

SEPARATE WAYS OF PROVIDING THE FORENSIC INSTITUTION WITH QUALIFIED EMPLOYEES

Serhii TIULIENIEV, ORCID 0000-0001-9685-1536¹,
Hanna SPITSYNA, ORCID 0000-0001-9131-0642¹,
Iryna PETROVA, ORCID 0000-0002-1652-6715²,
Daria DAVYDENKO, ORCID 0000-0001-9124-9511³

¹*Directory, National Scientific Center «Hon. Prof. M. S. Bokarius Forensic Science Institute»
of the Ministry of Justice of Ukraine, Kharkiv, Ukraine*

²*Theoretical research laboratory, National Scientific Center «Hon. Prof. M. S. Bokarius Forensic Science
Institute» of the Ministry of Justice of Ukraine, Kharkiv, Ukraine*

³*Postgraduate and doctoral studies, National Scientific Center «Hon. Prof. M. S. Bokarius Forensic Science
Institute» of the Ministry of Justice of Ukraine, Kharkiv, Ukraine*

Corresponding author: Daria Davydenko, email: davidenko.dasha@ukr.net

Abstract. The article deals with the topical issue of providing qualified employees to forensic expert institutions of Ukraine. It was determined that personnel policy is an integral component of the country's economic system. According to the authors, modern approaches to the management of organizations require organizational changes in the priority areas of personnel development, including the processes of recruitment, selection and placement of personnel. It is noted that the rational arrangement of personnel is the distribution of employees by positions, in which the discrepancy between a person's personal qualities and the requirements for the work performed by him is minimal without excessive or insufficient workload. The purpose of the article is to highlight the ways of selection and placement of professional personnel as one of the directions of providing a forensic expert institution with qualified professional employees. To achieve the goal, general scientific methods of theoretical generalization, comparison, system analysis and formalization were used. The issue of effective provision of training by qualified personnel of forensic expert institutions of Ukraine was considered. The process of personnel selection, possible methods used for this process are considered in detail. The system of errors that are allowed in the personnel policy of forensic institutions and possible options for solving them are separately defined. Ways to overcome staffing errors that are more effective are proposed.

Keywords: error, personnel policy, personnel selection, placement of personnel, team, forensic expert institutions.

Author contributions

The authors made an equal contribution to the article. Together they selected literature, analyzed it and drew common conclusions.

Disclosure statement

The authors have not any competing financial, professional, or personal interests from other parties.

INTRODUCTION

Personnel policy is a component of economic policy and personnel management in general. It is related to economic policy, because within its limits, state bodies and management of both state and private organizations and institutions make fundamental decisions in the field of human labor, which

cover all functional branches of a specific organization. The quality of these decisions depends to some extent on the professional suitability of the employees who are empowered. Last but not least are the level of employee utilization, stimulation of their development, job assignments, and wages, as important factors in the successful operation of any organization. Therefore, it remains unclear the fact that even today in some institutions the heads of personnel management departments play a secondary role in the selection of personnel compared to the heads of other divisions or institutions in general. It should be noted that the selection (selection) and placement of personnel is an important organizational measure on which the efficiency and stability of the institution's activity depends, and forensic experts of the institution are no exception.

THEORETICAL FRAMEWORK

A number of works by domestic scientists are devoted to the issue of providing qualified employees of forensic institutions. For example, V. Fedchyshina (2012) considered the issue of the hierarchy and multi-vector nature of forensic expert activity. She noted that the implementation of expert justice provision is one of the main tasks of the Ministry of Justice of Ukraine, and disclosed the mechanisms for the implementation of forensic expert activity, the organization of scientific and methodological support for forensic expert activity, and the organizational and management principles of the activities of state specialized institutions. Along with this, M. Scherbakovskiy (2008) paid attention to the issues of the qualification of a forensic expert for high-quality conducting of forensic examinations.

At one time, V. Kontimirova (2020) noted that the development and effectiveness of the system of judicial expert institutions of Ukraine in the conditions of European integration, democratization of public relations and the active process of reforming national legislation today require careful study and application of international experience in this field, bringing the norms of national legislation into compliance with modern international standards and strengthening of international cooperation between forensic institutions on the basis of recognition and compliance with established international standards of forensic activity.

However, the question of the organization of selection, selection and placement of personnel in forensic institutions to ensure their effective work and further powerful development remained outside the attention of scientists.

METHODOLOGY

The purpose of the work is to highlight the ways of selection and placement of professional personnel as one of the directions of providing the forensic expert institution with qualified professional employees.

