



Higher School of Economics

**LLC “Integra Construction” rotation program
implementation**

Nur-Sultan
2021

Abstract

In this report, a large-scale analysis and a lot of work has been done to collect information and implement a pre-graduate project.

In this paper, you will get acquainted with the company where the research was conducted, about the various cases of implementation of the rotation program, about the term "rotation" itself and in which cases it is used. Next, you will learn about how employees may be interested in participating in this program and what are the benefits for the company when conducting staff rotation, efficiency and benefits of rotation. In the last parts, you will see the results of the survey prepared for the company's employees, as well as get acquainted with the document on the staff rotation program, which was created for the Kazakhstan organization.

This work can be used by other organizations to learn more about the program itself and to be able to also implement it in their company.

Outline

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Introduction

Long-term work within the same position can negatively affect the employee's labor productivity.

The decrease in labor productivity is associated with professional burnout, especially in professions of the "person - to-person" type, the loss of positive labor motivation, the desire to be realized as much as possible in professional activities. Reaching the limits of growth within the framework of the position provokes situations of reduced performance, since work without interest and a "twinkle in the eye" can not be as effective as possible.

Tracking the results of activities and evaluating the measure of employee satisfaction with the work performed, allows you to justify corrective actions in personnel management procedures aimed at leveling these losses. One possible solution may be to introduce a staff rotation procedure.

About the company

Integra Construction KZ is the largest enterprise in the Republic of Kazakhstan that carries out reconstruction and all types of repairs of the upper structure of the track of main, industrial and access railways.

The company has a full range of modern construction machinery and equipment, has a certified construction laboratory, a plant for the production of crushed stone, a team of professionals and a reliable satellite-the Aktobe Rail and Beam Plant.

The company carries out high-quality and operational work at a high level on the territory of the Republic of Kazakhstan and abroad.

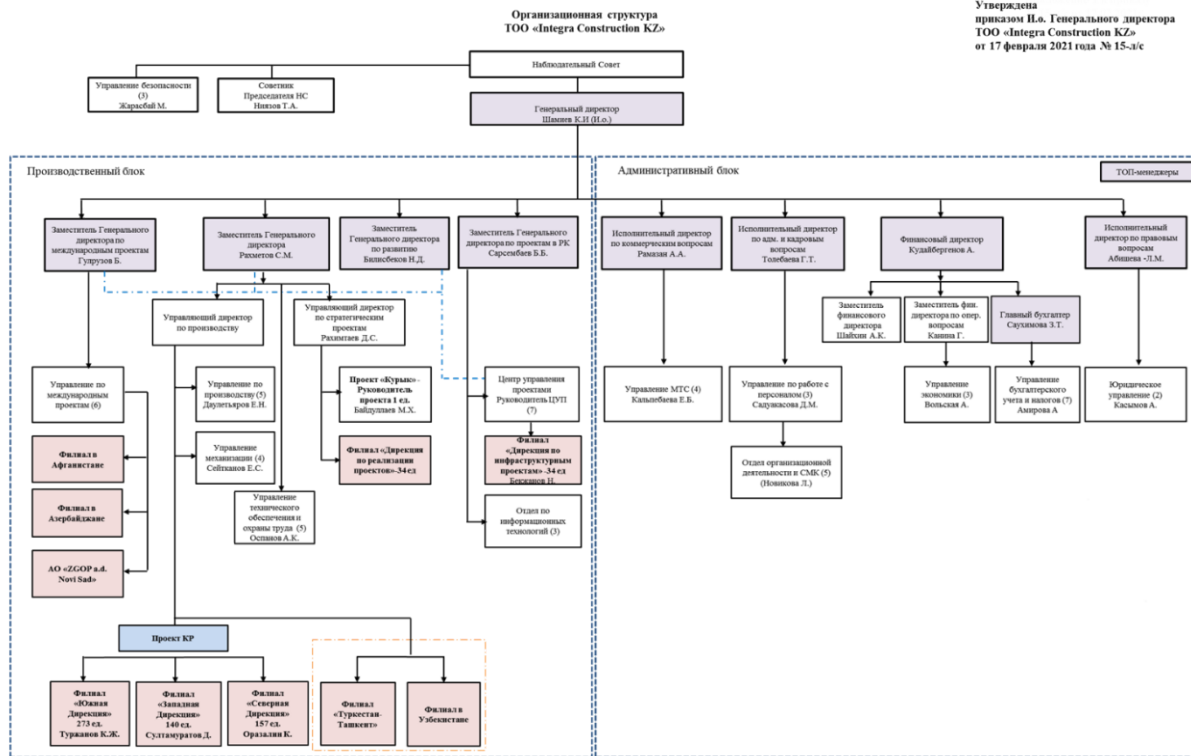
HISTORY OF THE FOUNDATION.

