and category;

- about the quantitative and qualitative composition of personnel, promotion of young workers;

- about the state of training and internship of persons enrolled in the reserve, etc.

The possibility of obtaining the mentioned and other personnel data is ensured by the maintenance of the relevant documentation by the personnel service.

Personnel documentation is created as a result of work with personnel of an enterprise, institution, organization (their selection, transfer, training, retraining and education). It characterizes the legal, labor and service relations of an individual with the institution. This documentation appears together with the appearance of a person in the world and accompanies him throughout his life.

Personnel documentation reflects the activities of the institution in matters of accounting, acceptance, transfer, training, retraining, attestation, awarding and pension provision of personnel, etc. Service documents from personnel are the basis for providing citizens with documents certifying their identity, position, profession, as well as the basis for receiving benefits, scholarships, pensions or other financial assistance.

Personnel documentation is used in reference cases. Millions of citizens, almost the entire working population, apply more than once for a certificate or other document. The importance of personnel documentation increases especially when an employee retires.

Perhaps the most characteristic feature of personnel documentation is that it always reflects the activities of specific individuals, that is, it is a personal documentation. It is no accident that personnel documentation is the basis of funds of personal origin.

What has been said makes it possible to conclude that the management of personnel documentation, its accounting, use and storage should be left exemplary.

The set of documents for personnel management functions includes the following main groups of documents:

- personal and personal documents of employees;
- organizational and administrative documentation; primary accounting personnel documentation.

The group of personal documents of employees includes a passport, work book, military ID, diploma, certificate, certificate and other documents that represent legal confirmation of information that employees report about themselves. They can also include identity cards, documents on marital status, work experience, specialty, etc.

Personal documents are also documents issued by institutions to their employees for targeted recommendation: pass, business trip certificate, certificates confirming the place of work, position, salary.

According to the legal designation, personal documents can include employee applications for employment, dismissal or transfer, autobiography, as well as personal file documents characterizing the employee's business and moral qualities - attestation letter, application for appointment, etc.

A typical technological scheme for processing personnel documentation of the stage:

- documentation of labor relations; keeping personal files and work books;
- conducting reference and accounting and reporting work on personnel.

Organizational and administrative documentation establishes the labor relations of citizens with institutions and enterprises. Conventionally, it can be divided into the same varieties that are used in general record keeping: organizational (regulations, instructions, rules, statutes); orders (orders, resolutions, decisions, instructions, orders, resolutions); reference and information (reporting and explanatory notes, letters, lists, acts, protocols, references, reports, etc.).

The primary accounting personnel documentation performs the function of employee accounting and is a data store that provides the initial registration and subsequent updating of the necessary information about the composition and movement of personnel.

Based on the technology of registration and accumulation of personnel information, the group of primary accounting personnel documentation is divided into two interrelated subgroups: initial (initial) accounting documents; derived (repeated) accounting documents.

The original accounting documents are filled in according to the personal documents of citizens. These are: personnel record sheet, supplement to the personnel sheet, personal card and other specialized accounting documents.

Derived accounting documents are secondary in nature. Their main purpose is to provide complete, reliable information from all areas of reference, reference-control and reporting work on personnel. This subgroup of accounting documents includes: cards of specialized accounting of specialists, journal (book) forms of registration (indicative lists, accounting book, and others).

Accounting for personnel management involves the formation and submission of current and annual reports both for decision-making by internal management in various areas of management and to government agencies for information collection.

The personnel department, as the main information base of the personnel component in the company's economic security system, carries out personnel evaluations in cooperation with responsible employees. Timely identification and leveling of both external and internal threats depends on its reliability.

The personnel evaluation procedure is carried out in order to obtain information about the qualitative professional and personal characteristics of the employee, performance indicators (qualitative and quantitative), business and collective characteristics. Employee evaluation is also used to select candidates for promotion, part-time work, remuneration for work and dismissal.