To achieve the goal, general scientific methods of theoretical generalization, comparison, system analysis and formalization were used.

RESULTS

In the process of personnel selection, each specific candidate for a position is studied in order to determine the employee's suitability for successfully performing his duties in certain positions. When staffing, it is important to combine all departments, the heads of which should direct the activities so that the forensic institution functions as a single entity.

Selection and placement of personnel is one of the important functions of the management cycle, which is implemented by the management of any institution. Everyone participates in this process: managers of various ranks and the personnel department, and it is aimed at evaluating the business qualities of the future employee. The effectiveness of the institution as a whole largely depends on the organization of the process of selection and placement of personnel both in separate areas of activity of the forensic expert institution (for example, such activities as expert, research, educational, etc.), and in the general management system.

The selection and placement of employees is understood as the rational distribution of employees of the institution by structural subdivisions and positions in accordance with the accepted system of labor distribution and cooperation, on the one hand, and the abilities, psychophysiological and business qualities of an individual employee that meet the requirements of the content of the work performed, on the other. The purpose of this process is twofold:

- formation of active labor collectives within structural units;
- creation of conditions for professional growth of each employee.

Scientists noted that the selection and placement of employees is based on the principles of compliance, perspective, and variability (Balabanova, Sardak, 2006). The principle of conformity means the conformity of moral and business qualities of applicants with the requirements of certain positions. The principle of perspective is based on taking into account the following conditions:

- establishing an age limit for various categories of positions;
- determination of the duration of the period of work in one position and in the same area of work;
- possibility of changing profession or specialty, organization of systematic professional development;
- health status.

The principle of variability is that the better use of employees should be facilitated by intra-organizational labor promotions, which are understood as the processes of changing the place of employees in the system of division of labor, as well as changing the place of employment within the forensic institution, because the stagnation (aging) of personnel, associated with a long stay in the same position, has negative consequences for the activity of the institution.

The selection and placement of employees forms effective staffing through the replacement of employees in positions, based on the results of comprehensive assessment, career planning, working conditions and remuneration of employees of the forensic institution.

Maximally efficient use of personnel is one of the most important factors in the success of any forensic institution. Employees are the key resource on which the productivity of the institution as a whole depends. Because of this, there is a need to implement personnel management capable of creating an environment in which labor potential will be fully realized, employees abilities will develop, and the level of satisfaction with their work will increase.

Separately, we note that the level of work with personnel today does not correspond to the tasks that forensic expert activity should solve in the conditions of reforming the judiciary of Ukraine, the implementation of an active social and personnel policy. Such a situation is due to the fact that the practice of personnel support of forensic institutions quite often neglects the achievements of scientific and technical progress: scientific methods of assessment, placement and training of personnel using the results of scientific research are weakly implemented in the practice of personnel services.

An effective process of selecting employees is especially important for a single forensic expert institution, because, as scientists note, it is precisely from the rational staffing of the institution that its image, effectiveness, and competitiveness depend (Nazarova, 2012).

Scientists have proven that personnel management in any institution functions thanks to the introduction of effective technologies. Personnel management technologies are a system of goals, means and methods of exercising managerial influence on employees. The formation of personnel is the main task of personnel management not only at the start of the institution's development, but also throughout its life cycle. Depending on how actively the personnel service is engaged in the process of forming the composition of the institution's employees, takes care of improving the structure of the personnel composition and determining the predominant qualities of employees, the effectiveness of the institution's activities as a whole depends in many respects (Hoshovska, Pashko, Fugel, 2013).

The selection of employees in the staffing structure of a forensic institution is a rather responsible and complex process that cannot be implemented without following a certain algorithm, which is used regardless of the applied recruitment technologies and contains three blocks with corresponding components in each block.

Search for job applicants (Zelenkov, 2011):

- formation of requirements for a vacant position;

- determination of the method of searching for an applicant for a position;
- vacancy announcement.

Selection of applicants for the position:

- analysis of the resume provided by the applicant;
- preparation and conduct of an interview during applicant selection;
- testing the candidate for the position and evaluating his results;
- verification of information about the applicant for the position.

Making a decision on admission to a specific position:

- selection of the best candidate for the position;
- job offer and contract conclusion.

As can be seen from the given algorithm, it is at the first stage (the first block) that it is determined how the search for a potential employee will take place. Domestic institutions should support global trends and turn to modern recruitment technologies (Zhilyaeva, 2010).

The peculiarity of one of the types of personnel recruitment is that it is a separate direction of search and selection of key and rare employees, both by specialty and by the level of professionalism of specialists. This happens due to the active search for candidates in various institutions of the customer's profile, among those who have already proven that they are successful in this type of work (Naumenko, L., 2020). This type of recruitment of employees for forensic expert institutions can take a leading place among others in personnel supply, since forensic expert activity needs not only specialists in various fields of knowledge, but also highly professional people with work experience and unique skills and abilities.

During the interview with the candidate for the position, special attention should be paid to the thoroughness of its preparation and direct conduct. Such attention is due to the fact that at the interviews the personality of the candidate for the position, his business opportunities and motivation are comprehensively investigated, recommendations are checked. The interview allows you to identify the components of motivation of the applicant for the position, in addition, the probability of a successful selection when using such technology is very high.

Among the recruitment technologies, the following are relevant: high-quality search for an applicant for a vacant position; in-depth selection of an applicant for a position and the method of “surface” selection for “mass” positions (Shipulina, Kaspruk, 2012). Let's consider these methods in more detail.

High-quality search for an applicant for a position:

- takes into account the personal and business qualities of the applicant for the position;
- allows you to select key managers and specialists in various fields of knowledge;
- the selection is carried out taking into account the specifics of the position in the forensic institution and the complete collection of all data about the candidate for the position;
- the probability of successfully closing the vacancy is from 60 to 100%.

In-depth selection of an applicant for a position:

- selection is carried out through announcements and mass media;
- selection of the best available in our own database (i.e., from our own employees);
- selection in accordance with formal requirements, taking into account the characteristics of the candidate's business and personal qualities;
- the probability of successfully closing the vacancy is from 10 to 40%.

“Surface” selection for “mass” positions (positions):

- selection of applicants for positions according to formal requirements (education, gender, age, work experience);
- the probability of successfully closing the vacancy is 5-10% (Shipulina, V., Kaspruk, 2012).

We are convinced that the latter method cannot be recommended at all for the formation of high-quality personnel of forensic institutions, taking into account the complexity of their activities in modern conditions.

It is also necessary to dwell on the characteristics of the main modern technologies of recruiting employees for vacant positions.

Candidate search is a method of selecting rare, key and highly professional specialists with unique competencies (for example, heads of various structural units in an institution) (Naumenko, 2020). The main difference between a qualitative search for a candidate and a standard technology for selecting applicants for vacant positions is that a qualitative search for a candidate provides the client with a set of additional consulting and information services.

In general, the stages of the process of quality search for an applicant for a position have the following components:

- analysis of the needs of the forensic institution in terms of employees;
- labor market research and selection of necessary specialists;
- preparation of questions for the interview and direct contact with the candidate for the position;
- conclusion of the contract and warranty support of the applicant.

The scientists emphasized that the service of quality search for an applicant for a position is quite expensive: in global practice, the fee for searching and “luring” a specialist is about 30% of the total annual income of the hired employee (Zhilyaeva, 2010).

It should be noted that the practical implementation of a high-quality search for an applicant for a position has its own disadvantages and advantages:

- the guarantee of a high probability of selecting the specialist required by the institution is associated with large financial, time and labor costs;
- lack of professional training and uniform criteria for evaluating applicants for vacant positions;
- sometimes they lure not one specialist, but whole teams, which can cause huge losses to the institution in the future.

Another important modern technology of personnel selection in the staffing system of forensic expert institutions is in-depth selection of an applicant for a position. The use of in-depth selection of an applicant for a position involves the selection of personnel taking into account the real features of the vacant position and the business and personal qualities of the applicant for the position, which is carried out with the help of the existing candidate base and based on feedback on announcements in the media.

In-depth selection of the candidate can be carried out by employees of the personnel department of the institution or by a recruitment agency. There is internal and external in-depth selection of an applicant for a vacant position. Internal in-depth selection of an applicant for a position is one of the forms of career growth of employees of a forensic institution. External in-depth selection of an applicant for a position is a search and selection of candidates from third-party sources. One should agree with scientists who claim that the in-depth selection of an applicant for a position takes place in stages, and also note that such stages are also characteristic of forensic expert institutions, namely:

- search for job applicants;
- selection of potential applicants;
- selection of applicants for a vacant position;
- adaptation of new employees (Konovalenko, 2011).

