

CHARACTERISTICS OF FORMS AND METHODS OF PERSONNEL MANAGEMENT IN FORENSIC INSTITUTIONS OF UKRAINE

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Abstract. The purpose of the article is to outline the forms and methods of personnel management in forensic institutions of Ukraine, to determine the features of their implementation in forensic activities. It has been established that the form of personnel management in forensic institutions should be understood as the external expression of the activities of personnel management of forensic institutions, which reflects its essence, goals, objectives, content and features. The main forms of personnel management in forensic institutions of Ukraine are identified and their characteristics are given.

It is proposed to understand the methods of personnel management in forensic institutions of Ukraine as a system of legally defined methods, methods or means of implementing effective personnel management in forensic institutions, which aims to provide the institution with qualified personnel for the most effective organization of the activities of personnel management entities. It is proposed to systematize methods of personnel management in forensic institutions in the following areas: universal methods of personnel management, used in various areas of legal relations; special methods of personnel management that take into account the specifics of the activities of forensic institutions and the requirements for forensic experts; their components are given.

Keywords: administration, personnel, personnel, management, forms, methods, principles, forensic institution, forensic activity, manager, expert, efficiency.

AUTHOR'S CONTRIBUTION

The authors performed the work independently in equal parts.

DISCLOSURE STATEMENT

The author has no competing financial, professional, or personal interests with other parties.

INTRODUCTION

The issue of defining and implementing modern methods in managing an organization to increase the efficiency of its activities in modern conditions is relevant, since most managers have problems with solving it. This is due to the fact that management methods are different, and their application depends on the specifics of the organization's work, its resource capabilities, the needs of employees, etc. Given the above, effective management methods can only be those that are based on the experience and professionalism of the organization's leaders and the independence of their development. In addition, questions arise when implementing certain management methods into an organization's



activities, as they may encounter some resistance from employees and be a source of conflicts in the team due to misunderstandings between employees.

It should be noted that one of the important components of the personnel management mechanism of forensic institutions of Ukraine is its management forms and methods, the application of which directly enables the staffing forensic institutions with qualified, professional and experienced personnel and at the same time it must be regulated, clear and transparent. This situation makes it urgent to comprehensively study and identify those management forms and methods that will ensure the stable and effective operation of forensic institutions in modern conditions.

The purpose of the article is to outline the forms and methods of personnel management in forensic institutions of Ukraine, to determine the features of their implementation in forensic activities.

LITERATURE REVIEW

The issue of improving personnel management has been studied by foreign and domestic scientists, whose works have examined various issues of applying various forms and methods of management. It should be emphasized that in general, the issue of forms and methods of personnel management has become the subject of research by many scientists: M. I. Anufriev, O. M. Bandurka, Yu. P. Bytyak, S. G. Gasparyan, S. M. Gusarov, M. I. Inshina, T. E. Kaganovska, A. M. Klochka, O. M. Klyuyev, etc. In recent years, this issue has been covered by a number of scientists. Thus, modern methods of enterprise management are outlined in their scientific work by A. O. Sydorenko and V. V. Chorniy [Sydorenko A.O., Chorniy V.V., 2020]; the scientific research of T. S. Obidennov and I. O. Chernous [Obidennova T. S., Chernous I. O., 2024] was devoted to the systematization of classical methods of forming the personnel potential of an enterprise and the development of a set of innovative methods; O. L. Kustrich considered innovative methods and tools for effective personnel management at the enterprise and focused on promising radical innovative developments in enterprise management subsystems [Kustrich L. O., 2022]; a number of scientists have devoted their research to the classification of methods for managing the labor potential of an enterprise [Kara N. I., Yarmus T. B., Stetskiv A. R. et al., 2023].

However, there is not much research by scholars on the management of state forensic institutions. For example, some issues regarding the forms and methods of management of forensic institutions are reflected in: dissertation research by S. G. Gasparyan, which covered the issue of administrative and legal principles of staffing forensic institutions of Ukraine [Gasparyan S. G., 2019]; scientific work by I. A. Petrova on outlining the scientific principles of managing the development of personnel of forensic institutions [Petrova I. A., 2020]. However, the issue of forms and methods of personnel management in forensic institutions of Ukraine was not comprehensively the focus of attention of researchers, which highlights the relevance of the researched issues. Clarifying the forms and methods of personnel management in forensic institutions of Ukraine requires, first of all, clarifying the conceptual framework on this issue.

METHODOLOGY

The methodological basis of this study is general scientific and special methods. The research methodology is based on a structural-functional approach to the organization of the personnel management system in forensic institutions, which involves the implementation of modern forms and methods of management. Theoretical generalization and scientific abstraction were used to formulate the main provisions of the study; systems analysis was used to study complex management processes in forensic institutions; comparative analysis to identify the features of the application of forms and methods in different situations and needs; methods of synthesis, induction and deduction when summarizing results and formulating conclusions.

