Personnel controlling system principles and structural goals of the industrial companies

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Abstract. This article peruses the basics of the controlling system, its functions and structural phases of the industrial companies. The personnel controlling of the industrial companies (for examples transportation or energy company) is examined in detail. Controlling system occurs applicable within various activity fields of an enterprise. Modern approaches of the domestic scholars are inspected. Goals and focuses of the personnel controlling system of the industrial companies have been analyzed. Foremost it occurs crucial to analyze and define the entire labor process to figure out primary requirements issued to the labor and employees. In article is offered the road map to follow to structure the purposes of all management system of personnel in the specific organization - in the transportation or energy company or other enterprises.

1. Introduction
External market uncertainty imperils a company with additional risk factors which may aggravate an erroneous internal policy.

Controlling is a complex system to arrange the purposes and structure the entire company management as based on analytic consolidated internal and external database access [1].

The key functions accomplished with the controlling system are the following:

- To create and maintain the informational system;
- To define the pre—planned and the normal indices of the object to be analyzed;
- To define opportunities and perils for the object to be analyzed;
- To issue instructing documents;
- To arrange measures to accomplish strategic management goals;
- To arrange the achieved goals rating system;
- To compare the results achieved and those pre—planned to figure out the reasons;
- To maintain the managers with information and analysis;
- To arrange means to resort to optimize the application and distribution of the enterprise resources.

Controlling system arrangement comprises the following phases:

- definition of the object to be controlled;
- controlling scale and mode definition;
- Definition of the system indicators to rate the object to be controlled;
- of the pre—planned and normal indices;
- Control method analysis and selection;
- Objective controlling and monitoring system configuration;
- Received data analysis;
- Issue of instructions and actions to be planned based on the comparative analysis of the factual data and pre—planned data;

2. Methods
Controlling system occurs applicable within various activity fields of an enterprise.
Personnel represent a potential course to develop and apply controlling.
Personnel controlling represents a crucial sector of entire enterprise controlling since personnel remains a key development factor while being the passive of the enterprise without expanding «euphoriastic passivity» and remaining the indispensable component invigorating operational activity and development of an enterprise.

Table 1. Analyses of the Definition

| № | Author             | Definition. “Personnel controlling”.                                                                 |
|---|--------------------|-----------------------------------------------------------------------------------------------------|
| 1 | Z.V. Degaltseva, E.A. Tonchu | is a system of internal enterprise prognostication and budgeting along with human resource controlling, which facilitates conversion of strategies into plan figures and specific projects along with expenditure management to arrange the economical agent’s expenditures for personnel maintaining [2]. |
| 2 | N.A. Tymoshchuk    | is a system of internal enterprise planification and human resource control which accomplishes certain strategic goals into concrete actions while also arranging primary human resource management regulations [3]. |
| 3 | M.L. Ermakova      | allows to integrate all operational aspects concerning human resource management in conformity with the corporate goals to achieve the synergetic effect. Personnel controlling is an innovative instrument most demanded while shifting to the phase of informative society which seeks enhanced quality of managerial solutions based on solid integrity of knowledge, processes, and the company itself [4]. |

Foremost it occurs crucial to analyze and define the entire labor process to figure out primary requirements issued to the labor and employees.
The analysis comprises the inspection of the labor content, definition of its crucial characteristics, definition of liabilities, responsibility, rights and personal qualifications of the executives[5].
The personnel controlling comprises two main labor analysis aspects:
- analysis to figure out employee’s qualifications relevant to accomplish primary labor functions;
- analysis to figure out rights and responsibility of employees along with the methods to accomplish the tasks sought.
The first analysis aspect inspects a particular employee and characterizes his/her key features and human behavior in general.
The second analysis aspect inspects the primary content description along with technological aspects and labor processes.
This is the second aspect which provides the basis for the entire controlling system configuration since it’s indispensable for the majority of the personnel management functions:
- work place specification, incl. brief description of the employee’s labor goals, accomplishment conditions and obligations;
- Employees’ labor results assessment;
Personnel career development and employment environment forecasting;
Key professional skills determination, which are indispensable for the labor functions to be accomplished;
personnel educational program integration;
personnel promotional provision and remuneration, which depend on personal results achieved;
labor optimization, workspace arrangement and protection precautions (most relevant for hazardous industries).