The task of qualitative and quantitative business assessment of employees in the structure of analytical support of the personnel security component, primarily consists in determining the existing potential of employees, the possibility of their optimal use in the activities of the business entity, ensuring compliance with the position held and value for the company not only from a professional perspective, and personal return to fulfill the goals of the business entity.

It is also a very important point that the method of assessing the business quality of employees must be discussed directly with the staff, both when they are hired and in the process of their work.

Personnel evaluation is a system of parameters that allow you to accurately determine the quality and efficiency of work, the level of professionalism, competence and knowledge of employees. The skills, functions, and business qualities of employees are evaluated according to a set of indicators. The applied assessment criteria make it possible to objectively determine the effectiveness of each employee, to understand how well he copes with his work. As a result, a description of the state of each team member is given: does he or does he not cope with his tasks,

does he require additional training or, perhaps, has he already outgrown his position. Modern evaluation methods allow you to calculate the overall efficiency of the entire team.

Personnel evaluation is carried out when certain personnel problems arise in the company. These can be the following problems:

- constant staff turnover;
- decrease in labor productivity;
- regular employee complaints about working conditions;
- personnel management without analytics and statistics;
- reforming the personnel structure, introducing a new management system;
- changing company management, updating rules, goals, etc.

Part of personnel problems is solved with the help of personnel outsourcing. In some cases, an outsourcing company can provide staff for rent. However, in general, without a comprehensive assessment of employees, it is impossible to develop effective measures for strategic problem solving. The evaluation is carried out by the company's own personnel service, or independent experts are engaged for this purpose.

The objects of assessment are employees, structural divisions, the entire company team. Subjects of the assessment are company management, personnel management specialists, invited experts and consultants.

The value of personnel assessment for business is determined by the beneficial effects it provides. Among the main advantages of the evaluation, the following advantages can be distinguished:

- objective determination of the level of the company's employees - their knowledge, skills, efficiency, experience and merits;
- obtaining the necessary data for personnel reshuffle planning;
- promotion of promising employees, getting rid of those who prevent the business from developing;
- improvement of the motivation system;
- raising the organizational level, removing bureaucratic barriers;
- the assignment of objective, clear and realistically achievable criteria for the efficiency of employees.

The complex effect of these advantages consists in the growth of labor productivity, optimization of business processes, increase in manageability and stability. As a result, costs are reduced, the company's profit increases, and there is a positive impact on the economic security of the enterprise.

The personnel evaluation system should contribute to the achievement of the following goals:

1. Selection and hiring of employees who meet the required level of competence as much as possible, have the necessary experience, knowledge and skills for the corresponding vacant position.
2. Reduction of recruitment costs - the number of interviews and the burden on the personnel department decreases.

3. The formation of a base of clear objective criteria, which allow you to rely on the conducted in-depth analysis when making any personnel decisions in the future.

4. Obtaining a set of indicators for objective and impartial determination of potentially useful and potentially harmful employees. Formation of the company's personnel reserve based on these indicators.

5. Creation of comfortable conditions for work, improvement of labor discipline.

6. Optimization of personnel training costs without reducing quality due to rational use of resources.

Assessment tasks include determining the functional role of employees - now and in the long term. It is necessary to determine the potential for the employee's professional growth, to assess the prospects for his career advancement.

Another important task is to identify opportunities to fill skills, knowledge and competencies that a specific employee lacks. One of the results of the assessment is the determination and adjustment of the salary level.

When forming a personnel performance evaluation system, it is important to determine the main indicators for evaluation. They determine a person's suitability for a certain position, the level of his professionalism, business and personal qualities. The formalization of criteria allows you to make an objective assessment of the effectiveness of employees, divisions, and the entire team.

The main indicators that are used in the assessment:

Professional knowledge and skills (Hard skills)

This criterion determines to what extent the employee meets the requirements as a professional. The level of his knowledge and skills by profession, the efficiency of solving production tasks and other indicators are evaluated. This is the most understandable criterion, which is easily quantifiable and easily formalized. You can check the competence of an employee on exams, tests, on the basis of expert evaluation and other methods.