RESULTS

Note that the term “form” in the explanatory dictionary has several meanings: “external expression of content, internal structure of content, mode of existence of content, etc.” [Large explanatory dictionary..., 2005]. S. M. Gusalov in his scientific work proposed to consider “the form of public administration as certain actions of a legal or non-legal nature aimed at creating appropriate conditions for the implementation of subjective or special rights, to prevent and stop violations of these rights committed by authorized bodies or officials” [Gusalov S. M., 2002, p. 92], with which we cannot fully agree, because we believe that such a definition characterizes the concept of “method” to a greater extent, rather than “form”.

In turn, Yu. P. Bytyak somewhat clarifies the definition of the concept of form, noting that “the form of personnel management is a way of exercising targeted influence of the subject of management on the object” [Bytyak Yu. P., Garashchuk V. M., Dyachenko O. V., 2005, p. 303], that is, the form is understood as an external expression of the practical exercise of power influence. I. M. Korostashova holds a similar opinion, noting that “form is an external manifestation of the fulfillment of the tasks and functions of the subject with its inherent complex of methods of organization and implementation” [Korostashova I. M., 2006, p. 75], which is worth agreeing with.

We also share the position of A. V. Rumyantseva-Kozovnyk, who, considering the form of activity of internal affairs bodies, notes that “form is an expression of the activity of law enforcement bodies, which is characterized by universality and legality of expression” [Rumyantseva-Kozovnyk A. V., 2014, p. 117]. Along with this, M. K. Yakymchuk and I. V. Europaina suggest understanding the “form of governance as the externally expressed and constant in its expression of the will of the managing entity within the limits of its competence in accordance with the current legislation” [Organization of work and management..., 2009, p. 160]. In our opinion, the latest definitions emphasize the characteristic features of the legal category “form”: external manifestation, permanence, universality, etc.

Therefore, we believe that the form of personnel management in forensic institutions should be understood as the external expression of the activities of personnel management of forensic institutions, which reflects its essence, goals, objectives, content and features of forensic activities. We are convinced that the main forms of personnel management in forensic institutions of Ukraine should be recognized as: selection and selection of candidates for expert positions in individual forensic institutions; professional training of experts (education, training, retraining, internships, advanced training, professional certification of experts); performance evaluation and task performance control; career advancement, employee motivation, employee social security; legal education of staff, etc.

In modern management, the category of “personnel management” as well as the category of “human resources management” are extremely relevant. This is due to the fact that even the most talented employees without a competent manager are just a bunch of people. This is due to the fact that it is the leader who determines what the team can achieve and what the result will be, since management is a dynamic process carried out and managed by people to achieve the ultimate goal and strategy of the institution. Managing not only a forensic institution, but also any institution operating in modern market conditions, places extremely high demands on the professionalism of those employees on whom the final result depends.

Scientists noted that “in modern business conditions, the problem of personnel management in institutions is a key moment in the restructuring of the entire management system. Human resource management should be considered as a technology that is holistic, and each of its elements is key. In order to analyze the effectiveness of the management system, it is also necessary to take into account the situation and conditions for the development of the market economy of Ukraine” [Golubka O. Ya., Didovich Yu. O., Kopusyak Ya. F., 2016, p. 113]. This statement is quite apt for forensic institutions. In addition, today there is an intensive search for ways to form an optimal human resources

management system that will meet three basic requirements: high efficiency; regular updating and flexibility of human resources management in forensic institutions of Ukraine.

It seems appropriate to consider general approaches to defining a personnel management system in forensic institutions, which includes principles, forms, and methods, as well as to identify those features that allow it to function effectively in the context of legislative reform in Ukraine. Thus, some scientists define the personnel management system of an institution as “a set of interconnected elements, the full use of which will ensure effective employee management.” They note that the effectiveness of personnel management depends on the effectiveness of the mechanisms and methods by which the employee management process will be carried out” [Balabanova L. V., Stelmashenko O. V., 2010, p. 90].

In the human resources management system, one of the leading places is occupied by management principles, which combine rules, basic provisions, and norms that managers and specialists should be guided by in the process of managing the personnel of any institution. At the same time, for the effective operation of the human resources management system and its compliance with all strategic goals that a particular institution chooses for itself, it is necessary for the manager to adhere to the basic norms and regulations in the process of employee management. P. Drucker also noted that it is in the field of personnel management that traditional basic ideas significantly contradict reality and are unproductive. In his opinion, there is only one correct principle of personnel management - the use of differentiated approaches and management styles for different groups of employees and even individual employees in different situations [Drucker P., 2004, p. 111].

O. V. Krushelnytska defends her position on the principles of personnel management, noting that “personnel management is based on the principles of: scientificity, democratic centralism, planning, unity of orders; combination of individual and collective approaches, centralization and decentralization, linear, functional and target management; control over the implementation of decisions, selection, recruitment and placement of personnel, etc.” [Krushelnytska O. V., Melnychuk D. P., 2003, p. 198].

Along with this, G. V. Shchekin highlights as “the key principle of personnel management the principle of selecting and placing personnel according to their business and personal qualities, which provides for: continuity of personnel based on the systematic selection of energetic, creative employees; ensuring conditions for continuous improvement of professional qualifications; “clear definition of the rights, duties and responsibilities of each employee; combining experienced employees with young staff; combining trust in staff with performance review” [Shchekin G. V., 2003, p. 77].

We agree with the positions of scientists that personnel management is traditionally carried out on the basis of the above principles, which should be defined as inherent in personnel management in forensic institutions.

Along with management principles, various methods are also used in the human resources management system, since human resources management methods are ways of implementing management actions on employees to achieve the goals of managing a forensic institution. In management, “human resource management methods are considered as a set of various methods and techniques used by the management of an institution to activate the initiative and creativity of all personnel in the process of practical activities and to satisfy their vital needs” [Danyuk V. M., Petyukh V. M., Tsymbalyuk S. O., 2006, p. 174].

Scientists define the purpose of applying personnel management methods as “ensuring harmony, an organic combination of individual, collective and public interests, since management methods are designed to ensure high efficiency of employees’ work, their coordinated work, and maximally mobilize personnel to successfully achieve the goals of the institution” [Krushelnytska O. V., Melnychuk D. P., 2003, p. 210].

It should be noted that the definition of the term “method” in the explanatory dictionary is contained as “a way of knowing a certain phenomenon of nature or social life; a set of techniques used in any field of activity” [Large explanatory dictionary of the modern Ukrainian language, 2005, p. 671].

In the Encyclopedia of Education, methods are presented as “ways, ways of implementing management functions, activities ordered in a certain way, ensuring the achievement of the goal, the performance of management functions and predicted results; they exist objectively, they have characteristic features determined by the principles of management, and provide for a certain freedom of choice” [Krysyuk S. V., 2008, p. 494].

In scientific literature, a method is considered as “a set of various methods and techniques of directed influence of a management body or its official on the will and behavior of a management subject. At the same time, the method reflects the content of managerial influence and is enshrined in law” [Poyarkov V. O., 2021, p. 136]. We consider the position of O. F. Andriyko, who in her study describes “a method as a means of achieving set goals and objectives” [Andriyko O. F., 1994, p. 81], to be correct. Scientists suggest understanding management methods as “measures, methods, techniques that allow to streamline the purposefulness and effectiveness of an enterprise’s activities in management” [Kolpakov V., 2007, p. 77].

So, in a general sense, a method is a set of techniques and ways of influencing a management entity on a subordinate object in order to achieve the set goals, which can be agreed upon when examining methods of personnel management in forensic institutions in a general sense. In turn, we propose to understand the methods of personnel management in forensic institutions of Ukraine as a system of legally defined methods, methods or means of implementing effective personnel management in forensic institutions, which aims to provide the institution with qualified personnel for the most effective organization of the activities of entities working with personnel.

When studying methods of personnel management in forensic institutions, it should be noted that most often methods of cognition of anything are divided into general, general scientific and special (special scientific). In particular, this approach was proposed and followed by V. M. Plishkin during the study of management methods. The lawyer considers the systemic method of management, organizing it as follows:

- “general method (first level);
- induction and deduction, synthesis and comparison, experiment, questionnaire – as general scientific methods (second level);
- methods that are developed and used only by a separate branch or government body in order to solve the tasks set and ensure powers – as special scientific methods (third level) [Plishkin V. M., 1999, p. 125].

Y. P. Bytyak distinguishes two groups of basic methods of personnel management: general and special. The lawyer includes the method of persuasion and coercion, methods of economic and administrative influence, as well as supervision and control to general methods. That is, general methods are characteristic of any type of activity of a government body. In turn, the researcher includes those that are inherent only to a specific type of activity of a state body to special methods, such as personnel accounting, monitoring, etc. [Bytyak Yu. P., Garashchuk V. M., Dyachenko O. V., 2005, p. 160]. The lawyer also focuses on administrative and economic methods. Under the administrative method, the author considers ways and means of influencing the activities of the body and its officials by means of orders regulating the rights and obligations. But the researcher refers to the means of indirect economic influence of subjects of administrative activity on objects as economic methods [Bytyak Yu. P., Garashchuk V. M., Dyachenko O. V., 2005, p. 161]. It should be noted that these methods are actively used in the process of personnel management in forensic institutions.