“Surface” recruitment for “mass” positions is another modern recruitment technology, however, in contrast to the above-mentioned technologies, it involves the so-called “surface recruitment”, which is practically impossible to use in the personnel supply of forensic institutions due to the peculiarities of their. That is, the selection of potential employees takes place on formal grounds (age, sex, education, approximate work experience) and is carried out by the institution by sending a request to the employment service, posting job vacancies on the Internet, mass media, however, as the leading method of selecting employees in personnel provision of forensic institutions can be used with many caveats. The following stages of “surface” selection for “mass” positions are distinguished:

- market analysis of current vacancies;
- analysis of the requirements for the applicant for the position and the proposed terms of employment;
- direct search and initial selection of job applicants;
- analysis of the applicant’s resume;
- conducting an interview with the applicant;

– making a decision on hiring the candidate in question (Shipulina, Kaspruk, 2012).

Having analyzed the essence and features of modern employee selection technologies, it is possible to provide their systematization according to the category of potential employees:

- high-quality search for applicants for positions, often designed to search for senior managers or heads of their divisions;
- in-depth selection of applicants for positions - designed to find applicants for the positions of forensic experts, scientific employees, etc. in forensic institutions;
- “superficial” selection focuses on “mass” positions, it is used to select auxiliary and service personnel of forensic institutions.

It follows from the above that a high-quality search for an applicant for a position is the most expensive modern technology of recruiting employees, and “superficial” selection for “mass” positions does not require very significant costs.

The selection of applicants for the position is carried out in various ways, and the main task of this method is to compile a list of qualified applicants for further activities within the limits of the financial resources allocated by the institution for this purpose, and the human resources available to carry out the work on the selection of candidates. There are a number of ways to attract job applicants:

- search within the institution;
- selection with the help of own employees;
- candidates who offered their services;
- announcements in mass media;
- search in educational institutions;
- appeal to the state employment service;
- use of private recruitment agencies, etc.

The selection and placement of employees involves career planning, which is carried out taking into account the results of assessing the potential and individual contribution, the age of the employee, his work experience, the level of qualifications and the availability of vacant positions, as well as ensuring appropriate working conditions and wages, workplace equipment, social benefits and guarantees (Magura, 1998). In the case of quality placement, planned promotion of the employee is envisaged, which includes promotion, transfer, demotion and dismissal of employees depending on the results of their evaluation and compliance of the terms of payment with the vital interests of each employee.

Very often, personnel selection is identified with the process of personnel selection, which is illegal from the point of view of semantic linguistic load.

Selection is selection from the number of applicants for the vacant position of manager or specialist by means of assessing the business qualities of the applicants for the position. At the same time, special methods are used that take into account the system of business and personal characteristics, covering the following groups of qualities:

- socio-civic maturity (ability to subordinate personal interests to social ones; ability to listen to criticism, be self-critical; take an active part in social activities; have a high level of political education);
- attitude to work (a sense of personal responsibility for the assigned task; a sensitive and attentive attitude towards people; diligence; personal discipline, demanding adherence to discipline, etc.);
- the level of knowledge and work experience (availability of qualifications that correspond to the position held; knowledge of the objective foundations of management in the institution; knowledge of advanced management methods; work experience in the organization, etc.);
- organizational skills (the ability to organize the management system and one’s work; mastering advanced management methods; the ability to conduct business meetings; the ability to self-assess one’s own capabilities and work; the ability to evaluate the capabilities and work of other people);
- the ability to work with people (the ability to work with subordinates and managers of various organizations, to create a cohesive team, to select, assign and secure personnel);
- the ability to work with documents and information (the ability to briefly and clearly formulate a goal, draft business letters, orders, orders; clearly formulate instructions, issue tasks; knowledge of the possibilities of modern management technology and the ability to use it in one’s work; the ability to read documents);

– the ability to make and implement decisions in a timely manner (the ability to ensure control over the implementation of decisions; the ability to quickly navigate in a difficult environment and resolve conflict situations; maintaining psychological hygiene, the ability to control oneself; self-confidence);

– the ability to see and support the cutting-edge (the ability to see new things, recognize and support innovators, enthusiasts and rationalizers; the ability to neutralize skeptics, conservatives, retrogrades and adventurers; initiative; courage and determination in supporting and implementing innovations; the ability to take justified risks);

– moral and ethical character traits (honesty, conscientiousness, decency, principledness, balance, restraint, politeness, persistence, sociability, attractiveness, modesty, simplicity and neatness) (Murashko, 2008).

In each specific case, positions most important for a specific position and institution are selected from this list (with the help of experts), adding specific qualities that an applicant for a specific position should have. When selecting the most important qualities for determining the requirements for an applicant for a particular position, it is necessary to distinguish between the qualities that are necessary for entering a job and those that can be quickly acquired by getting used to the job after being appointed to a position. After that, experts determine the presence of these qualities in applicants for a vacant position. The applicant who has the most qualities necessary for the vacant position occupies this position.