The company was founded in 1998. In accordance with the program of restructuring of the railway transport of the Republic of Kazakhstan, 25 track machine stations and two crushed stone plants were allocated from the structure of the track economy of the railways of Kazakhstan, on the basis of which a subsidiary state enterprise (DGP) "Remput" was formed. 2017-REBRANDING. In connection with the entry into the international market, it was decided to rebrand. On June 28, 2018, Zhol Zhondeushi Company LLP was re-registered to a new name – Integra Construction KZ LLP.

2017-2018-ENTERING THE INTERNATIONAL MARKET

Being the industry leader and successfully competing in its segment of the domestic market, Integra Construction KZ LLP continues to work on reaching the international level.

Organizational structure



Analysis of the program abroad and in Kazakhstan

According to the results of a global study, the Kelly Global Workforce Index, the majority of Kazakhstani employees are loyal to their employer: they are happy for their company, give their best and try to work as best as possible.

One of the key factors influencing the level of employee loyalty is the feeling that the employer values their contribution to the development of the organization. The satisfaction of Kazakhstani on this criterion is comparable to the countries of the Asia-Pacific region, where most of the respondents believe that the management "appreciates" or "very much appreciates" them. The highest percentage of such employees was registered in Russia (62 %), Thailand (58 %) and Indonesia (57 %), Kazakhstan (54%) and the lowest – in Italy, Portugal and France. The main criterion for choosing an employer for the majority of Kazakhstani is still financial remuneration. 91 % of Kazakhstani respondents believe that wages are the most important factor in choosing an employer, while in Europe only 80% of respondents think so. In addition, Kazakhstani are more likely to pay attention to career opportunities, this factor is highlighted by 61 % of Kazakhstani, compared to their European counterparts (57 %).

It is also worth noting the factors that are chosen exclusively for Kazakhstani employees. First, the importance of the corporate brand and the company's reputation, which is paid attention to by 56 % of Kazakhstan, in Europe, this factor was noted by only 36 % of respondents. Secondly, the opportunity to work with colleagues who have deep knowledge in their field, which is highlighted by 59 % of compatriots, in contrast to 46 % of employees in Europe. The factors that influence the choice of an employer vary depending on the professional categories. In the first place for specialists in all fields of activity is financial remuneration, since 91 % of respondents claim that it contributes to the fact that they accept a certain job offer.

Among the US companies that successfully use staff rotation, we can distinguish IBM, whose abbreviation stands for I've been moved. One of the principles of human resources management at IBM is to provide opportunities for a non-specialized career, that is, to provide an employee with the opportunity to improve and change jobs within the company, which is facilitated by their own strong education system. Some authors note the adoption of such practices by Japanese companies.

It is possible to distinguish the following features of personnel management in IBM companies promoting the use of rotation:

- adding new functions to the current work, including without the consent of the direct supervisor;
- advising an employee on their professional needs, selecting appropriate types of work;
- change of work in the company by almost all employees approximately every two years;
- the ability to choose a job of interest in the absence of career advancement;
- training of 5% of employees within the company;
- identification of candidates for senior management positions at early stages career stages followed by long-term training for 10 years or more, accompanied by transfers to different departments.

In IBM, as in Japanese companies, the department is considered as the most important organizational formation, consisting of 8-10 people. Within the department, there is no clear division of labor typical of American companies. Each employee in the department shares to a certain extent the overall responsibility, and can, if necessary, replace any employee. In accordance with the department's functionality, tasks are assigned to each employee based on their abilities, skills, and talent, not their position. Each IBM employee is a potential investment target of up to \$ 1 million.

As for the Kazakhstan practice, the experience of intra-corporate staff rotation is interesting. The experience of rotation in JSC "NC "Kazakhstan Engineering" is interesting». Rotation is carried out between regions and levels of government. Positions in the company are grouped according to functional and hierarchical criteria. An employee can not only occupy higher positions within their group, but also move to a related one (which has a

number of similar functions). For each group, a career map has been developed — a typical scheme that reflects the sequence of vertical and horizontal movements of an employee. The maps contain a list of positions distributed according to hierarchical levels, possible career stages for each position, and the company's preferred areas of rotation of key specialists. In the application of standard schemes, exceptions are possible due to the specifics of the career group's functionality and the personal qualities of employees. Vertical growth in JSC "NC "Kazakhstan Engineering" is achieved through successive horizontal movements.