In the field of personnel management, there are also two types of methods of attracting employees - active and passive. Scientists suggest that active methods include “the method of attracting employees through the media (vacancy announcements, competitions, etc.) and employment centers. If individuals independently search for a job, and then select a suitable specialist from a group of such candidates for the position, this is a passive method of attracting personnel” [Yatsuba V. G., 1997, p. 55]. In our

opinion, in the context of this study, the first of the proposed methods, i.e., active, should be considered more progressive for use in personnel management in forensic institutions.

In addition, scientists propose to classify methods of personnel management “by the nature of:

- stages of management activity – methods of preparing and making decisions, organizing and controlling the implementation of decisions, etc.;
- stages of influencing executors – economic, organizational and administrative, legal and socio-psychological;
- influence on executors – methods of direct and indirect influence;
- application – general and special;
- influence on the work behavior of employees in the field of joint work – stimulation, information, persuasion, administrative coercion, etc.” [Danyuk V. M., Petyukh V. M., Tsymbalyuk S. O., 2006, p. 80].

Using the above classification in personnel management in forensic institutions, in the process of influencing the behavior of employees in the field of joint work, one should focus on the following:

- incentive methods are based on meeting the current needs of employees and should be aimed at increasing the motivation for effective activity of both the institution’s staff as a whole and each of its individual employees;
- information methods should help each employee, provided with the necessary and understandable information, to independently and consciously regulate their work behavior depending on changes in operating factors;
- persuasion methods, as a rule, should be used to correct inadequate behavior of individual employees in the process of performing their official duties through individual influence of the manager on the subordinate;
- administrative coercion methods can be used exclusively temporarily and locally and only in extreme situations.

Note that the forms, methods and principles of personnel management in specific institutions can be combined in different ways, and the effectiveness of their application depends on many factors. In general, three groups of personnel management methods are distinguished: administrative, economic, socio-psychological, which differ in the methods and effectiveness of influence on personnel. Let us consider each of the above groups in more detail.

It should be noted that the essence of organizational regulation is to establish rules that determine the content and procedure for the organizational activities of a forensic institution, and the obligation to fulfill them by all employees of this institution. Regulation consists in the development and implementation of organizational provisions that are mandatory for implementation throughout the entire period of validity of a specific provision. Organizational regulation combines the norms and standards for resource expenditure in the process of forensic activities. Regulation is a softer method of administrative influence on employees during the performance of their official duties, it is designed to establish standards that serve as guidelines in work (for example, the number of performed examinations, the number of expert hours, etc.). Regulation and regulation are the basis for the organizational design of new and existing institutions and organizations.

The above types of organizational influence on employees of forensic institutions are implemented through similar actions and relevant documents, therefore they can be applied in personnel management for the stable operation of the team.

Administrative methods are closely related to economic methods, which are aimed at solving single tasks and achieving one goal. However, the application of these methods precedes economic methods, since it is first necessary to form one’s own management object and build a management structure for it. This is due to the fact that in the process of any organization’s activities, economic management methods are implemented in the form of administrative influence of the management subject on the management object through the application of resolutions, orders, instructions, etc.

Scientists note that “administrative management methods differ from economic ones also in the form of manifestation and mechanism of action. If economic methods are based on the economic interests of people, then administrative methods are based on a sense of duty, responsibility, discipline and understanding of the possibility of administrative punishment” [Balabanova L. V., Stelmashenko O. V., 2010, p. 55, 75].

Economic methods are understood as “elements of the economic mechanism by which the functioning and development of an institution is ensured. The role of economic methods of personnel management is to direct employees to achieve a certain result. These methods constitute a system of techniques and ways of influencing the activities of the institution as a whole and an individual performer, in particular, through a specific comparison of costs and results of his work (material incentives and sanctions; financing and lending; salary; cost price; profit; price). Therefore, special methods of evaluating employees are also important for the application of economic methods:

- the extrapolation method, used to plan employee needs for a certain period, when conditions practically do not change;
- the method of expert assessments – introducing expert amendments into the developed personnel selection plan (expert method of assessing the managerial, professional and creative potential of employees, etc.);
- economic and mathematical methods allow simultaneously obtaining the results of several forecasting methods using computer software;
- the method of comparisons is a particularly relevant method of personnel management in an institution on the path of reforms and European integration;
- the method of calculating personnel needs taking into account labor intensity [State service, 2012, p. 231–232], etc.”.

As for forensic activities, in the process of managing employees, in our opinion, the methods of expert assessments and comparisons are more applicable in practice. It should be noted that the economic mechanism, in addition to the purely personal participants in the process, pursues both social and group goals of the forensic institution. The most important method among others is the motivation of labor activity, which consists mainly in material stimulation of employees of forensic institutions. We emphasize that the main motivational factor, as a rule, remains salary. However, an essential tool in personnel management through motivation methods is the system of payments, allowances, benefits, etc., which provides additional economic levers of influence on the motivation of each individual employee of the forensic institution.