The labor analysis may comprise seven primary phases:
- general information acquisition and collection (activity category, specification, number of employees, number of departments, regulatory legal acts definition, which are to regulate personnel policy of the company);
- company structural analysis, departments and individual work sites interconnection definition;
- analysis purpose definition: personnel—related expenditures definition, labor results assessment, personnel education necessity analyzed.
- pattern development to integrate with the information acquired upon analysis (for further facilitation of versatile activity optimization along with providing the basis to seek prospective solutions);
- labor—characteristic data collection, incl. activity mode, primary liabilities and responsibility, accomplishment quality indicators, qualification requirements;
- worksite description according to the information acquired;
- issue of recommendations (to regulate the personnel activity and optimize the entire results).

3. Results
Thus the comprehensive analysis defines the primary characteristics of the worksite[6].

To arrange the entire controlling system within a particular company it is crucial to analyze the entire work process; the results of the analysis include the following:
- inner operational charts;
- particular worksite operation prescriptions to be followed;
- list of equipment, tools and accessories;
- labor— and worksite specifications;
- employee’s qualification required to accomplish the work;
- interconnection among departments within the entire structure.

The customary labor analysis methods may include the following ones while combined or separately:
- supervision;
- interlocution;
- questionnaires.

Supervision is supposed to be most efficient while analyzing monotonous routine work with least creative approach expected from employees to be observed.
There are two primary supervision types: extensive and selective.

The extensive supervision comprises the entire process observation with all the operational cycles being analyzed within an uninterrupted period while continuously accompanied with the comments relevant. The selective (or the instantaneous) supervision is arranged periodically or spontaneously to obtain an instant image of the process observed[7].
Interlocution seeks direct interconnection with the employees or the senior personnel (may be a group of workers with similar functions) via a dialogue – the interview.
The foremost imperfection of this analysis method is considered to be its objectivity relativity of the information expressed by the interviewees and the interviewers.
To lessen that imperfection it’s recommended to do the following:
- Prepare the interview plan/program;
4. Discussion

Questionnaires may differ in structure and may comprehend versatile labor actions, thus the researcher has an opportunity to rapidly acquire and analyse a big volume of information.

The imperfection of this method is a possible omission of important factors expressed by the employee interviewed which may be later interpreted incorrectly without precise conformity to the employee’s original opinion.

The analysis results in a certain labor description.

The description includes particularities of a specific occupation and its content along with its liabilities, rights, and ultimate responsibility.

The occupation parameters may include the scale of labor actions, the difficulty level implied, and structural interconnections.

The procedure may be described with the following typical structure:

- worksite designation;
- general purpose of the work to be accomplished;
- the span of the work (incl. number of tasks or operation to be accomplished);
- primary activity profile and the tasks present;
- structural interconnections and inside labor relations;
- work conditions;
- specific access restrictions (if relevant);
- employee’s qualification requirements;
- results indicators;

Work description is applied for:

- general optimization and structural arrangements where the number of employees needs to be optimized;
- professional instructions issue;
- definition of the work scale for a particular worksite;
- criteria establishment where the productivity and the labor itself shall be assessed;
- employees’ personal promotion arrangements; education, supplementary qualifications, advanced training.
- Qualification and competency inspection;
- worksite description (worksite designation, number of employees, worksite qualification group, professional “interchangeability” scheme, primary labor functions, technical equipment employed, labor organization, qualification requirements, physical and psychological requirements);
- employment expenditures assessment.

5. Conclusions

The following roadmap exposes the phases to follow to structure the purposes of the entire personnel controlling system within a particular organization (Figure 1).

Let’s note that any enterprise may build a particular personnel controlling system which may be further modified.

The purposes and the directions remain much commingled whereas the same data may be inspected in different ways.
Figure 1. The personnel controlling system within a particular organizat
For instance, data collected for general demographic indices analysis enable us to forecast and analyze deviations and seek possible solutions through the following directions:

- multifarious remuneration expenditures assessment;
- retirement pensions accrual;
- advanced education necessity assessment, incl. attendant expenditures;
- career promotion opportunities and staff optimization;
- attrition caused with imminent personnel retirement;

personnel provision whence the quality and the quantity along with prospective expenditures are to be assessed

These issues are to be resolved in order to preliminarily compensate inevitable deficiency at particular worksites, to optimize remuneration expenditures, to advance personal education, to arrange proper and timely restructuring, to attract human resources in order to fulfil the production production plan.

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