Rotation what is it and in what cases is it used

Rotation—this term is used for direct transfers or relocations of employees, from their position and move it to another position, as part of the company's experiment, you can move both one employee and the entire division / department as a result of production necessity. The main purpose of staff rotation is to change the positions held. In many cases, rotation involves a change of position. Several options are suitable for rotation.

1) Full change of activity – change of the employee's field of activity. For example, an accountant becomes an HR or vice versa.

In this case, employees are left with their salary and position in the company. A complete change of activity is used when an employee needs to gain some new experience. The employee who goes through the rotation gets new skills, thereby becoming a more qualified specialist, which increases the efficiency of the company.

2) Promotion is an important function in human resources management, which allows you to motivate employees to achieve goals and improve the efficiency of both employees and the company. The most popular and common situation. When a higher position is vacated and a worthy candidate is present as the head of any link. For example, the head of a department or the deputy head, in 90% of companies prefer that a new position is taken by someone from the former subordinates.

3) Location of work – when you change the location of the office, there is also a rotation. And it does not matter whether it is a new address or the other end of the country. These cases are suitable for companies that are ready to expand and intend to open new branches in different locations. For high-quality expansion, employees with experience in this company are used. Create a new team based on old employees.

Job rotation is a widely used approach followed by many organizations to get more dedicated employees to work at different levels of the organization's hierarchy. This strategy is defined as a motivating factor for employee development.

Job rotation is an important program that allows employees to acquire new skills, increase employee productivity, develop new relationships throughout the company and acquire the skills necessary for future career growth, as well as influence employee performance. Moreover, mediating analysis suggests that Intrinsic Motivation partially

mediates the relationship between job rotation practices and employee performance. This method will be useful for employers to structure their job rotation practices to develop employee productivity in the future. Thus, the performance of employees can be confirmed based on data on several jobs or tasks performed by them. Job rotation methods are the movement of employees between different responsibilities and roles that will be comparable in nature.

In addition, job rotation is a systematic transition from one job to another within an organization and is seen as one way to achieve various human resources goals. These practices allow employees to make their career path in the workplace, and ultimately it improves employee performance. There are many reasons for implementing job rotation practices in an organization, such as improving product quality, allowing employees to explore alternative career paths, and most importantly, preventing boredom at work.

Employees who have practiced job rotation are better able to find alternative work, and they have gained many skills in their jobs that they have rotated within the organization. According to the findings, it reflects the achievements of these things through the rotation of jobs, ultimately it provides a way to improve the efficiency of employees. But there are also some negative attributes associated with job rotation. When rotation occurs over longer periods, it results in progress in human resource development. On the other hand, it is associated with many organizational issues, such as work stress, employee productivity, employee satisfaction and commitment, and so on.

When rotating jobs, employees can move around and avoid getting into a rut in one position and will potentially kill employees' emotional and professional burnout in the workplace. Over time, employees develop more skills in a wider range of positions. This ensures job stability and provides them with the best opportunities to get promoted. All of these benefits and improved overall development make employees more valuable to their employers.

Finally, job rotation improves relationships, communication, and the ability of staff to respond flexibly to changing operations. So these things show that organizing regular job rotation procedures will give insight into how top managers achieve better employee productivity. Moreover, by adopting the practice of job rotation, organizations will be able to internally motivate employees, and this will lead to improved employee performance.

Financial and career incentives for employees when switching to a new type of work

Motivation is a specific goal that contributes to the development of a person in various industries and in every possible way helps to reveal certain qualities in people about

which the person himself has no idea. Motivation is required for better integration into the work of a person and helps him to be much better focused in his work and achieve his specific goals. Due to the investigative link, we can understand if an employee of the company is well motivated, his work will go on at the highest level and thus help the company in the development of its activities.

Motivation is divided into two parts: material and non-material (career). What refers to the material incentive of an employee is a complex of work with different types of material benefits. They receive them when performing certain individual or joint projects together with colleagues. Investing in the result of the company with all its strength, you get a monetary compensation in a certain amount.

During rotation, an employee who will participate in a specific project program. An employee who is interested in this program receives both experience and possible financial compensation for the work that he or she provided to the company.

Career promotion is a direction in which it affects the career of employees and affects their motives and career development. With the rotation program, the employee will be placed in a new position and will be able to feel refreshed. An employee of the company can feel how his colleagues are coping with their work and perhaps contributes to the quality of the future work of the company. During rotation, an employee can show himself in every possible way in a new position and possibly if he wants to stay in it. By gaining new experience in a completely different field, an employee becomes a competitor capable for other companies in the future.

Company motivation

Understand that horizontal replacement must be the newest value of the company. According to the Other, employees simply will not accept the idea of rotation, they will oppose the translation. This will lead to negative results: society will not only not function more correctly, but also generally will not want to function in firms as a whole. This will not happen in any way only in this case, if they understand why such a replacement is necessary, as well as is associated with the target entrepreneurship of the company. In a word, the replacement also of these advantages, which the beloved provides, must be reflected in the concept of the firm's values.

Circle seminars with the aim of employees, in which explain the meaning of the newest meaning.

As a result of this, create workers for horizontal rotation, and also eliminate the photo-negative that had the opportunity to appear. Since the employees will understand the meaning of the innovation, the mission that can be achieved. Seminars also lectures have every chance of realizing the extremities of the proletarian category. In them, they have every chance to focus on the pluses with the aim of the employees and the superiorities that they also acquire the firm.

Declare the principle of voluntariness. Everyone can declare online that they want to go to another department.

This is exactly what a construction company did. An online service was created on the corporate website. An employee can send an application to the HR service, indicating the position in any department, for which he wants to start training and promotion. Whether this position is vacant or not does not matter. After all, no one says that an employee needs to be transferred right now. In addition, the company is actively developing an internal selection system. All vacancies are posted on the internal site, and employees can submit their candidacy. They are considered in priority order.

In short, the principle is this: you announce that rotation in the company begins. And to use it or not, each employee decides for himself. But the manager, of course, has the right to recommend to the subordinate to think about the transfer, if a person, say, something does not go well and another job is more suitable for him. But in any case, do not turn participation in the rotation into an obligation, so as not to destroy the teams that have already taken shape. Tell me that the promotion in the company depends on the role in the rotation.

On the other hand, explaining, establish that the employee increase in the company is not feasible if the employee did not take part in the rotation in any way. Since someone, as a result, did not receive the latest knowledge and abilities, he did not learn in any way in practice. With this, rather than a greater post, it is more obliged to be the subdivisions in which the manager has worked. Also, in general, the replacement can be a component of the concept of a self-learning company, in which place everyone, without exception, learns during their activity, also in labor.

Efficiency

The relevance of this study is indicated by the fact that in recent years the topic of career has gained wide popularity in the business environment, which is due to the reform of all the basic spheres of our society, the emergence of the economy, which has shown a change in attitude to many processes and phenomena that until this moment remained out of sight due to their negative perception or not a high level of relevance. That had not become the norm, it was identified with a high thrust to a career, now elevated to the main indicator of human development in the taxonomy of social culture, important factors and conditions for the improvement of the socio-psychological climate, enhancing productivity and efficiency in the organization and its competitive environment ...

Recently, many researchers have addressed the problem of the career of good employees and generated interest in the subject of personnel rotation. Rotation will be considered such promotion of internal sources of personnel support for management personnel as rotation, changes in the range of tasks and responsibilities, and supervisors. The method is productive for a company that is in the stage of intensive growth and is looking for internal reserves to improve the efficiency of its work.

Rotation involves the planned horizontal movement of non-standard changes in the employee's job responsibilities. In general, the intensive use of rotation is considered a positive factor and has a positive effect on the final result. It is necessary to rotate people "horizontally" so that a long stay in one position reduces motivation, the employee narrows his horizons within one specialty, gets used to it with shortcomings and stops enriching his activities with new methods and forms. Changing work responsibilities gives you the opportunity to compare situations and adapt to new conditions faster.

There are also possible rotation options:

- professional development, which helps to receive instructions from a manager with more complex goals that do not entail promotion, while at the same time increasing the position;
- rearranging the range of tasks and responsibilities without demoting the position and changing the salary.

The rotation of employees in the company has a number of positive features:

- helps to update the division team;
- increases readiness to master any changes and introductions;
- Provides employees with updated results, goals, and tasks.