It should be noted that it is advisable to link the remuneration of the heads of the institution to the results of their activities in the area of responsibility or to the results of the activities of the entire forensic institution. The application of economic methods should be based on their payback. This means that investing funds in material incentives for both managers and employees should bring profit to the forensic institution by improving the quality of the performed examinations, conducting consultations, lectures, seminars or scientific research in the planned period.

This is confirmed by the statement of O. V. Krushelnitska that “the implementation of economic management methods is carried out in the system of economic relations between members of the labor collective. The management of the organization, using various components of labor remuneration (basic and additional wages, bonuses, etc.), regulates the material interests of employees. This system of relationships is quite complex, since it includes economic, social, psychological and organizational relations” [Krushelnitska O. V., Melnychuk D. P., 2003, p. 210]. She suggests including “components of social security for employees – for example, payment for meals, travel, recreation; provision of various types of insurance, including medical, etc.” [Krushelnitska O. V., Melnychuk D. P., 2003, p. 210].

Considering that the modern socio-economic system requires new methods of influencing employees, since old methods have lost their effectiveness in modern conditions, there is a need to find new and more effective methods. In this regard, A. I. Nechepurenko points out: “material incentives

are quite a more or less influential factor that affects the activities of workers, but if there are people with unique skills in your team, then material ones take a back seat for them. Non-material incentive factors come to the fore, the level of income is not the only motivating factor" [Nechepurenko A. I., 2012, p. 68]. Taking into account the specifics of forensic expertise, when each expert or scientific worker is a priori endowed with unique abilities and has unique skills, the scientist's statement cannot be fully supported. And today, the employee's income level should be put in first place and other motivating methods should be added to it, the effectiveness of which depends entirely on the professionalism of the institution's managers.

Socio-psychological methods can be defined as ways of implementing managerial influence on employees, based on the use of the laws of sociology and psychology. Scientists noted: "E. Mayo believed that the concentration of the manager's attention on the social and psychological aspects of people's work is the main way to resolve social contradictions and ensure social stability of society" [Nechepurenko A. I., 2012, p. 69]. Others argued that "socio-psychological methods of personnel management are focused on the manager's knowledge of his subordinates, their characteristics and individual traits. Without psychological knowledge of the employee's personality, without a professional approach to working with employees, the manager will not be able to perform his tasks" [Pshyk-Kovalska O. O., Kovalskyi O. I., 2023, p. 106].

Socio-psychological methods of personnel management combine such social factors as: informal groups in the institution; the role and status of the individual in the institution; the system of relationships in the team; social needs of employees; psychological climate in the team; ethics of communication and behavior of employees, etc. Scientists propose to reduce the essence of these methods to "influence on an individual employee and the team as a whole to form their attitudes towards work and creative activity, noting that psychological methods are used to influence an individual, and sociological methods are used to influence a group or team" [Krushelnytska O. V., Melnychuk D. P., 2003, p. 215].

The most important results of the application of psychological methods include those that affect the stability of personnel management in forensic institutions, namely:

- minimization of psychological conflicts – scandals, insults, stresses, etc.;
- management of the formation of an employee's career based on the psychological characteristics of each;
- ensuring a positive microclimate in the team;
- formation of organizational culture based on ethical norms of behavior and the image of an ideal employee of a forensic institution.

This group of personnel management methods is used to harmonize relationships within a forensic institution and to form the most favorable psychological climate in the institution as a whole. Psychological methods play an important role in working with personnel and are characterized by an individual focus. This group of personnel management methods constitutes a system of methods and levers of influence not only on the socio-psychological climate in the team, but also on the labor and social activity of its employees.

We emphasize that sociological methods allow us to determine the purpose and place of each employee in the team, identify leaders, link motivation with the results of work, and ensure effective communication. In addition, social management methods are aimed at:

- increasing social and production activity – imitating the behavior of the leaders of the institution (leading forensic experts); establishing standards of exemplary behavior in the team, etc.;
- maintaining social continuity – skill competitions (among experienced forensic experts and young people), obtaining qualification distinctions (in the field of forensic examination), celebrating the beginning and completion of major projects or tasks (research work in the field of forensic examination), etc.;
- moral stimulation – individual and collective.

It is worth agreeing with the position of scientists who claim that the type of personnel management method used depends on external and internal factors that affect the activities of the institution as a whole. Thus, O. G. Strelchenko and D. Yu. Ostroverkhov emphasize that “a particular method can be applied only in real time in the process of administrative activity. Accordingly, when choosing a method of providing activity, it is necessary to take into account the tasks set in real time, the features and state of the subject of influence and the object, as well as the specifics of the activities of a particular organization or body” [Strelchenko O. G., Ostroverkhov D.Yu., 2015, p. 108], that is, the tasks and functions of the forensic institution.

Methods of personnel management in the public sector of the economy include: “additional functional loads for a separate payment, redistribution of tasks, internal competition, combining positions, personnel rotation” [Kaganovska T. Ye., 2010, p. 49]. According to O. V. Zozula, “methods of personnel management under democratic governance include: the method of encouragement (stimulation); the normative method; the historical method; the comparative method; the forecasting method; the systematic method; the method of professional personnel selection; the method of professional improvement; the method of personnel renewal” [Zozulya V. O., 2017].

We believe that when studying management in the field of forensics, methods of encouragement and motivation, which are currently underdeveloped, are of great importance among the above. The analysis of the main management methods indicates the importance of understanding the essence of personnel management and considering it as a holistic technology, since it is one of the key areas through which all the goals of a forensic institution can be achieved.

Scientists have established that “human resource management technology is represented by a set of techniques, means, forms and methods of influencing employees in the process of their hiring, career growth in order to obtain the best results of their work” [Golubka O. Ya., Didovich Yu. O., Kopusyak Ya. F., 2016, p. 116]. The problem of choosing an effective method of human resource management to achieve the goals of both the institution as a whole and each of its employees is one of the most important, and further research in this area is extremely relevant, since in modern competitive conditions the problem of employee efficiency occupies almost the most important place.

DISCUSSION

Analyzing the effectiveness of various methods proposed by scientists allowed us to identify a number of management methods that can be used in personnel management in forensic institutions. It is considered appropriate to consider individual management methods with an orientation towards their use in personnel management in forensic institutions.

1. Personnel decomposition method. Note that the personnel management system can be divided into subsystems and functions, and functions - into procedures, procedures, in turn – into operations. When the components have been divided, it is necessary to assemble and restore the personnel management system into a new single whole, generalizing what was separated. Such a division with further unification and taking into account the peculiarities of forensic activity helps to establish stable work of employees of a forensic institution.

2. The method of comparisons, in turn, provides an opportunity to compare the existing human resources management system of a specific forensic institution with a similar system of a leading institution; with the state that exists at this stage of its development or with the past period.

3. The goal structuring method involves quantitative and qualitative confirmation of the goals of the institution in general and the goals of the human resources management system in accordance with the goals of the forensic institution.

4. The normative method consists in using a system of standards that determine the composition and content of the functions of personnel management of a forensic institution.

5. The method of functional-cost analysis involves choosing the best personnel management system in a forensic institution, which involves reducing costs and increasing the efficiency of its activities at the moment and in the future.

6. The method of analogies is associated with the development of standard management decisions (such as: the use of a typical organizational management structure) and the establishment of the boundaries and conditions of their application in a forensic institution.

7. The block method is aimed at combining similar block decisions with special organizational decisions in the general organizational system of personnel management in a forensic institution.

8. The method of creative meetings consists in a collective consideration by a group of specialists (forensic experts or scientists) and heads of various areas of forensic activity of issues of development of the personnel management system in a forensic institution.

9. The method of control questions according to a pre-prepared list of questions allows to stimulate the ingenuity of finding solutions to the tasks of improving the personnel management system in a forensic institution.

An important manifestation of effective personnel management in forensic institutions is also planning of personnel needs. Personnel planning involves the systematic selection of qualified employees based on the use of those already working (internal potential) and those willing to work (external potential). In this regard, we are convinced that it is possible to apply in the personnel management of forensic institutions the methods of planning personnel needs identified by scientists, namely:

– extrapolation method – transferring the existing situation in the institution to the planning period, taking into account coefficients that take into account changes in production indicators. Suitable for planning personnel needs for a short period of time and for forensic institutions with a fairly stable system that operate in slightly changing environmental conditions. In today's conditions, such a situation does not occur so often;

– the method of expert assessments is an important element of planning the need for experts and scientists in forensic institutions, during which editorial amendments are made to the final plan by experts;

– multifactor analysis of the functional division of labor of experts – is of an exclusively recommendatory nature, since in the conditions of forensic activities there is no strict dependence between production factors and the number of personnel, most likely there is a dependence on the professionalism of experts and scientists;

– economic and mathematical methods using a computer are necessary for prospective planning of employee needs and allow the personnel services of a forensic institution to simultaneously use different forecasting methods, which significantly increases the accuracy of forecasts. The difficulty of applying the method lies in obtaining reliable forecasted information about future changes, especially the external environment, which is important for the staffing of forensic institutions;

– the method of comparing more modern systems with less innovative ones allows us to identify areas for further development of the staffing of forensic institutions;

– calculation of personnel needs through labor intensity, i.e. through labor (time) costs [State service, 2012, p. 231–232], which is currently used in forensic institutions when taking into account the number of examinations conducted and conclusions provided (with a focus on the spent expert hours), however, in fact without reference to time, given the lack of approved criteria for assessing the efficiency/quality of the expert's work.

