REFLECTIVE TECHNOLOGY OF STAFF SELECTION

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INTRODUCTION

There are some specific features of the staff selection situation in Ukraine today which are stipulated by the psychological characteristics of the Ukrainian employers and employees. Due to personal stereotypes each of the sides which have their causes in the specific period of socio-economic transformation of the East European countries, in the mental peculiarities of Ukrainians and in the cultural expansion connected with the globalisation process in a whole the functions of staff selection process are essentially expanded. Under these circumstances the investigation of the applicants' personal psychological characteristics and modelling both psychological inner and interpersonal employers' and the employees' psychological contradictions with the aim of its following overcoming are an important part of the staff selection process. The necessity of the decision of these problems in turn arise a question about qualitative and quantitative adequacy of professional tools traditionally using in staff selection process.

Our report is devoted to the description of the reflective staff selection technology allowing for our opinion to do this work in accordance with the abovementioned specificity.

THE STAFF SELECTION SITUATION FROM THE POINT OF VIEW OF UKRAINIAN EMPLOYERS' AND EMPLOYEES' PERSONAL STEREOTYPES

> **Employers.** There is growing understanding by the employers of significance of human resources as making efficiency of business today. It is displayed, in particular, in the enlarged number of the employers' addresses to the firms specialised in the field of staff selection. However the contents of these requests reflects the certain immaturity of the Ukrainian top managers' position. One of the most obvious feature of it is the exaggeration of the intuitive emotional criteria for the applicants evaluation. In the case when the top manager and the owner of business is the same person this peculiarity become more marked because of theirs main HR management "tool" such as personal power. The role of stable technology (standards, procedures, rational criteria) is neglected.
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> Often an employer want to receive worker with high readiness to act under the concrete conditions. The conditions are implied both as specific of professional tasks and the corporate environment, the announced values, norms and standards of which are absent as a rule. The employer's wish to minimise the risks of negative consequences from the new employee acceptance take the form of naive wish to have a "convenient" one and in the range of cases contradict the work requirements.

Employees. There are some employees' personal stereotypes which add the specificity to staff selection situation too. One of them is the identification of the professional role with the personal self-realisation as a whole. It appears in particular as the employee's expectations of good psychological atmosphere at work which in the number of cases take the form of implicit criterion of the evaluation the work place and as the negative emotional reaction to the attitude to him/her as to "human resources". Another feature of employees' position is that he/she in the situation of staff selection is guided by the expectations of the benefits from the future work instead of planning the negotiations with employer about the interests on each of the sides to overcoming the obviousness of

these expectations. In another words the confirmation of the employee's expectations remove from the period of a negotiation to the period of adaptation to the work place. This situation may have an unpleasant consequences both for employer as a probable unexpected employee's attitude to work and for staff selection specialist as probability of additional resources for post-selection service.

Often common both for employer and applicant for a vacant place is the stereotype of negative realising of fixed mutual obligations and attempts to avoid its. Both sides perceive such obligations as the limitation of theirs freedom (to act according to theirs wishes only). This attempts to avoid the obligations have a threat to make future business relationship unstable depending from causal circumstances and subjective position each of the sides.

Thus for a specialist who selects the required worker the staff selection situation is often characterised by following difficulties:

- o unclear description of work functions, requirements and criteria for evaluation of applicants as a future workers;
- o the contradictions between the employer's requirements to applicants and the requirements which follow from the job functions;
- o high importance of the personal characteristics in the evaluation of applicants;
- o absence of employers' and employees' readiness to act in the situation of the qualified HR management;
- o the straight dialog between the employer and HRM specialist about criteria and its adequacy has a trend to the minimisation.

In this situation the procedure of staff selection should provide high reliability of selection, sufficient degree of accuracy of the forecasts of applicant's business and personal characteristics.

FUNCTIONS of STAFF SELECTION

In the marked conditions the process of staff selection should execute some functions, not diagnostics of conformity of applicant's professional qualities to requests of a post only. The process staff selection should provide not only diagnostics but also development , and not only applicant but an employer too. For the employer it should provide increasing of his/her competence in HR management, for the applicants - increasing of theirs personal readiness to correspond to the requirements up to a necessary level. Thus, the staff selection process incorporate the functions executed by personnel agencies, HR consulting structures, structures specialising on a training of professional skills and by psychologists who's professional job is the intervention to the consciousness with the purpose of its development.

The decision of this problem of staff selection is carried out not through attraction of the various experts but through the creation of technology of staff selection which integrate specificity of each of named directions of work.

REFLECTIVE TECHNOLOGY OF STAFF SELECTION -"COMPETITION"

Technology developed under a management of I. Naidenod, is the procedural realisation of a plan of transformation of staff selection situation in a situation of modelling of the urgent contradictions and methods of their overcoming.