The purpose of this work is to test the practical and theoretical properties of the personnel rotation method and to develop recommendations for its improvement.

The main hypothesis of the study is the following assumptions: the correct use of the personnel reserve is more profitable for the company than attracting personnel from outside. This is due both to the need to include a new employee in the corporate culture, and to the necessary additional training of the employee to start working in the company, as specialization that gives the specifics of a particular technology is becoming more and more important. In addition, the cost of hiring new employees from various internal sources is much cheaper than attracting people from outside.

To achieve these goals, you need to solve the following tasks:

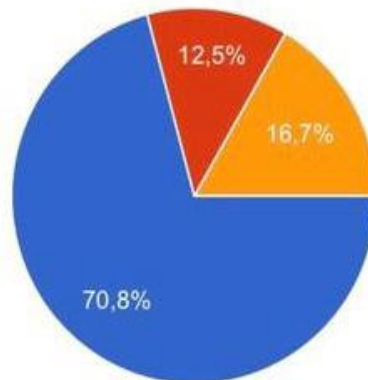
1. explain the concept and basic principles of staff rotation;
2. distribute the goals and types of employee rotation and their legal coordination;
3. analyze the successful experience of personnel rotation;
4. explore the company's employee rotation system;
5. prepare proposals for improving the company's employee rotation system and evaluate their effectiveness.

The freshness of the research lies in the fact that at the end of the work done, theoretical approaches to understanding the essence of employee rotation will be identified and the objective need for their improvement in the company's conditions will be determined.

Survey

With the permission of Integra Construction management, our team launched an online survey among the company's employees to determine the relevance of our proposal for the rotation program and to find out the opinion of employees on this project.

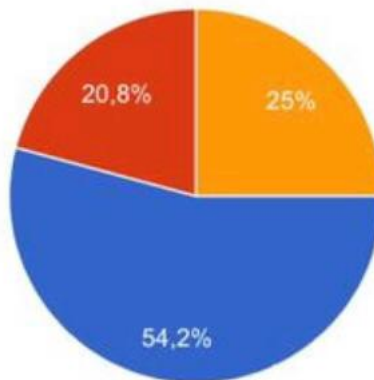
The survey was attended by 44 participants, 62% of whom held the position of a manager.



This chart shows willing and unwilling to participate in the rotation program.

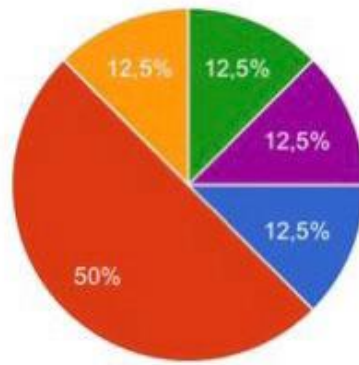
The main divisions were also involved: NS, HR, RP and RPF.

It turned out that the bulk of the respondents (70.8%) want to participate in the rotation program, 16.7% are not sure, and 12.5% gave negative answers.



This diagram explains the reason for the motivation to participate in the rotation program.

54.2% of those who wish to participate because of professional development through moving or changing job responsibilities, 25% because of the selection of a more suitable position in case of dissatisfaction, and the remaining 20.8% for a variety of jobs, the formation of a broad outlook.



This diagram explains the reason for the negative responses.

The main reason for those who refused to participate in the program was a drop in productivity during the period of adaptation to a new position and work conditions, this answer was chosen by 50% of participants, as well as 12.5% in each 4 categories, such as unwillingness to leave the position, unwillingness to change the work environment, my direction in work is more interesting, and I want participate.

The main expectations of the respondents are broadening their horizons, learning something new, career growth and a change of environment.

Conclusion

Rotation serves as a convenient prevention of professional burnout. Working in one position for a long time entails a loss of interest in the responsibilities. As a rule, then the employee starts looking for another job, hoping to acquire new knowledge, skills, new experience. Rotation helps to unite the team. As a rule, colleagues communicate within their department, thereby practically isolating themselves from other employees and departments. When moving to other departments, employees learn to interact with other people, in a new team they learn to cooperate and reach compromises. Communication between departments is also being established.

This procedure will help prepare universal specialists - to ensure their interchangeability in the event of sick leave, vacations, long business trips, as well as for a managerial position. The rotation of personnel is indispensable for the prevention and resolution of labor conflicts. If one of the belligerents is sent to another unit, it is possible that it is there that the employee will be among his own. Then he will be more useful to the company than when he works in a conflict.

