

## OUTSTAFFING AS A METHOD OF PERSONNEL MANAGEMENT

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*Summary - The article deals with the theoretical aspects of outsourcing, its status in the framework of crisis management. It identifies advantages and disadvantages that will help to optimize business processes and reduce out staffing services risks.*

*Резюме - В статье раскрыты теоретические аспекты аутстаффинга, его состояние в рамках антикризисного управления. Определены преимущества и недостатки, помогающие оптимизировать бизнес-процессы и снижать риски услуг аутстаффинга.*

**Introduction.** When a crisis occurs, organizations have to continue to function in time-limited and necessary environment resources, that is, in conditions of high uncertainty. At this moment there is a shift in the priorities of enterprises' activities away from increasing profit in the direction of maintaining the existing situation and preventing its further decline. To achieve this goal, it is necessary for organisations to reduce the existing costs by increasing efficiency use of available financial resources [1]. In this situation companies can be helped by an anti-crisis management tool such as outstaffing.

**The main part.** Outstaffing is a way to manage personnel by attracting external organization. Outstaffing is understood as the withdrawal of employees for the staff of the customer organization and their registration in the staff of the executing organization of outstaffing services (provider organization, or outstaffer) in order to further provide personnel to the customer for the appropriate fee [2]. Outstaffer takes over the functions of the employer: payment of wages, payment of taxes, proper implementation of labor legislation, etc. Using the outstaffing scheme, the company's employees continue to work on in the same place, performing the duties of an outstaffer employer. Most often companies withdraw administrative and maintenance staff from the staff (Secretary, accountant, driver, etc.).

For the first time outstaffing was used in the United States and other developed countries in the 60s of the twentieth century. Thanks to the introduction of new requirements for personnel management of the company, in 1990s the outsourcing became more widespread. Under the new laws, American organizations were required to spend a lot of time on paperwork, which was not profitable and even at a loss. Companies began to look for new solutions to the current problem. That was the reason for the appearance of such a tool as outstaffing.

The use of outstaffing in Russia began after the economic crisis of 1998. The leading position in using the outstaffing tool is still held by the USA. Currently, about 80% of American small and medium-sized businesses use outstaffing. The rapid emergence of new organizations in the United States provides an opportunity to assume that the future distribution of the use of this the mechanism of anti-crisis management will actively grow. Outstaffing within the framework of anti-crisis management includes a number of main tasks:

- optimization of the company's business processes;
- reducing the workload of the Accountant and HR Departments of the organization;
- reduction of risks associated with the development process the workforce;
- reduction in the number of employees of the organization;
- reducing the financial and administrative workload on the organization;
- removal from the current employer's obligations on labor issues with the employee;
- ability to attract citizens from abroad without violating the conditions legislations.

Like any other crisis management tool outstaffing has its advantages and disadvantages.

Table 1 – Advantages and disadvantages of outstaffing

Advantages of outstaffing	Disadvantages of outstaffing
Reducing time spent on personnel management provision.	Impossibility to issue a power of attorney provided by the provider or to draw up a liability agreement with him.
Reducing the number of employees in the organization.	The risk of using outstaffing associated with confirming the validity of expenses for this operation for tax purposes.
Reducing the risk of labor disputes and related costs.	
Obtaining a competent intermediary in relations with the labor and tax authorities' inspections and exclusion of all possible fines and penalties for non-compliance with labor and tax laws.	

Reference: the author's development based on a Financial guide [2].

Having analyzed the table, we can say that the advantages of outstaffing outweigh the disadvantages. An increase in the organization's performance indicators, and along with it, the investment attractiveness of the business, is an advantage of the outstaffing anti-crisis management tool. Outstaffing is not a tax avoidance scheme, but an absolutely legal mechanism optimization of the organization's expenses (including tax). Outstaffing is not safe, and in many cases it is also economically unprofitable. Before using this scheme, the employer must carefully evaluate all its pros and cons. However, this type of service is gaining popularity in the Russian market.

**Conclusion.** So, we can conclude that with a proper correlation of personnel costs, it is possible to develop and implement a strategy for personnel management, in which the use of a flexible tool for crisis management outstaffing will achieve the desired economic efficiency, contributing to the exit from a crisis situation, achieving a new level of the organization's life cycle and ensuring its competitiveness in the market.

Thus, the use of outstaffing is relevant for modern companies, because it provides a number of advantages reducing time spent on personnel records management; reducing the number of employees in the staffing table; reducing the risk of claims from trade Union bodies, labor disputes and related costs, etc.

#### REFERENCES

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2. Financial guide [Электронный ресурс]. – Режим доступа: <https://www.financialguide.ru/encyclopedia/outstaffing>. – Дата доступа: 14.03.2020.

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#### ADVANCED TRAINING AND RETRAINING OF PERSONNEL AT THE ENTERPRISE

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*Summary - This article is devoted to the issues of training and retraining of personnel at the enterprise. Potential benefits and shortcomings of retraining of personnel are marked out. The main directions of retraining of personnel as key capacity of the enterprise and also various aspects of expansion of retraining of personnel as one of the main tools of an unstable situation in the enterprises are revealed. On the basis of this research the author offered the strategy of retraining of personnel.*

*Резюме - В данной статье рассмотрены вопросы подготовки и переподготовки кадров на предприятии. Выделены потенциальные выгоды и недостатки переподготовки кадров. Выявлены основные направления переподготовки персонала как ключевого потенциала предприятия, а также различные аспекты расширения переподготовки персонала как одного из главных инструментов нестабильной ситуации на предприятиях. На основе данного исследования автором предложена стратегия переподготовки кадров.*

**Introduction.** Nowadays one of the main personnel problems of enterprises is training and retraining of employees. Recently this has been a necessary measure. Training of employees becomes a critical factor in the competitiveness and success of any organization. Our country needs a national strategy for training personnel for high-tech industries.

**Main part.** Currently there is an urgent need for highly qualified workers. First of all, it is connected with rapidly developing advanced technologies and the emergence of automated workplaces. Everywhere there is a technique that can replace manual work, so there is a need for young specialists, who can quickly and easily master new technologies.

In those activities in which specific knowledge is rapidly devalued and lost in relevance, it is very important to constantly conduct training of employees. This applies primarily to personnel management. In the conditions of rapid development of management theory and practice, it is necessary to constantly learn new management methods, including specific techniques and approaches.

Modernization of production requires training of easily adaptable workers, who are ready to change the level of their qualification and the degree of responsibility. They must be prepared to cope effectively with new professional functions and be able to perceive these changes as an integral part of modern developing production.

According to the production and technical purpose, training of personnel can be divided into: training of new personnel; retraining and training of personnel; advanced training.

The latest technology and innovative ideas will never be effective and bring maximum benefits without highly efficient work, proper training and qualified human resources.

A retraining course is needed in order to repeatedly acquaint staff to the skills that they had previously learned, or to teach new skills and theoretical knowledge. This type of training can be conducted annually or more often.

The ability of people to think and communicate with each other leads to the development of their relationships. Therefore, another factor that affects the productivity of employees is the internal environment of the company. It is important for the implementation of the successful production process of the enterprise to create a favorable internal environment of the company.