

The Importance of Using Profiling Tools in Personnel Management



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Abstract The article reveals the essence of HR (personnel) profiling. HR profiling includes not only the establishment of truthful, honest information provided by the candidate, but also determines its characteristics, the leading psychotype with the basic emotion, motivation. The main tools of profiling are described, in particular in the field of personnel management. Knowledge of HR profiling is needed in many areas as an additional specialization, namely: for staff and coaches, for entrepreneurs, for managers. The possibilities of HR profiling are determined. The use of profiling technologies is a powerful tool for psychodiagnostic work. They are indispensable in the field of personnel management and are the most successful tools for research and analysis of the reliability of information in the implementation of personnel inspections and interviews. For recruitment and evaluation professionals, profiling skills are indispensable, as it allows not only to select and hire the best candidates,

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but also to build harmonious and long-term relationships within the organization. Attention is focused on the step-by-step algorithm of using profiling technologies to work with staff. Personnel profiling also allows to implement a set of measures to minimize the possible risks associated with the dismissal of employees who are in critical positions, namely: to prevent possible harm to the interests of the organization and the development of reputational risks, to maintain possible ties with the previously dismissed employees, to assist in its possible employment, forming a positive reputation of the organization. The practice of applying knowledge in the field of personnel profiling is expanding every year, which indicates the need to introduce in the staff of organizations and enterprises specialists in personnel profiling.

Keywords Profiling · Personnel · HR profiling · Personnel work · Personnel selection · Human resources

1 Introduction

The main competitive advantage of an effective organization aimed at strengthening its own position in the domestic and international markets is a unique professional core of human resources. There is no denying the fact that in the XXI century—a century of unpredictable and often chaotic changes in a market economy—the key to successful entrepreneurship are highly mobile, focused on continuous professional development employees, which greatly increases the requirements for human resources in organizations. And most employers today already know that business success depends directly on the employees, who work for them. But many are not yet aware of how to find the best candidates for the organization, how to develop and what actions to take to keep them in the same place. Personnel profiling helps to solve these and other issues.

Personnel profiling allows you to use human capital effectively, relying solely on the strengths of people's characters, without relying on them what they deliberately do not do or can not do well enough.

2 Literature Review

Profiling in the scientific literature is often called a method, system of methods, technology, or scientific technique. In addition, there are definitions of profiling (R. Resler, 2006) as “the process of identifying the psychological characteristics of the individual” (Douglas et al. 2006). In turn, K. and S. Dern, A. and W. Horn considered that profiling is “a complex and scientifically sound criminal practice” (Bartol and Bartol 2013; Dern et al. 2009).

The methodological principles of profiling are the results of research by T. Vetrova, A.V. Dormidontova, IA Semenova. etc. (Vetrova 2019; Dormidontov and Semenova 2011).

However, the vast majority of scientific works need a radical rethinking from the standpoint of the possibilities of their use under fundamentally new economic conditions in Ukraine.

3 Methodology

The purpose of the article is to clarify the essence of the concept of “profiling”, the study of its main tools, its meaning and features of application in personnel work. In accordance with this goal, the article aims are: to reveal the essence and features of personnel profiling, its main elements; to investigate the step-by-step algorithm of using profiling technologies to work with staff.

Methods of studying human being are not rigidly fixed regulations, but a system of “soft” principles and techniques which have the character of abstraction. This study is based mostly on psychological aspects. The symptomatic, social and social commitment of the described phenomena is used in the study. The world of abstractions is based on specific words and influences, which in one way or another act as a theoretical basis for understanding the vectors of movement of consciousness as a person and society as a whole. Also general scientific methods such as analysis, synthesis, abstraction, comparison, systematization are used in the study.

4 Results

The term “profiling” means a combination of different assessment technologies to understand people’s actions based on the analysis of a set of signs, characteristics of verbal and nonverbal behavior, as well as features of appearance. From the point of view of HR (*human resources*) compiling a human profile will help identify the applicant, prone to deception, fraud and even theft. Modern profiling allows not only to assume, but also to prove, and also to offer system of practical use. When compiling a profile, the methods of operative psychodiagnostics and analysis of human behavior are used. To make assessments determine the desired personal characteristics (<https://marketing.wikireading.ru/41234/>).

It is worth noting that with the help of questions you can find out whether a person is calm or aggressive, how he treats difficult tasks, how to “relieve stress”, whether he trusts people and is ready or not to work in a team. This allows you to determine the type of personality and way of thinking. It is important to see your place in the organization in a year, three or five years. The answer will tell about the candidate’s career preferences. HR-profiling is most often used to:

- a) identify the best contenders, help interest and retain them;
- b) increase professional and improve personal communication;
- c) help to identify what inspires and demotivates the team;
- d) understand how to get the most out of your workplace;
- e) create and maintain strong teams.

It should be noted, that HR practitioners pay the most attention to business and personnel profiling. Having these skills allows the HR manager to participate in business negotiations, development plans and become a full-fledged HR-business partner.

In a broad sense, the following elements are included in the profiling tools (Fig. 1). Consider them in more detail.