Rotation helps to revive the former excitement or introduce new ideas in the work of a particular department. Employees who have sat in the same position are rather wary of innovations, fulfilling their duties "as is customary." In this case, an employee with a "clean"

look is able to bring a new concept to the work of the department, see it from a different angle and, possibly, increase its efficiency.

Staff rotation can both help a company optimize its talent pool and reduce its effectiveness. Before starting rotation, the company should consider each candidate for his suitability for the new position, both from a professional point of view and from a psychological point of view. A person should be aware of the plans of his leadership and mentally prepare for the transition. Please note that the rotation can temporarily reduce the performance of the department where it is carried out, since the adaptation of new employees takes place within 2-3 months.

Our program was developed and created in collaboration with the scientific advisor and the company. The peculiarities of the company were taken into account, therefore, it takes more time than allowed to fully implement our idea. The main idea of the rotation is to reveal the hidden talents of employees. In other words, the qualities of employees in a different position will show greater productivity and efficiency. For example, you can take: HR of the PRODO company showed an example of employee rotation, where it turned out that 47% of employees easily master new duties and fulfill them more easily. Thus, the main task of our project is to increase productivity in the company and reveal new "talents".

Приложение 1

ПЛАН Проведения ротации сотрудника в ТОО «Integra Construction KZ» на 2021 -2022 г.

| Должность | ФИО сотрудника , заменяющего должность в порядке ротации, срок действия контракта | ФИО служащего, назначенного на должность в порядке ротации, планируемый срок действия контракта | Необходимость переезда | Семейное положение, |
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Приложение 2

КАРТОЧКА УЧЕТА СОТРУДНИКА, включенного в план ротации на 2021 г. для замещения должностей в ТОО «Integra Construction KZ»

_____ (фамилия, имя,
отчество)

наименование замещаемой должности

| | | |
|----|--|--|
| 1 | Число, месяц, год и место рождения | |
| 2 | Уровень образования | |
| 3 | Учебные заведения, год окончания | |
| 4 | Специальность | |
| 5 | Квалификация | |
| 6 | Владение иностранными языками, уровень | |
| 7 | Награды, поощрения | |
| 8 | Владение оргтехникой (персональным компьютером, сканером, факсом и т.п.) | |
| 9 | Степень учебного звания | |
| 10 | Домашний адрес (адрес регистрации и фактического проживания) | |
| 11 | Стаж работы по последней должности | |
| 12 | Контактные телефоны | |
| 13 | Стаж работы по специальности | |

Приложение 3

СПИСОК ДОКУМЕНТОВ

Служебная записка начальника и личное заявление сотрудника о включении в кадровый резерв.

Копии документов об образовании.

Характеристика руководителя.

Результаты анализа предыдущей служебной деятельности кандидата.

Материалы проверок кандидата на соответствие установленным квалификационным требованиям, профессиональным знаниям и навыкам.


Материалы профессиональной диагностики.

Копии медицинских справок (при необходимости).

Копия плана подготовки кандидата.

Материалы о повышении квалификации

Сведения о кандидате по установленной форме.

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|---|--|--------------|
|  InCon KZ | Положение о программе «Ротация персонала» ТОО «Integra Construction KZ» | |
| | Ред.1 | Стр. 15 из 8 |

**Утверждено
Приказом Генерального директора
ТОО «Integra Construction KZ»**

от « ____ » _____ 2021г.
№ ____ -РП


Интегрированная система менеджмента

Положение о программе «Ротация персонала» Товарищества с ограниченной ответственностью «Integra Construction KZ»

| | | Дата | Подпись |
|--------------------|---|------|---------|
| Разработал (а): | Студенты-выпускники университета КАЗГЮУ им М.С.Нарикбаева | | |
| Проверил (а): | Менеджер по персоналу Управления по работе с персоналом – Беркутбаева А.М. | | |
| Согласовал (а): | Начальник Управления по работе с персоналом - Садуакасова Д.М. | | |

Нур-Султан 2021


**Настоящая Процедура не может быть частично или полностью воспроизведена,
тиражирована и распространена без разрешения ТОО «Integra Construction KZ»**

| | | |
|---|--|-------------|
|  InCon KZ | Положение о программе «Ротация персонала» ТОО «Integra Construction KZ» | |
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1. Цель

1. Целью положения о программе «Ротация персонала InCon KZ» является выявление у работников управленческих навыков, способности быстро

разобраться и адаптироваться к ситуации в другом структурном подразделении, оценка деловых и личностных качеств работника, выявление его сильных и слабых сторон для дальнейшего роста его карьеры, приобретение им принципиально иных профессиональных навыков.