Personal, communication and other soft skills:

This group includes indicators for evaluating the personal qualities of employees. This criterion assesses the employee's sociability, loyalty or conflict, focus on the result or focus on the process. His leadership qualities, ability to achieve goals and solve tasks are determined.

Personnel evaluation based on these indicators allows determining the employee's suitability for the position and his career prospects. It is usually carried out by methods of testing and in-depth interviews.

Quantitative assessment of work results:

Evaluation of personnel based on this criterion involves the use of indicators that are accepted as ideal. It can be a sales or production plan, turnover, level of profit growth, business goals, etc.

These indicators are correlated with real results, which not only gives an understanding of the difference and dynamics in the numbers, but also allows us to

understand the reasons for the deviation from the plan. After a detailed study of these reasons, it is possible to evaluate the performance of employees.

When using this method of personnel evaluation, it is important to set the criteria correctly. Planned indicators and goals should not be taken out of thin air, but clearly tied to the current situation in the company. They must be achievable and real. At the same time, it is recommended to provide a certain reserve, which allows you to take into account the possibility of unforeseen events and changes.

Additional assessment criteria:

In addition to the listed basic criteria for evaluating employees, there are additional ones. Their use allows you to get a more complete, comprehensive picture of personnel occupying certain positions.

One of these criteria is loyalty to the company. From a loyal employee, you can expect a higher quality of work, compliance with labor discipline, he has higher motivation. However, it does not make sense to demand the same level of loyalty from all employees. For example, to perform a significant amount of routine work, you can use personnel on rent from an outsourcing company.

Another additional criterion can be called special requirements for managers, high-level specialists and narrow specialization. Specific criteria and approaches are needed to assess the competencies of this category of employees.

Personnel evaluation methods are divided into qualitative and quantitative. The former are deeper, the latter provide a wider coverage. In addition, combined methods are used, which involve the use of approaches of both categories.

Qualitative methods involve evaluating personnel through study, analysis, and description. Exact numbers are not needed here, but an in-depth look and immersion in the situation is used.

The following personnel evaluation methods are qualitative:

- Evaluation of tasks. We objectively determine how well the employee copes with his duties.

- Matrix method. The characteristics of a specific person are compared with the optimal indicators of an employee in the corresponding position.

- Method of system of arbitrary characteristics. The most important achievements and failures of the employee are considered, an idea of the general picture is formed.

- 360 degree method. Evaluation of the employee from all sides with the involvement of the manager, colleagues, customers and even himself.

- Group discussion. An interview is conducted with the participation of the manager, experts and an employee with a discussion of his work.

Most companies prefer to use quantitative methods of personnel evaluation. They are more understandable and allow you to get an unambiguous result due to the accuracy of the criteria.

The main methods of this group include:

- Point evaluation method — an employee receives points for each professional achievement at work. The results are evaluated at the end of the month or year.

- Rank method. During the evaluation period, employees are ranked according to work efficiency. According to the results, those who topped the rating are promoted, and those at the bottom may be fired.

- Method of free scoring. The professional and personal qualities of the staff are evaluated with the help of experts. Then the points are summed up, and the final rating is formed.

Combined methods combine qualitative and quantitative evaluation of employees. This allows you to get a comprehensive assessment of the company's personnel, which turns out to be the most reliable.

Common combined assessment methods:

- The method of the sum of assessments – all key characteristics of the employee for a specific position are assessed. Based on them, an average indicator is formed, which is compared with the "norm".

- Grouping system. Employees are grouped by level of efficiency: from the least efficient to the leaders. Then, candidates for dismissal are selected from the first group, candidates for promotion from the second.

Modern personnel evaluation methods are aimed at increasing the team's efficiency, finding vulnerable areas of personnel potential, making proposals for training or personnel rotation.