Currently, there are three main mechanisms for the selection, nomination and placement of employees: free selection, compliance with formal criteria and competition.

Free selection consists in the independent activity of the personnel department of the forensic institution in search of candidates for certain positions. The disadvantages of free selection are the limitation of the circle of people from which candidates are selected, the randomness of advancement along the career ladder, the difficulty of meeting the requirements that are uniform for the entire apparatus.

The second mechanism is implemented in accordance with established formal criteria – for example, the nomenclature of positions of managers and specialists, professional and qualification characteristics of positions, etc. The disadvantage of this mechanism is that it is practically impossible to determine a complete and accurate list of necessary requirements for the corresponding employee.

The third mechanism is based on the principle of competitiveness of candidates for a certain position. The advantages of this mechanism are publicity, which creates the necessary conditions for monitoring the implementation of personnel policy, as well as providing the opportunity for a wide range of people to participate in the competition. It should be noted that this mechanism is widely implemented in the staffing of forensic institutions. In addition, we separately emphasize that a special, but closest to the competitive, form of filling positions, especially managerial ones, is the holding of elections.

The main initial data for the selection and placement of employees, which, as a rule, are also used in the staffing of forensic institutions are:

- service career models;
- philosophy and personnel policy of the organization;
- The Labour Code;
- materials of attestation commissions;
- employee contract;
- staff schedule;
- job instructions;
- personal files of employees;
- Regulations on payment and labor incentives;
- Provisions on the selection and placement of personnel, etc.

As a result, all vacant positions in the forensic institution must be filled taking into account the personal wishes of the employees and their planned career. Currently, the use of prognostic methods for determining the job suitability of an applicant, built on the basis of a hypothesis about his future

activity, is increasingly relevant. At the same time, practical methods of determining the degree of suitability of the applicant for a specific position are also successfully used - separate assignments, temporary replacement of the position, internship, etc.

DISCUSSION

To solve the problem of selection and placement of employees in the organization, their promotion, it is possible to recommend a profile method that is successfully used in countries with a market economy. The application of this method requires an analytical selection of the requirements and personal qualities of the employee, which allows you to directly compare them with each other. The basis of the profile method is a catalog of characteristics – requirements that are imposed on the employee depending on the work he performs.

Characteristics (indicators) must be described and combined into a certain number of categories, each level of requirements is assigned to some indicator and must also be characterized. Each level of requirements corresponds to a certain level of employee qualities. The catalog of characteristics makes it possible to take into account the requirements due to the specifics of the tasks that the applicant must perform in a specific position, as well as the qualities of employees and even graphically depict them.

The results of the activity of a forensic expert institution in conditions of high competition in the labor market ultimately depend on the extent to which the employees correspond to the positions they occupy, and the positions correspond to the employees. Thus, the application of the profile method makes it possible to directly compare the requirements and personal qualities of employees (Table 1).

Table 1 Indicators affecting the selection and placement of personnel

№	Names of indicator categories	Name (code) of indicators	Assessment of the employee's degree of compliance with the requirements of a specific position	
			Indicators according to which the employee does not correspond to the position held	Indicators according to which the employee corresponds to the position held
1	Qualification level	a) qualifications do not meet the requirements of the position; b) the qualification does not meet the requirements of the position, but the employee has extensive experience; c) qualifications meet the requirements of the position	does not meet the requirements of the position; conscientiously does not fulfill his duties	the employee's qualifications do not meet the requirements of the position, but the employee has extensive experience; the qualification of the employee corresponds to the position he holds
2	Business qualities	a) does not perform official duties; b) does not fulfill some official duties; c) fully fulfills official duties; d) fulfills his duties and helps others	does not perform many official duties; does not perform some official duties	the employee fully fulfills his duties; the employee fulfills his duties and constantly performs the work of other officials
3	Efficiency	a) underemployed; b) working, but works without initiative; c) working and proactive	the employee is not very hardworking; working, but works without initiative	the employee is hardworking, but not proactive enough; hardworking and proactive; shows dedication, high initiative