Summarizing the above, in contrast to the considered scientific approaches, we propose to systematize methods of personnel management in forensic institutions as follows:

a) universal methods of personnel management used in various areas of legal relations:

– legal methods – persuasion, coercion, prohibition;

– management methods – planning, organization, control, analysis;

– socio-economic methods – financial support, etc.;

b) special methods of personnel management that take into account the specifics of the activities of forensic institutions and the requirements for forensic experts:

- conducting forensic expert certification – training, internship, interviews, tests, exams, testing;
- confirmation or deprivation of forensic expert qualifications, etc.

Let us consider some forms and methods of staffing forensic institutions in more detail. Note that forensic experts can be persons who have the necessary knowledge to provide an opinion on the issues under investigation, and forensic experts of state specialized institutions can be specialists who have a relevant higher education, an educational and qualification level not lower than a specialist, have undergone appropriate training and have received the qualification of a forensic expert in a certain specialty [On forensic examination, 1994] (this is how, for example, the permission method manifests itself).

At the same time, a forensic expert is prohibited from using his/her powers to obtain an improper benefit or to accept a promise or offer of such benefit for himself/herself or other persons (the prohibition method). The prohibition method is also enshrined in the fact that “a person who has been recognized as legally incompetent, as well as a person who has an unexpunged or unspent criminal record, or who has been subject to an administrative penalty for committing a corruption offense or a disciplinary penalty in the form of deprivation of the qualification of a forensic expert during the last year, may not be involved in conducting a forensic examination and performing the duties of a forensic expert. Other circumstances prohibiting a person from participating as an expert in legal proceedings are provided for by procedural legislation” [On forensic examination, 1994]. As we can see, the method of coercion (regarding holding experts accountable), etc., is closely related to the method of prohibitions.

Separately, we note that according to the current legislation, the conduct of forensic examinations is financed. Thus, the salary of employees of state specialized institutions who have the qualification of a forensic expert consists of a salary, allowances, additional payments to it, bonuses and other payments. An expert has the right, for example, to receive remuneration for conducting a forensic examination, if its performance is not an official task - we have an economic method and a form of motivation (incentive, stimulation) in effect.

The form of expert certification and the related qualification assignment, qualification confirmation, deprivation of qualification, assignment of qualification class, and advanced training are also of great importance. According to Article 16 of the Law of Ukraine “On Forensic Expertise”, “the purpose of the certification of a forensic expert is to assess the professional level of specialists involved in conducting forensic examinations or participating in the formation of the theoretical and methodological basis of forensic examination. The purpose of the certification of employees of a state specialized institution who are involved in conducting forensic examinations and/or participating in the development of the theoretical and scientific and methodological basis of forensic examination is to assess the level of their special knowledge and compliance with the position held” [On forensic examination, 1994]. The external manifestation of this form of personnel management is a certificate of assignment/confirmation of the qualification of a forensic expert. The use of the certificate for conducting forensic examinations or expert research at other enterprises, institutions and organizations or personally outside the institution is prohibited, except in cases of sending a specialist to participate in a court session or investigative actions or conducting examinations as part of a commission.

The form of professional training of experts is also important. “Training of specialists for state specialized institutions conducting forensic examinations is carried out by higher education institutions; specialization and advanced training are carried out at courses and in special institutions of the relevant ministries and other central executive bodies (Part 1, Article 21 of the Law of Ukraine “On Forensic Examination”)” [On forensic examination, 1994].

Thus, it can be stated that management forms and methods have been widely implemented in personnel management in forensic institutions, however, their application has its own specifics, which are due to the peculiarities of forensic activities.

CONCLUSIONS

It has been established that the form of personnel management in forensic institutions should be understood as the external expression of the activity of personnel support of forensic institutions, which reflects its essence, goals, objectives, content and features. The main forms of personnel management in forensic institutions of Ukraine have been determined and their characteristics have been given.

It is proposed to understand the methods of personnel management in forensic institutions of Ukraine as a system of legally defined methods, methods or means of implementing effective personnel management in forensic institutions, which aims to provide the institution with qualified personnel for the most effective organization of the activities of subjects in working with personnel. It is proposed to systematize the methods of personnel management in forensic institutions in the following areas: universal methods of personnel management used in various areas of legal relations; special methods of personnel management that take into account the specifics of the activities of forensic institutions and the requirements for forensic experts; their components are given.