The main modern methods include the following:

- Attestation. For personnel, exams are periodically held to assess the level of competence, work results during the reporting period, the current state of knowledge and skills, and the level of soft skills. Attestation is not carried out for top managers, pregnant women, employees working for less than a year.

- Assessment center. A complex multi-day assessment procedure is carried out, which is divided into 3 stages. First, the goals of the assessment are determined, the scenario is developed, and the exercises are selected. Next, business games, tests, group discussions, interviews, case solutions are held. Then an integration session is held for each assessment participant and a decision is made.

- Business games. The employee's skills and training are tested by soft simulation of normal and non-standard situations that arise during work.

- The KPI (Key Performance Indicators) method — key performance indicators. Quantitative and qualitative assessment models, individual and team performance criteria in combination with expert and managerial competencies are developed during KPI evaluation. The KPI evaluation mechanism is convenient and simple, provided that the criteria are correctly drawn up and set with an understanding of the tasks.

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The assessment is carried out at various stages of work with personnel. Let's consider each of these stages separately.

### 1. Selection

The purpose of the evaluation is to determine the candidates who best fit the vacant position.

Professional knowledge and skills (hard skills) are evaluated. For this, information is collected from previous places of work, data on education. In highly specialized areas, it is possible to involve an expert to study the resume.

Candidates' personal and business qualities (soft skills) are evaluated. For this, tests or cases are sent to them, and online or face-to-face interviews are conducted.

Also, at the stage of personnel selection, it is necessary to carry out checks:

- reliability of the information provided by the candidate;
- reliability and loyalty of the candidate;
- possible criminal records, gross violations at the previous place of work, other stopping factors.

### 2. Adaptation of new employees

During the test period, it is necessary to monitor the adaptation of newcomers to the team. They should be comfortable in their new place, and the company should have further prospects for working with such employees. The main task at this stage is to reduce the dismissal of newcomers, distinguish among them promising and worse ones, and identify employees who need training.

Interviews with new employees, surveys of their colleagues and managers are conducted for evaluation.

### 3. Personnel management

At this stage, personnel assessment is necessary to determine the reasons for non-fulfillment of plans, to identify problems in communications, including hidden and emerging ones. KPI indicators are actively used for work, group discussions, surveys, interviews are conducted. Quantitative criteria provide the main information here. Qualitative assessment methods are used in unclear and controversial situations.

The main tasks are to increase the efficiency of the team and reduce staff turnover. For valuable employees, individual motivation systems are developed, they get new opportunities and promotion prospects. Employees who are found to be harmful can be replaced.

#### 4. Release

This is an important stage of work with personnel. Personnel evaluation helps to make a business-friendly, unbiased and objective decision to fire an employee who is harmful to the company or does not perform well.

At the same time, there are difficult tasks of improving work processes, collecting feedback from the dismissed employee, minimizing his negative impression in order to preserve the company's reputation.

#### 5. Working with assessment results

The assessment results are drawn up in the form of reports and tables. Quantitative studies are convenient for analysis in tabular form, as well as in the form of graphs with short conclusions. When using qualitative methods, the report contains detailed descriptions and conclusions of experts. As a result, the company's management receives detailed information about the employee, which must be used correctly.

Basic rules for working with personnel evaluation results:

- compliance with confidentiality. A limited circle of people should have access to the results, which includes an expert, a specialist and the head of the personnel service, the company's management. This is necessary to exclude the leakage of personal data.

- Feedback. The evaluation results must be discussed in detail, tactfully and honestly with the evaluated employee.

Bringing the general results of the quantitative assessment of efficiency to the team. Personnel must be aware of whether or not benchmarks have been achieved. It is an important incentive and tool for motivating the team. This is especially important for divisions in which it is necessary to constantly strive for more, for example, for the sales department.