№	Names of indicator categories	Name (code) of indicators	Assessment of the employee's degree of compliance with the requirements of a specific position	
			Indicators according to which the employee does not correspond to the position held	Indicators according to which the employee corresponds to the position held
4	The quality of the work performed	a) errors and deficiencies in work are assumed; b) minor errors are assumed; c) the work is done qualitatively; d) the work is mostly done well	the employee is allowed to make mistakes and lack of work	the employee makes minor mistakes; the employee performs the work well; the employee generally performs his duties well
5	Discipline	a) allows violations of labor discipline; b) sometimes allows violations of discipline; c) disciplined	the employee systematically violates labor discipline	the employee sometimes allows violations of labor discipline; the employee is disciplined
6	Psychological compatibility	a) the employee is not compatible with the team; b) the employee is compatible with the team, but there are cases of improper relationships; c) the employee is psychologically compatible with the team	the employee is psychologically incompatible with the team	the employee is psychologically compatible with the team, but allows cases of improper relationships; the employee is psychologically compatible with the team

As can be seen from Table 1, the selection and placement of employees in a forensic institution, being a direct expression of the division and cooperation of labor, creates the collective of the institution. When forming it, it is necessary to keep in mind not only the professional, business and personal qualities of each of its members, but also the effect of their combination - psychological compatibility, which helps employees to work quickly and successfully with each other, which generates satisfaction with their work.

Selection and placement of personnel within the collective is one of the effective means of increasing labor productivity, improving the use of labor, material and financial resources. The correct selection and placement of personnel implies that each employee should be assigned a job that corresponds to the level of his knowledge and practical experience. Therefore, when assigning people to positions, it is necessary to ensure that the difficulty of performing tasks has a minimum deviation and corresponds to the qualifications of a particular performer.

The goal of rational staffing is the distribution of employees by position, in which the discrepancy between a person's personal qualities and the requirements for the work performed by him is minimal without excessive or insufficient workload (Savchenko, V., 2007).

Evaluation of applicants for a position is a separate stage of recruitment and selection of applicants for vacant positions. At the same time, the management of forensic institutions should always remember that it is responsible for the correct selection of applicants who could implement the strategy of the forensic institution, as well as for employees to feel good at work, and the work is responsible b their abilities and opportunities.

Evaluation of employees is a purposeful process of establishing the correspondence of business and personal qualities of an individual to the requirements of the employee's position or place of work (Vasylchenko, V., Grynenko, A., Grishnova, O., Kerb, L., 2005). Scientists propose to combine employee evaluation methods into three main groups:

- prognostic methods that use questionnaire data, written or oral characteristics, opinions and feedback of the manager and work colleagues, personal conversations and psychological tests;
- practical methods, which are used to check the suitability of the employee to perform job duties based on the results of his practical work, for which the technique of test movements is used;
- simulation methods, when the applicant is offered to solve a specific task (Hirnyak, 2015).

It is expedient to select an applicant for a vacant position in a forensic institution based on the comprehensive use of the above methods. As a result, an expert assessment of the properties and business qualities of the person applying for the vacant position is carried out. In each individual case, the set of evaluation criteria will depend on the content and quality of the tasks performed by him in the future in this position (expert, scientist, etc.). When analyzing the employee's attitude to work, the following are assessed:

- initiative of the candidate for the position;
- the ability to withstand significant loads;
- the ability to adapt to different situations (Zelenkov, 2011).

Diligence of an applicant for a vacant position implies a careful attitude to the means used when solving tasks and their use; optimal use of raw materials and materials; the degree of reduction of material costs at each workplace, etc.

Evaluating the readiness of an applicant for a position to cooperate, take into account the possibility of his participation in solving joint tasks, relationships in the team, the ability to participate in collective work, reaction to comments from colleagues, and other personal qualities. These criteria form the basis for evaluating a future employee of a forensic institution, as there are not isolated cases of them conducting commission and complex forensic examinations, which require the skills of collective work - working in a "team". It is important that each of these criteria can be expressed quantitatively (for example, in points). Point assessment allows you to determine the extent to which the proposed criteria are present in this or that employee.

Methods and methods of selection and evaluation of applicants for vacant positions are most often divided into personal and technical.

a) personal include:

- analysis and evaluation of documents;
- testing;
- interview interview.

b) technical methods of evaluating employees:

- working experiment (assessment centers);
- graphological conclusion (Gavkalova, 2014).

In the group of personal methods of evaluating job applicants, it is most difficult to conduct interviews. An interview is not an ideal method of personal assessment of an applicant for a vacant position, so it is advisable to supplement it with other methods. The main purpose of the interview is to find out whether the applicant is interested in a vacant position in this institution and whether he is capable of performing the duties it entails. In the process of an introductory interview with an applicant for a vacant position, it is recommended to use evaluation sheets to record the impression of the survey. It is recommended to combine different techniques of questions (free, structured or standardized) in the introductory conversation (Nazarova, 2012).