2. Программа «Ротация персонала InCon KZ» может действовать на постоянной ежегодной основе.

2. Область распространения и применения

3. Содержание настоящего Положения распространяется на все структурные подразделения и филиалы Товарищества на территории Республики Казахстан.


3. Определения, обозначения и сокращения

4. В настоящем Положении применяются следующие определения:

- Товарищество – ТОО «Integra Construction KZ»;
- Программа – Программа «Ротация персонала InCon KZ»;
- Работник – сотрудник ТОО «Integra Construction KZ»;
- Координатор – работник УРП ответственный за реализацию программы «Ротация персонала InCon KZ»;
- Кандидат – работник, заявивший о желании пройти программу ротации в Товариществе.
- Замещающий работник – сотрудник ТОО «Integra Construction KZ», который замещает своего коллегу на время программы ротации;
- Наставник - квалифицированный специалист или опытный работник, задачами которого являются планирование, направление, сопровождение и оценка работы замещающего работника в рамках Программы.
- Руководство – генеральный директор;
- Куратор - руководитель категории ТОП-менеджмент, курирующий определенное функциональное направление в Товариществе в соответствии с организационной структурой.

5. В настоящем Положении применяются следующие сокращения:

- УРП – Управление по работе с персоналом;

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4. Ответственность

6. Ответственность за разработку и внесение изменений в настоящее Положение несет УРП.

7. Ответственность за организацию обучения, контроль, учет, регистрацию, анализ документации по обучению и развитию персонала, согласно программе «Ротация персонала InCon KZ» возлагается на кураторов программы, наставников учащихся, самих участников, непосредственных руководителей, руководителей подразделений куда ротировается работник.
8. Координатор программы «Ротация персонала InCon KZ» отвечает за постоянное взаимодействие с сотрудниками.

5. Методы выявления ротационных пар

9. Координатор Программы организует поиск кандидатов, используя различные методы информирования и работы с сотрудниками компании, в том числе:


Внутренние ресурсы:

- Рассылки;
- Опросник;
- Внутренняя корпоративная почта Компании;
- Информирование сотрудников, через внутренние чаты в соц. сетях.

6. Порядок формирования программы ротации

10. Процедура формирования программы ротации персонала состоит из следующих этапов:

1. Определение ротационных должностей
2. Составление профиля должностей
3. Ознакомление участников программы ротации с обязанностями ротационной должности
4. Утверждение списка кандидатов
5. Подготовка участников программы ротации
6. Назначение на должность

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7. Организация адаптационного процесса при перемещении

11. В целях повышения эффективности адаптации сотрудника к новым для него условиям работы целесообразно использовать такой хороший инструмент как наставничество.


Подготовка наставников сопровождается следующими действиями:

- выбор наставника для новичка, рассматривается как инициатива самого кандидата в наставники, так и предложение стать наставником наиболее опытному и компетентному сотруднику;
- определение с наставником критериев для оценки эффективности перемещаемого сотрудника в новом виде деятельности;
- начало работы над освоением нового вида деятельности: пошаговая работа над внедрением в работу в новом подразделении;
- контроль прохождения адаптации в точках контроля (например, еженедельные встречи по итогам проделанной работы, письменные отчеты по итогам месяца);
- регулярное определение мотивации перемещенного сотрудника (интересно/не интересно, доволен/хочет вернуться на прежнее место работы, получается/не получается работать над другими задачами и т. д.), если сотрудника что-то не устраивает или он высказывает пожелание перейти на прежний вид деятельности, необходимо оперативно провести оценку достигнутого и проанализировать причины такого настроения (возможен вариант неэффективного наставничества или же сопротивления коллектива нового подразделения или несовпадение ожиданий от новой работы с фактическими ситуациями);
- выход новичка на запланированный результат деятельности, либо анализ причин того, что не достигнуты планируемые результаты, при необходимости – принятие решения об обратной ротации или же признании процесса перемещения, достигнувшем целей.