Considering the above, we note that high results and the best quality of personnel management occur when the entire system of management methods in a forensic institution is implemented jointly. This makes it possible to look at the object of development in all directions to achieve high results of forensic activity. It has been established that in the process of personnel management in forensic institutions, many forms of management are used (selection and selection, professional training (training, advanced training, certification), evaluation and control, promotion, motivation, social security, legal education, etc.) and management methods (we will combine them into the following groups: universal and special). Their diversity is due to the need to ensure timely and high-quality personnel of forensic institutions for effective forensic activities. The specifics of the application of certain forms and methods of personnel management in forensic institutions are enshrined in the relevant regulatory legal documents.

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ХАРАКТЕРИСТИКА ФОРМ І МЕТОДІВ УПРАВЛІННЯ КАДРАМИ В СУДОВО-ЕКСПЕРТНИХ УСТАНОВАХ УКРАЇНИ

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Анотація. Метою статті є описання форм і методів управління кадрами в судово-експертних установах України, визначення особливостей їх реалізації в судово-експертній діяльності. Встановлено, що під формою управління кадрами в судово-експертних установах слід розуміти зовнішнє вираження діяльності з кадрового забезпечення судово-експертних установ, що відображає його сутність, цілі, завдання, зміст та особливості. Визначено основні форми управління кадрами в судово-експертних установах України та наведено їх характеристику.

Під методами управління кадрами в судово-експертних установах України запропоновано розуміти систему законодавчо визначених прийомів, способів чи засобів реалізації ефективного управління кадрами в судово-експертних установах, що має на меті досягнення забезпечення установи кваліфікованими кадрами для найбільш ефективної організації діяльності суб'єктів по роботі з персоналом. Запропоновано систематизувати методи управління кадрами в судово-експертних установах за такими напрямами: універсальні методи управління кадрами, що використовуються в різноманітних сферах правовідносин; спеціальні методи управління кадрами, що враховують специфіку діяльності судово-експертних установ та вимоги до судових експертів; наведено їхні складові.

Зважаючи на вищенаведене зазначимо, що високий результат і найкраща якість управління кадрами буває тоді, коли вся система методів менеджменту в судово-експертній установі реалізується спільно. Це дає можливість подивитися на об'єкт розвитку в усіх напрямах для досягнення високих результатів судово-експертної діяльності. Встановлено, що у процесі управління кадрами в судово-експертних установах застосовується багато форм менеджменту (відбір і добір, професійна підготовка (навчання, підвищення кваліфікації, атестація), оцінювання та контроль, просування по службі, мотивація, соціальне забезпечення, правове виховання тощо) і методів менеджменту (універсальні та спеціальні). Їх різноманіття обумовлене необхідністю забезпечити своєчасний та якісний кадровий склад судово-експертних установ для ефективної судово-експертної діяльності. Особливості застосування тих чи інших форм і методів управління кадрами в судово-експертних установах України закріплені у відповідних нормативно-правових документах.

Ключові слова: управління, кадри, персонал, менеджмент, форми, методи, принципи, судово-експертна установа, судово-експертна діяльність, керівник, експерт, ефективність.

CHARACTERISTICS OF FORMS AND METHODS OF PERSONNEL MANAGEMENT IN FORENSIC INSTITUTIONS OF UKRAINE

Abstract. The purpose of the article is to outline the forms and methods of personnel management in forensic institutions of Ukraine, to determine the features of their implementation in forensic activities. It has been established that the form of personnel management in forensic institutions should be understood as the external expression of the activities of personnel management of forensic institutions, which reflects its essence, goals, objectives, content and features. The main forms of personnel management in forensic institutions of Ukraine are identified and their characteristics are given.

It is proposed to understand the methods of personnel management in forensic institutions of Ukraine as a system of legally defined methods, methods or means of implementing effective personnel management in forensic institutions, which aims to provide the institution with qualified personnel for the most effective organization of the activities of personnel management entities. It is proposed to systematize methods of personnel management in forensic institutions in the following areas: universal methods of personnel management, used in various areas

of legal relations; special methods of personnel management that take into account the specifics of the activities of forensic institutions and the requirements for forensic experts; their components are given.

In view of the above, we note that high results and the best quality of personnel management occur when the entire system of management methods in a forensic institution is implemented jointly. This makes it possible to look at the object of development in all directions to achieve high results in forensic activities. It has been established that in the process of personnel management in forensic institutions, many forms of management (selection and selection, professional training (training, advanced training, certification), evaluation and control, promotion, motivation, social security, legal education, etc.) and management methods (universal and special) are used. Their diversity is due to the need to ensure timely and high-quality personnel of forensic institutions for effective forensic activities. The features of the application of certain forms and methods of personnel management in forensic institutions of Ukraine are enshrined in the relevant regulatory legal documents.

Keywords: administration, personnel, personnel, management, forms, methods, principles, forensic institution, forensic activity, manager, expert, efficiency.

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