The interview can be conducted with two or more persons applying for the position, but not simultaneously. It is better if the head of the structural division in which there is a vacancy and an employee of the personnel department participate in the conversation from the side of the forensic expert institution. After the introductory interview, an assessment is formed, which must take into account the following criteria:

- behavior of the candidate for the position;
- appearance of the applicant;
- sociability, courtesy during the interview;
- manner of speaking, pronunciation, eloquence of the applicant;
- cleverness;

– whether the applicant is suitable for the position of the team or other employees of the structural unit;

- professional suitability, education, work experience;
- relation to the position and to a specific forensic institution.

The purpose of the conversation with the applicant for the position is to select a person from the applicants whose personal and professional profile best matches the defined requirements of the vacant position. At the same time, the possibility of further professional development of the applicant for the position, planning of his career, etc. is taken into account.

The more perfect, which allows you to determine the real state of the applicant for the position, is testing. With the help of special tests, you can determine the professional suitability of candidates, their compliance with the requirements of the vacant position. It should be noted that recently testing is gaining more and more popularity among the leading companies of developed countries. The advantages of this method are the ability to assess the current state of the applicants, taking into account the specifics of the institution and the future position.

The main disadvantages of primary selection in this way are high costs, conditional and limited tests, and the need to seek outside help. In special cases, along with the main methods of primary selection of candidates, it is possible to use handwriting examination, as well as physiognomy data.

CONCLUSIONS

Based on the current legislative framework, recently the practice of hiring an employee with a probationary period is becoming more and more widespread. This form makes it possible to evaluate the applicant for the position directly in the given position without making commitments regarding his indefinite employment. During this period, the employee performs his official duties in full and receives remuneration for this. However, the agreement with him can be terminated after the end of the trial period without any consequences for the institution. It should be emphasized separately that mistakes, miscalculations in the selection and placement of employees can nullify the result of meaningful training or give a minimal effect from the application of relevant work experience and constructive use of personal business qualities of both applicants for vacant positions and employees of a forensic institution.

REFERENCES

- Balabanova, L. & Sardak, O. (2006). *Personnel management: teaching*. manual Kyiv. VD «Professional». (p. 54, 333).
- Fedchyshina, V. (2012). The essence of state administration in the sphere of expert justice provision in Ukraine. *Public administration: improvement and development*, 12. Retrieved from: <http://www.dy.nayka.com.ua/?op=1&z=660>
- Gavkalova, N. (2014). Personnel potential as a basis for the development of personnel management. *Economics and management of machine-building enterprises: problems of theory and practice*, 3, 7–15.
- Hirnyak, K. (2015). Innovative technologies in the management of the personnel potential of the enterprise. Retrieved from: <http://www.global-national.in.ua/archive/4-2015/28.pdf>.
- Hoshovska, V., Pashko, L. & Fugel, L. (2013). *Personnel management as a component of human resources management in the state administration system: teaching method*. Materials. Kyiv. NADU.
- Konovalenko, V. (2011). Headhunting as one of the methods of personnel selection. *Actual problems of the economic and social development of the production sphere*. Materials of the VIII International scientific and theoretical conference of young scientists and students, Vol. 1. (pp. 112–113). Donetsk: Donetsk National Technical University.
- Kontimirova, V.V. (2020). Forensic expert institutions of Ukraine in the system of subjects of international cooperation. *Research Institute of Public Policy and Social Sciences*, 66–68.
- Magura, M. (1998). Search and selection of personnel (practical manual for managers and personnel service specialists). *Personnel management*, 1–2.

- Murashko, M. (2008). Personnel management: academic and practical. Manual Kyiv. Knowledge, KOO. (p. 112)
- Naumenko, L. (2020). Headhunting in personnel management at the stage of modern development of economic science. <http://intkonf.org/naumenkolm-hedhanting-v-upravlinni-personalom-naetapi-suchasnogorozvitku-ekonomichnoyi-nauki/>
- Nazarova, G. (2012). Recruitment technologies based on modern software products. *Bulletin of the Donbas State Machine-Building Academy*, 1, P. 162–165.
- Savchenko, V. (2007). *Personnel development*. Manual. Kyiv. KNEU.
- Shcherbakovskyi, M. (2008). *Forensic expertise* [Training manual]. Edition. national internal university cases.
- Shipulina, V., Kaspruk O. (2012). The latest approaches to attracting human resources. *Bulletin of the Khmelnytskyi National University*, 3 (2), 111–117.
- Vasylchenko, V., Grynenko, A., Grishnova, O. & Kerb, L. (2005). *Labor potential management: academic*. Manual, Kyiv. KNEU.
- Zelenkov, A. (2011). Organization of recruitment and selection of personnel. *Economics and management of machine-building enterprises: problems of theory and practice*, 3, 125–135.
- Zhilyaeva, I. (2010). Prerequisites for the emergence of recruiting as a personnel selection tool. Retrieved from: http://www.kpi.kharkov.ua/archive/NTU_XPI_59_2010_15.pdf.

