IT- divisions Staff: Problems of Search and Attraction

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ABSTRACT

The article shows the technology of providing organization IT divisions with personnel, which includes the following steps: candidates' dominant preferences definition, selecting segments and channels for their search, definition of the main competitors, as well as analysis of active system partners, conducting internal and congruent analysis, development of a targeted action plan for labor market. The article also contains methods for attracting and evaluating candidates for IT departments: mobile applications, social networks and mailing lists, gaming.

Keywords

IT divisions staff, workplace attractiveness, IT candidates, staff marketing, congruential analysis, employer portrait

1. INTRODUCTION

One of the features of "Human resources management" concept is a shift in emphasis on the suitability of the employee with the so-called operational requirements to a many - or polyfunctionality. This implies presence of Employees' competence supply which can be powered, when it comes to change in the organization's activity vector.

The supply structure may contain professional, methodical, expert and other competencies. The wider their range, the more likely competitive advantage in the markets of goods, services or labour the organization may develop [1] [4].
According to practice, along with the problem of identifying and developing the ability to polyfunctionality, there is another challenge - what if a specialist cannot be realized whilst having potential abilities to perform a job.

2. RESEARCH

Studies show that one of the reasons of the unrealized potential is an employer disregard of such a function of personnel management, as selection of segments and methods for finding candidates for vacancies.

This means that the target positions of the new employee for the employer are "blurred", his idea of a new workplace does not meet one's expectations.

Problems arise also in the case when marketing technologies in work with the personnel are used, but the labor market research is conducted irregularly, that is, the dynamics of the candidate's claims to a new working place and organization are not monitored.
According to the analysis the study of candidate's behavior for hiring in IT-technologies becomes the central block in the organizational personnel marketing.

It provides information on factors that influence the potential employee decision about the choice of a workplace [4], regarding his participation in the selection process, the need and the possibility of staying in the organization within a certain perspective, as well as formation and shaping of working behavior and success achievement in the work performed [6].

The search and evaluation technology for candidates in IT-sphere can be represented by the following steps [2]:

1. Development of a job-preferences set for each IT position. The set should not be "eternal", the change of values gives birth to new dominant claims when candidates choose a workplace.

The attractiveness of the workplace as shown in the German scientists' study, conducted through 1,100 respondents survey (among final courses students of higher educational institutions and already employed young professionals, with work experience of about four years) consists of a number of factors (Table 1).

Table 1. Requirements for the workplace attractiveness

Requirements for the workplace attractiveness	Significance level, %	
	Students	Young professionals
Activities that make possible one's potential realization and success achievement	85	89
Individual work	85	91
Training opportunity and professional development	83	82
Management through cooperation\ Modern style leadership	82	87
Flexible working hours	74	61
Career / Responsibility	73	84
Attractive salary	73	80
Leisure time	65	53
Security	66	66
Enterprise reputation	60	73

According to the results, the ideas about job among students and young specialists differ. The work "from the outside" seems attractive under such dominant (comparatively) signs as an opportunity to realize, to challenge oneself, performing work individually in professional self-development realities with lack of directive management by the head. "From the inside", labor activity is seen as attractive, especially when it is possible to perform work individually that is, independently; work should give a self-realization chance in cooperation with the company authorities, rather than under their strict control, and a chance to build a career and have "decent allowance».

Practice reveals the ideal employer special portrait formed by IT students (Table 2).

Work with a challenge, responsibility, a development chance, temporary independence and the most progressive

technologies (State-of-the-Art-Technique) are modern IT professionals' key motivators.

Table 2. The ideal employer portrait formed by IT students

№	Preferences	Significance Indicator
1	Freedom for the implementation of their ideas	4,37
2	Self-development activities, further education	4,32
3	Independent work with one's own responsibility	4,22
4	Cooperative management style	4,11
5	Flexible working hours	4,11
6	Strong enterprise in terms of research, innovation, technological standardization	4,09
7	Chances to make a career within organization	3,94
8	Broad, comprehensive field of activity	3,92
9	Dynamic, progressive development	3,87
10	Income	3,77
11	Teamwork	3,70
12	Social work in the enterprise	3,64
13	Enough free time	3,61
14	Safe (reliable) workplace	3,52
15	Identification with product / job	3,50
16	Training programs availability	3,43
17	No need for frequent change of residence	3,39
18	Early assumption of responsibility	3,35
19	Enterprise location	3,26
20	Chance to work abroad	3,11
21	Prestige of the enterprise	3,05
22	The enterprise financial condition	2,99
23	Systematic participation in various functional areas	2,95
24	Specialized activities	2,60
25	Proximity to the place of study / residence	2,49

2. Segments and channels selection the IT sphere candidates search.

Segmentation can be carried out on the socio-economic criteria basis that makes it possible to divide the labor market into three groups: 1. The applicants' affiliation to a particular social stratum or social class (income, education level, profession, social origin). 2. Biographical features: gender, age, marital status, family size; Social and professional status (Student, specialist, supervisor). 3. Geographical indication: state, region, city, rural settlement, large settlements areas, etc.

3. Main competitor's definition. This work should bring as a result answers to the following questions: (1) which of the competitors is the most serious among the attractive segments for the organization? (2) are there any so-called "strangers" in terms of industry affiliation among competitors and who are they? (3) Can there be new competitors?

Building an information system about competitors is advisable using Porter's scheme: field and published data collection, as well as comparison, cataloging, processing and transmission for decision making to those responsible for IT staff vacancy replacement.

4. Active system partners' analysis. Internal system partners are the owner, managers, employees, Council of the enterprise, trade unions. The media, municipal institutions, universities, research institutes, the state (the legislator) form a part of external partners. Creation of coalitions, lobbying, public relations, representations, reaching agreements are the employer interaction forms with system partners.

5. Internal analysis conducting implies the organization strengths and weaknesses definition. The internal analysis scheme provides the following steps: 1. Identification of the organization present resource state. 2. IT candidate's key claims and organization resource realities comparison. 3. Failures diagnostics and determination of measures to bring claims and their satisfaction together.

6. Conducting a congruential analysis. Staff marketing can be considered productive if the expected reaction of the candidate is achieved: one appreciated the workplace attractiveness, made one's choice. To compare the vacancy job characteristics, identified at previous stages, conducting a congruential analysis is advisable. Its essence is in comparison, for a start, of the most significant for the candidate workplace characteristics to the availability of adequate supply from competitors and then - to their own.
Such actions' operationalization allows, first, to recognize the most successful competitors' positions in work with the personnel, secondly, separation points from rivals.

7. Development of activities target plan in the labor market. Its structure can be represented by three elements: motivational policy tools, communicative politics tools, channels and methods of attracting candidates.

IT candidates' specificity is increasingly taken into account while choosing methods for attracting them to the organization and their subsequent evaluation [3]. First, mobile applications use has become familiar [5]. The volume of requests in Google with the inclusion of the term "job" is growing with an indicator of 15-16% per year, while every fourth request is made from a mobile device. Secondly, social networks and mailing lists became an effective channel for attracting candidates. Thirdly, the opportunity to see the candidate from the standpoint of his psychological specifics, interests appears when using gaming. Game mechanisms are then included in non-player situations.

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