8. Стимулирование участников Программы

12. В качестве инструментов стимулирования участия и успешного прохождения программы «Ротация персонала InCon KZ» сотрудникам могут предложить следующие пункты:

- Включение в кадровый резерв компании на замещение руководящих должностей;
- Предоставление возможности “безболезненно” испытать себя в качестве руководителя;
- Повышение статуса в текущей должности, присваивание новой категории;

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- Предоставление возможности для самореализации;
- Развитие нужных компетенций и навыков;
- Возможность перевод на интересующую должность, предполагающую более высокую оплату;
- Возможность получения премий и бонусов в случае выполнения KPI;

В целях выполнения функции по адаптации сотрудников наставник наделяется полномочиями в следующих видах деятельности:

- созданию совместно с УРП ротлируемому сотруднику благоприятных условий труда и условий для быстрой адаптации на новом рабочем месте;
- представлению своих рекомендаций и комментариев руководству по прохождению новым сотрудником ротационного периода;
- участию в оценке сотрудника в точках контроля;


13. Наставников необходимо материально стимулировать к успешному завершению процесса ротации. Возможна разработка системы материального стимулирования труда наставников, базирующейся на перечисленных ниже принципах:

- наставничество над ротлируемыми сотрудниками подлежит дополнительной оплате.
- оплата производится единовременно, после завершения периода наставничества, при этом перечисление денежных средств за наставничество осуществляется одновременно с перечислением заработной платы наставника за тот месяц, в котором завершился период наставничества.
- размер оплаты за наставничество, описанной в настоящем положении, включает в себя налог на доходы физических лиц.
- размер оплаты наставничества зависит от результата процесса наставничества (от 10% к окладу).
- проводить оценку работы наставника будут не только на основании факта достижения подопечным заданных показателей, но и на основании заключения комиссии, в которую будут включены разные участники Программы.

9. Оценка эффективности процесса

14. Для того, чтобы оценить результативность ротации могут применяться несколько методов:

- наблюдение в процессе профессиональной деятельности;
- данные оценки по методу «360 градусов»;
- составление ежемесячного рейтинга наставников и подопечных;

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- пожелания самого сотрудника о переходе в другое подразделение (смене вида деятельности);
- структурированное интервью с наставником, непосредственным руководителем перемещенного сотрудника и самим новичком;


- работник, замещавший должность в порядке ротации, вырабатывает замечания к организации проведения ротации, примененной в отношении его, и пожелания для совершенствования процедуры ротации;
- выполнение КРІ;
- отдел профессионального развития персонала на основании всех полученных материалов готовит рекомендации по совершенствованию Анализ процесса ротации, заключение об итогах;

10. Внутренние документы, заполняемые при перемещении

15. Документы, заполняемые при перемещении:
- Заявление сотрудника на участие в программе.
 - Приказ о назначении сотрудника.
16. План проведения ротации сотрудников. Согласовывается с руководителями подразделений, которые четко определяют цели и ставят задачи сотруднику.
17. Назначение кандидата осуществляется на основании соответствующего акта работодателя.
18. Назначение работника должно быть согласовано с руководителем прежнего подразделения и с руководителем нового подразделения (он должен позаботиться о должностной инструкции, плане адаптации, задачах).
Приказ составляет менеджер по персоналу, он подписывается руководителем и объявляется сотруднику. На основании приказа делается запись в личной карточке.

11. Заключение

19. При успешном прохождении программы «Ротация персонала InCon KZ», работника могут перевести на ранее пройденную им должность и ввести изменение в трудовой договор, составить приказ об изменении трудового договора и выполнить иные действия, предусмотренные трудовым законодательством.

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12. Нормативные ссылки и сопутствующие документы

20. Трудовой кодекс РК от 23.11.2015 № 414-V;
 21. МС ISO 9001:2015 «Система менеджмента качества. Требования»;

22. МС OHSAS 18001:2007 (ISO 45001) «Системы менеджмента охраны здоровья и обеспечения безопасности труда. Требования»;
23. МС ISO 14001:2015 «Системы менеджмента охраны окружающей среды. Требования»;
24. ИСК-ИК-10 Инструкция о порядке разработки и оформления документации ИСМ Товарищества с ограниченной ответственностью «Integra Construction KZ».

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6. Казарьян М. М., Вазим А. А. Эффективность управления персоналом в компании [Текст] // Экономика, управление, финансы: материалы VII Междунар. науч. конф. (г. Краснодар, февраль 2017 г.). — Краснодар: Новация, 2017. — С. 84-87.
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