The results of personnel evaluation should be analyzed in detail, and conclusions drawn based on them. Only in this case, the procedure makes sense, which is expressed in the improvement of personnel policy, optimization of business processes and increase in the efficiency of the company's work. If the results are not analyzed by the management and do not serve as a basis for the formation of personnel policy, then the evaluation procedure will not only be a waste of resources and time, but will also become additional stress for the team, which will have a negative impact on work.

Regular assessment of personnel is an important measure without which full-fledged personnel management in the system of economic security of the enterprise is impossible. It gives you an idea of the team and each individual employee. This information will help promote talented and promising employees, pull up laggards, and get rid of team members harmful to the company. It is necessary to carry out

evaluations regularly in order to constantly keep a finger on the pulse of changes in the team.

To obtain accurate and useful results, it is necessary to decide on the applied methods and tools. They need to be selected for the purposes. In one case, rather precise and clear quantitative criteria, in the other, a detailed psychological analysis using qualitative methods is necessary.

The definition of participants, time, form and content of the assessment depends on the purpose of the conduct.

The following criteria are also taken into account, which are shown in Figure 1.4.

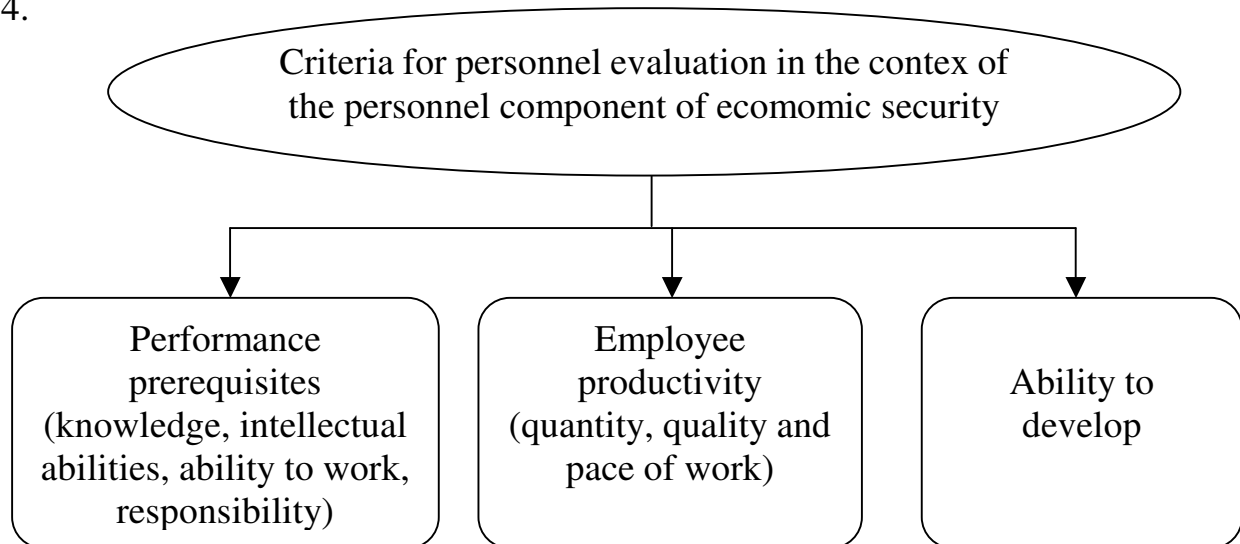


Fig. 1.4. Criteria for personnel evaluation in the context of the personnel component of economic security

The personnel evaluation process must take into account what category of employees will be evaluated. Thus, for the assessment of department heads, it is possible to apply assessment in the following directions:

- evaluation of the results of the main activity (productivity, quality, complexity of work);
- assessment of activities that accompany the main one (professional improvement of qualifications, social activity);
- assessment of interaction in the team (authority, socio-psychological state, personal characteristics).

The effective use of assessment in the personnel component of economic security makes it possible to identify the potential of employees, the effectiveness of its use, personal and professional qualities of a person, intellectual and psychological abilities, determine the value for society and reduce the possibility of both external and internal threats in the system of financial and economic security.

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