ОКРЕМІ ШЛЯХИ ЗАБЕЗПЕЧЕННЯ СУДОВО – ЕКСПЕРТНОЇ УСТАНОВИ КВАЛІФІКОВАНИМИ ПРАЦІВНИКАМИ

Анотація. У статті розглянуто актуальне питання забезпечення кваліфікованими працівниками судово-експертні установи України. Визначено, що кадрова політика є невід’ємною складовою економічної системи країни. На думку авторів, сучасні підходи управління організаціями потребують організаційних змін пріоритетних напрямів розвитку кадрового забезпечення, в тому числі процесів добору, відбору та розстановки персоналу. Зазначено, що підбір і розстановка працівників в судово-експертній установі, будучи безпосереднім виразом поділу і кооперації праці, створює колектив установи. Доведено доцільність формування колективу з урахуванням не лише професійних, ділових та особистісних якостей кожного його члена, але й ефект їх поєднання – психологічну сумісність, котра допомагає працівникам швидко і успішно працювати один з одним. Зазначено, що раціональною розстановкою кадрів є розподіл працівників по посадах, при якому невідповідність між особистими якостями людини і пред’явленими вимогами до виконуваної ним роботи є мінімальною без надмірної або недостатньої завантаженості. Метою статті є висвітлення шляхів підбору та розстановки професійних кадрів як одного із напрямів забезпечення судово-експертної установи кваліфікованими професійними працівниками. Для досягнення мети використано загальнонаукові методи теоретичного узагальнення, порівняння, системного аналізу та формалізації. Розглянуто питання щодо ефективного забезпечення підготовки кваліфікованими кадрами судово-експертні установи України. Детально розглянуто процес відбору кадрів, можливі методи, що застосовуються для цього процесу. Окремо визначено систему помилок, які допускаються в кадровій політиці судово-експертних установ та можливі варіанти їх вирішення. Запропоновано шляхи подолання кадрових помилок, що є більш ефективними.

Ключові слова: кадрова політика, колектив, підбір персоналу, помилка, розстановка кадрів, судово-експертні установи.

SEPARATE WAYS OF PROVIDING THE FORENSIC INSTITUTION WITH QUALIFIED EMPLOYEES

Abstract. The article deals with the topical issue of providing qualified employees to forensic expert institutions of Ukraine. It was determined that personnel policy is an integral component of the country's economic system. According to the authors, modern approaches to the management of organizations require organizational changes in the priority areas of personnel development, including the processes of recruitment, selection and placement of personnel. It is noted that the selection and placement of employees in a forensic institution, being a direct expression of the division and cooperation of labor, is created by the institution's team. The expediency of forming a collective has been proven, taking into account not only the professional,

business and personal qualities of each of its members, but also the effect of their combination - psychological compatibility, which helps employees to work quickly and successfully with each other. It is noted that the rational arrangement of personnel is the distribution of employees by positions, in which the discrepancy between a person's personal qualities and the requirements for the work performed by him is minimal without excessive or insufficient workload. The purpose of the article is to highlight the ways of selection and placement of professional personnel as one of the directions of providing a forensic expert institution with qualified professional employees. To achieve the goal, general scientific methods of theoretical generalization, comparison, system analysis and formalization were used. The issue of effective provision of training by qualified personnel of forensic expert institutions of Ukraine was considered. The process of personnel selection, possible methods used for this process are considered in detail. The system of errors that are allowed in the personnel policy of forensic institutions and possible options for solving them are separately defined. Ways to overcome staffing errors that are more effective are proposed.

Key words: error, personnel policy, personnel selection, placement of personnel, team, forensic expert institutions.

Cite this article: Tiulienev S., Spitsyna H., Petrova I. & Davydenko D. (2023). Separate ways of providing the forensic institution with qualified employees, *Law and innovative Society*, 2 (21), 21-33. doi: [https://doi.org/10.37772/2309-9275-2023-2\(21\)-2](https://doi.org/10.37772/2309-9275-2023-2(21)-2).