It includes stages:

- The acceptance from the employer his/her requests, formulated by him to the worker and description (if it is possible) worker's functions;
- The initial selection of the applicants on the basis of conformity formal criteria;
- development of criteria during the process of the applicants presentation to the employer;
- Public competition as a method of psychological penetration in the person with the aim of detection applicants' personal stereotypes and qualities;
- The forecast of probable applicant's efficiency and cost of he/she as a human resource;
- Psychological support of the applicant during the period of his/her adaptation;
- Consulting the employer about the best strategy to manage the applicant (worker).

Method of modelling-designing is a central one in reflective technology "Competition". Its genre is a psychological training - practical work. It is a public competition aiming not only applicant's diagnostics, but also designing of the participant's consciousness up to a level of necessary business achievement. The procedures of technology are based on the principles of group discussion and are directed on creation of the conditions for diagnostics and development which are like with real work conditions. That allows to increase accuracy of the forecast. The themes for the applicants' discussion are one of the means to make training situation alike real conditions.

In a training-practical work is detected:

- Degree of the applicant's professional competence and his/her practical skills to decide complex (difficult) problems.
- Level of the applicants' creative abilities to overcome extreme situations;
- the applicants' cross-cultural potential as quality ensuring his/her effective application of advanced technologies of business;
- the applicants' degree of efficiency under the pressure of various difficult conditions, which are characterised work place;
- the applicants' skill to make a decision in a situation of a large degree of uncertainty and insufficiency of the information;
- degree of motivational importance for the applicant of forthcoming activity within the framework of his/her personal system of values, personal interests and features of personal biography which has determined a set of the actual personal stereotypes;
- the applicants' skill and readiness to be improved, openness to changes of stereotypes which stand in the way of success;
- level of development and degree of organization of reflection (control, evaluation, forecasting etc.);
- the applicants' personal features determining dynamics of his/her entry in new or again formed work group: a degree of leadership and conformity, his/her strategy of overcoming interpersonal contradictions and conflicts, level of development of communicative, technical abilities.

Developing potential of technology lays in the field of its orientation on:

- realising both by the employer and the employees own which occurring in one space-temporary context;
- training of skills to formulate theirs interests as rational criteria, requests, valuations according to criterion;
- training to find the appropriate form of its presentation, ensuring
- the co-ordination of interests;
- acceptance responsibility for the accepted decisions.

THE CONCEPT OF GROUP REFLECTION AS THE THEORETICAL BASIS FOR REFLECTIVE TECHNOLOGY of STAFF SELECTION

The basis of reflective technology of staff selection "Competition" is the concept of group reflection (I. Naidenov, 1989), discovering psychological mechanisms of creative thinking in group. Its central notions which have determine the special features of staff selection technology are the notions of a "creative problem "; "a problem-conflicting situation" as reflection in person's consciousness who decide the task its problem and person's own reaction to it and his/her own actions; "a stereotype " as psychological formation blocking the creative process; "reflection" as a mechanism of overcoming of a problem-conflicting situation and decision of a creative task; levels and spheres of thinking, the originality of which combinations displayed by a concrete examinee, gives a picture of features of his/her intellectual potential and person's peculiarities in group.

FUNCTIONS of the TRAINER (EXPERT IN SELECTION)

In general the function of the trainer in competitive selection is a function of reflection. According to technology the trainer realise two main functions: diagnostics and development. The diagnostic function presents as internal actions for fixing of applicants' speech and behaviour and subsequent their analysis.

The developing function is displayed as active penetration of the trainer in the events of competition as the problematizations which discover for the participants new, not outstanding for them earlier aspects of a discussed problem, and as qualifications of their actions in the connection with given criterion. The problematization and qualification open a road to "exposition" by the trainer of own vision of the situation, difficulties and restrictions, prospects of their overcoming and development.

Reflectivity the trainer's position allow to avoid identification with any of the side: with the employer or applicants. It serves to expansion of vision, increasing of opportunities of both parties.

RESULTS

The reflective technology of competitive staff selection during 10 years period of its approbation has shown reliability of results of selection at a level of 85 % (the guarantee period - duration of an applicants work at the enterprise - 1 year). The given result is stipulated by the reflection

as a principle of the technology ensuring deep, complete, many-sided reflection of a situation and its transformation. Reflection is realised in:

- Multigradualness of reflective procedure ensuring consecutive realisation of the applicant and the employer through all key points of problems between the parties (employer and employee);
- diversity of role dimensions of contexts, which created by the procedures and which provoke display important personal characteristics of the applicants and stereotypes of both parties;
- The extended realisation of problem-qualifying function of trainer, directed on discredit of stereotypes (intellectual, personal, communicative) and detection for the participants perspective reference points in mastering of a constructive professional position in the industrial relations.

We invite of the interested persons to discussion.