

upravleniya/instrumenty-menedzhmenta/dzhozef-peyn-biznes-eto-teatr-a-vy-v-nem-rezhisser/. – Date of access: 13.03.2022.

2. Pine, B. Joseph. The experience Economy / B. Joseph Pine, James H. Gilmore. – Boston, Mass. : Harvard Business Review Press, 2011. – P. 4–8.

3. The future of the experience economy [Electronic resource] / Epsilon Data Management, LLC, 2022. – Mode of access: <https://www.epsilon.com/us/insights/core-content/the-future-of-the-experience-economy>. – Date of access: 13.03.2022.

4. Welcome to the Experience Economy [Electronic resource] / Harvard Business School Publishing, 2022. – Mode of access: <https://hbr.org/1998/07/welcome-to-the-experience-economy>. – Date of access: 12.03.2022.

<http://edoc.bseu.by/>

**Ilya Halubtsou, Kirill Mikhailov**  
Science tutor *L. Mironova*  
BNTU (Minsk)

## **CERTIFICATION AS A METHOD OF ASSESSING THE WORK OF PERSONNEL**

The goal of this paper is to explore how performance appraisal affects employee outcomes. It studies the advantages of the type of personnel testing such as certification and considers the factors that managers can take into account after the certification of personnel.

Nowadays the assessment and certification of the employees' work of is one of the important tools within enterprises, that help to obtain the desired result. In order to use the labor of personnel rationally, one should be led by planned goals of the company, so that the personal interests of employees are satisfied, and also that all labor standards and laws are observed in the work process.

The definition of “assessment” is generally accepted much more widely than the definition of “attestation”. Personnel assessment is the process of determining the level of personnel performance in order to accumulate information, which is necessary for making further management decisions. With the help of evaluation, the manager can accept the right personnel tasks:

- 1) reduce the account of incompetent workers;
- 2) reduce costs for staff training;
- 3) increase the number of correct decisions made in relation to employees and increase the motivation of employees to work;
- 4) implement programs for the further development of employees.

There are many different ways to evaluate employees. Often there are such methods like testing, questioning, interview and many others. As practice shows, a combination of written and verbal exercises will be a better method for the assessing of work.

Personnel appraisal is an official personnel assessment process of employees, which task is to determine the level and quality of a person's work, as well as to determine

the possible potential of an employee. The main task of certification is to determine the actual level of skills and knowledge of an employee, followed by an analysis of the results obtained for the level of compliance with the position held in the company. In addition to all of the above, we can confidently say that it allows you to create a separate level of remuneration based on the results of certification. The most correct decision will be made after receiving the results of the personnel aptitude test, which will reduce misunderstandings between employees and management. In practice, this can be done through a personal conversation between the employee and the boss, where all the results that the employee has achieved during the period of work will be discussed. Thus, each employee will present a development plan for the company and the criteria that management wants to see fulfilled by this employee.

Certification also helps to obtain the necessary information that will help in the future to make the right decision about the fate of the employee: to dismiss him or not. A decision justified by the results of the appraisal will indicate the inefficient work of the employee.

The assessment of the personnel's work plays an important role in obtaining a good result in an enterprise. The lack of qualitative assessment methods may allow the firm to miss a capable employee and hire an employee who will work efficiently. Also, the results obtained during the assessment can be considered as one of the most important elements of an employee management, as they help to make the right decision, which will allow the organization to achieve its goals and hire qualified personnel to fulfill these goals.

#### **REFERENCES:**

1. Родионова, Е. А. Мотивация и стимулирование трудовой деятельности: учебник и практикум для академического бакалавриата / Е. А. Родионова, В. И. Доминяк, Г. Жушман, М. А. Экземпляров. – М. : Издательство Юрайт, 2019. – 279 с.
2. Анцупов, А. Я. Социально-психологическая оценка персонала. Учеб. пособие / А. Я. Анцупов, В. В. Ковалев. – М. : Юнити, 2018. – 192 с.
3. Иванова, С. Поиск и оценка линейного персонала. Повышение эффективности и снижение затрат / С. Иванова. – М. : Альпина Паблишер, 2018. – 147 с.
4. Мизинцева, М. Ф. Оценка персонала : учебник и практикум для академического бакалавриата / М. Ф. Мизинцева, А. Р. Сардарян. – Люберцы : Юрайт, 2016. – 378 с.

**Yuliya Moshnina, Evgeniya Khodenkova**  
Science tutor *L. Mironova*  
BNTU (Minsk)

#### **STRATEGIES IN HR MANAGEMENT**

This paper considers the most acute problems in the field of personnel management and, on the basis of the analysis of each problem, proposes the strategies for their solution.