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HORIZONTAL CAREER DEVELOPMENT OF PERSONNEL

Annotation: features of grading of posts are considered in the article. Features of job evaluation and assignment of grades are considered. The main elements of the grading process are grading.

Keywords: payment, grades, ranking of posts, personnel management.

To ensure that the pay system is more transparent and that there are thresholds for inexplicable wage growth, it is necessary to introduce a system of assessment procedures and ranking of positions - grading - at the enterprise.

The system of grades is primarily convenient for large and medium-sized enterprises, because, unlike the vertical construction of a career, it allows you to build a career horizontally, within your level. For example, upgrading workers' skills and education will affect the level of payment, since the weight of the knowledge factor will increase, and the salary will increase despite the fact that the employee will remain in his position. In addition, large enterprises have a large number of posts, which creates many problems.

Grading of posts - the definition of the weight of the posts by their families and the distribution of the reference level, using established methodology in the enterprise.

Grading posts allows you to compare the equal in weight positions, but having different functions, Table 1.
Table 1

Example of grades of posts with different functionalities

<table>
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<th>Sales</th>
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<th>Sales</th>
<th>Personnel Management</th>
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<td>16</td>
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</table>

The weight of the post consists of a combination of three blocks: responsibility, acceptance of managerial decisions, competence.

The classification of posts should be carried out simultaneously with their evaluation.

The process for assessing posts and assigning a grade should include: the formation of a job evaluation plan; issuing orders to launch the evaluation procedure and approving the matrix for the translation of the final assessment into grades; the formation of documentation for the description of posts; assessment of posts; reviewing and agreeing on job evaluation forms and forming a sheet of disagreements; consideration of the outcome of the agreement; assignment of the grade of the position; consideration of the results of the evaluation and grade of the post; approval of assessment and grade; the issuance of an order approving grades of posts; formation of a database of grades of posts [4].

The evaluation of posts should be conducted on the basis of unified requirements, which may include: the level of qualifications (knowledge and
skills); participation in making managerial decisions; complexity of the work performed; level of responsibility.

Classification of posts ends with the assignment of grades for each post. To ensure career development, an employee should provide a "fork of grades" for each position.

When implementing a grading system, it is also necessary to determine forks for wages within each grade. These plugs must be determined in accordance with the matrix of translation of the final evaluation in grades.

It is important to note that the process of developing and implementing a grading system in an organization, like any other project, carries the corresponding risks to which management should be prepared: it requires a lot of development and implementation costs; need constant support of the system in the actual state; there is a risk of a subjective approach in the development and evaluation of grades; complexity of adaptation to the new system of labor remuneration on the part of the staff.

List of sources used:

