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POSITION OF HR DEPARTMENT IN THE COMPANY OF THE 21 CENTURY

The article studies functional changes of Human Resource Departments in companies. Companies are classified according to their size and structure while general characteristics of corresponding HR Departments are given as well as the main functions of modern HR Departments.

Рассматриваются изменения в функциях отдела кадров в рамках компании. Предложена классификация компаний в соответствии с их размером и структурой, описаны основные характеристики отделов кадров компаний, а также рассмотрены основные функции современного отдела кадров.

For many years the roles of HR department have changed. Tasks for that department and point of view about human factor in business have been altered. A lot of firms have started to give an account of the fact that people are not an addition to the company, but the power of the business. People are a resource which is worth multiplying. They are a resource that we cannot work and exist without. We have to develop that resource. We have to care about it.

Many years ago nobody cared about general human and particular personal needs. In the Taylor's theory a human was only "a living machine". Now it is different. The new attitude was born in Japan. After the Second World War Japanese employers wanted to give work to everyone. In hard times, they wanted to build a company which would be a community (KYODATAI). They wanted to create the company which would satisfy all needs of its employees. They wanted to create an organism which would strive for success. They treated employees like parts of this organism, like friends. Because of a big economic success of the Japanese company, companies from other countries started to change their philosophy of the human resource management. They started to introduce a new system and ideas in their business. But creating a new structure was very laborious and time-consuming. Many companies changed their organization structure to create a new environment, where trust and friendship are more important. The aim was to make people to work longer and more effectively. To show them they can like their work. People started to be the resource appreciated in the company.

Firms realized that they have to develop and multiply that resource. Development of human resource is a task which belongs to HR department. On the beginning, it was taking care of employment and payment. Now, contemporary HR department connects many differents tasks, roles and areas.

Now we have three types of company:

1. big companies with the old system and poor HR department, which usually do not care about people's individual needs. They have a small HR department on the lowest level in the structure, which takes care of employment and payment.

2. new company, where HR department is modern and is situated very high in the structure of the company. It works for employees, to create them good working conditions and make them more efficient.

3. giant group of firms, where HR department is only in the main seat. There HR department works as in a new company (see 2).

People are a very powerful resource in the company, which we have to develop and maintain in good condition. That is the task for HR department. Human resourse manager, when he knows his company, with strong and weak sides of his people, will try to keep human resource in good condition and develop their potential. He knows people and he assigns them

tasks and positions where they will use their skills and knowledge. Starting from the recruitation, HR department checks what kind of skills the employees have. And during employees' careers HR department tries to expand their ability to work. HR department has to be careful not to waste people's opportunities and abilities. It is important to know people you work with and treat them like a power of the company. P.Drucker said: "if you take on a person to the company you take not only hand to work, you take all human". It has to strive for:

- respect employees' dignity
- good information exchange
- responsibility
- development of personnel initiative
- individual skills stimulation
- payment and development according to objective criteria

Perfect XXI-century HR department

"People are the most precious resource". That is important that someone cares about this recource in the company. We still can not describe what a perfect HR department means. Its structure and tasks are constantly changing. Even their name, philosophy and structure have been changing for ages. HR department is still growing. HR department accompanies a person in the company from beginning until they finish their work in this firm and during their career.

HR department connects tasks and function of many disciplines. These are tasks of a contemporary HR department:

- employment planning
- recruitment
- personnel development planninig
- training planning
- evaluation
- promotion planning,
- payment and motivation system
- rotation planning
- preparing people to dismiss
- cooperation with trade unions

As we can see, HR department has much to do. It links many different subjects in one department. Therefore in the structure of this department there are many different specialists: a psychologist, economist and manager.

For years HR department has been growing from the basic level to the most important position in the company. Now it takes a very high position in the structure. Now is not just an addition. Now it is a very important department which has many serious tasks. HR department works in unison with the mission of the company and helps realize that mission taking care about human resource condition. It creates and prepares perfect human resource, perfect for special needs of the company.

Personel planning and recruitment. This is an important task because HR department decides who will be hired. HR department decides what kind of people with special skills and personality it needs. It is looking for people with special formal knowledge and psychological skills which will let them work efficiently in the company. HR department looks for people who will match the profile of business, people who will help to realize the mission of the company. There are many ways of recruitment. And some of them let personnel manager to know personal skills in action (especially communication skills, working in the team, etc.):

- interview
- competition
- assessment center

Recruitment is only the beginning. When HR department recruits a new person to the company it is necessary to introduce them to the company. It is important for a new person to feel well in a new place of work. Good atmosphere lets them to start working fast and from the beginning that person will have a good motivation to work. When the first impression is unfavourable and the person does not have a helping hand, they are likely to lose their enthusiasm to work in that company. Managers do not need demotivated personnel. And in this subject HR department has his part too. It uses some techniques to teach the person how to find their place in the new position, in the new group:

- mentoring
- coaching
- etc.

During personal career in the company HR department cares about the motivation and

development of all employees. HR department has to know people in the company, which skills are good and which are worth to develop. HR manager knows employees' personality and needs. He creates suitable motivation system, implements and cultivates it in the company. That system has to make people feel good in the company, to let them know that they are important for the company, and the company appreciates their contribution to realizing the mission of the company.

Knowing the company and people working in HR department, HR manager prepares training needs and training plan. He organizes interpersonal trainings and technical trainings. It plans individual employees' career. For example it prepares team building training to create a good atmosphere in the company, to let people meet each other and to build a better relation between employees in the company.

Reorganization. HR department cares about rotation in the company. It looks for a good candidate for example for a manager's position inside the company. That is good when for such an important position HR department finds inside the firm somebody who already knows the company. And HR department know employees and their skills (technical and psychological) and personel manager knows who will be the best for the position.

HR department accompanies employees from beginning of his career until the end. It prepares person to finish work in company, too.

And of course HR department still cares about payment.

In the small company it is not necessary to build big HR department to run good firm. Such business' cooperates with external professional companies which take care about human resource.

Personnel manager

HR department has grown for years. It needs a good manager. A person who is a personnel manager has to have a strong personality, be open, cooperative, friendly and communicative. He has to know the company, relations in the company, problems and good sides of the company to work with people, develop and multiply human resource. He still cares to know relations inside the company. In his team he needs to have especially:

- employment manager
- head hunting manager
- manager of training and development
- psychologist to make tests and careers organization
- payment manager

These people realize company's and HR department's mission. Their work lets company work easily and efficiently. When the company does not have problems with personnel, when the people are highly motivated, they feel good and they work better. They know that the company cares about them, about their development and needs. People work better and everyone receives profits and benefits.

HR department has to take care about people because they are not things, and in some tasks and some situation people are impossible to replace. We have to realize that when we create a new business we can not forget about people and their special needs. They are our power and it's important to invest in this resource.

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