1. Operational psychodiagnostics means the ability to determine a person's appearance (how he dresses, moves, interacts with others, answers questions, the presence of certain external reactions), who he is, what he thinks, what actions he is capable of, and what not inclined. Possession of the skill of operational psychodiagnostics allows to conduct investigations in organizations where thefts occur, to reveal fraudulent schemes, information leakage.
Only by describing what happened, operational psychodiagnostics helps to make a fairly accurate profile of the person to be sought. Since the term "profiling" is derived from the words "profile", "profiling", the main purpose of operational psychodiagnostics—to make a profile of a person who shows how he thinks.
2. Lying recognition and reading emotions—is essentially a toolless lie detector. When through different channels—facial expressions, gestures, language, manifestations of the autonomic nervous system, based on certain tools and skills (because to work with each channel there are techniques and tools), you can determine whether a person is cheating or not.
3. Tough negotiations, work with manipulations—the so-called "black rhetoric" associated with certain negotiation techniques that help convince a person that you are right, make him agree with you, as well as measures against it. The profiler accompanying the negotiations often has to deal with people who translate the interaction into a "hard" format, which requires the skills to stop it. With the help of a profile prepared in advance by photography and handwriting, the profiler manages to select tools for effective influence on a person, identify his weaknesses and strengths, give recommendations on how to present information—so that he perceives it loyally.
4. Trance and hypnotic technologies are used mainly when working with law enforcement agencies, when you need to help the witness remember the circumstances and details of a long-committed crime.
5. Recruitment and networking (the art of networking) is the mastery of communication skills, the ability to understand a person in order to agree with him. It is important to learn to be able to see how people can be useful to each other. Communicating with a large number of people every day, you can often not be aware of what each of them can be useful.

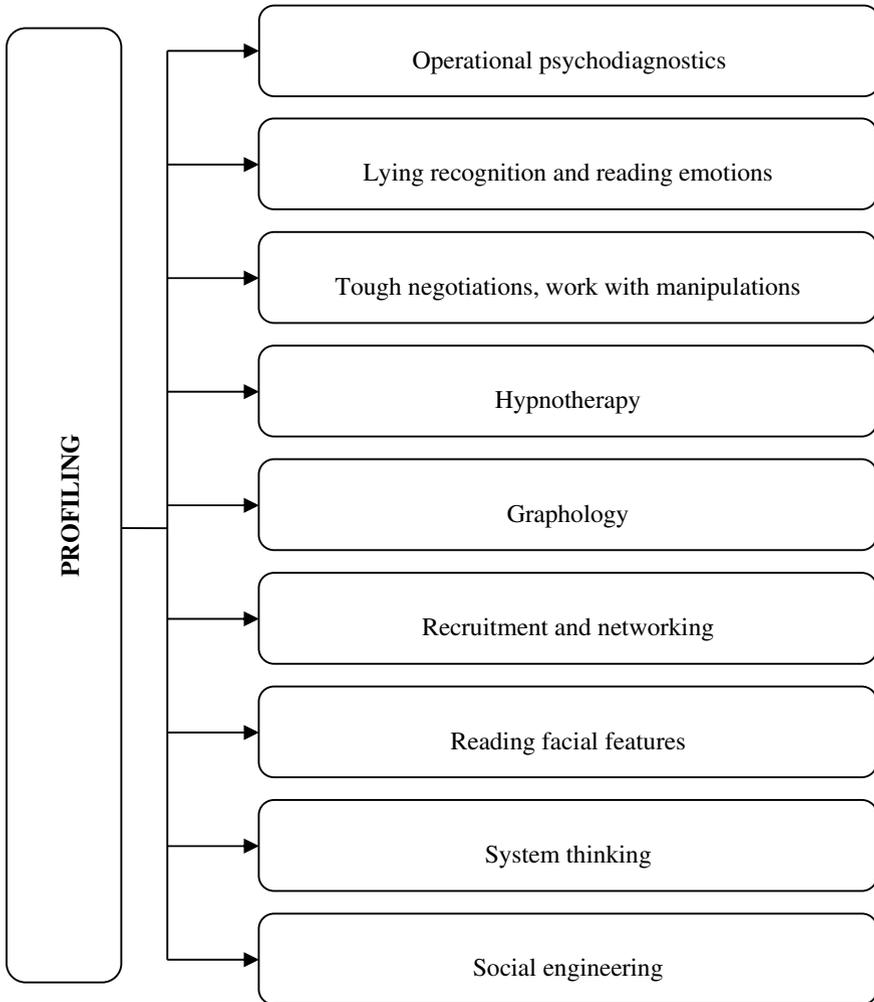


Fig. 1 Profiling tools (<https://marketing.wikireading.ru/41234/>)

6. Graphology. You can also write a person’s profile, identify his emotional state and determine intelligence, psychological characteristics and other elements that have a positive or negative impact on a person’s profile. Complementing the data of operational psychodiagnostics, graphology allows you to create a holistic image of the subject.
7. Reading facial features is a compilation of craniofacial profile, which, incidentally, has nothing to do with physiognomy. It is based on a technique developed by Soviet scientists, who, based on experimental data, determined the basic rules of reading by facial features.

8. System thinking means that a profiler cannot be considered a professional if he does not have the skills to systematize a large amount of information, does not know how to think correctly, does not train his memory, does not develop observation.
9. Social engineering includes “cold” and “hot” reading. It is known that a large amount of knowledge about a particular person today can be easily obtained from open sources. In the age of “social networks”, people post a lot of information about themselves on the Internet, but what got there at least once—even if it is already removed—remains there forever (<https://marketing.wikireading.ru/41234/>; <https://blog.studyie.ru/kadrovij-profajling-3/>).

With the effective use of open sources, you can get up to 80% of the necessary information about a person. When conducting work on personnel selection, many companies resort to such methods of obtaining information (<https://marketing.wikireading.ru/41234/>; <https://searchinform.ru/kontrol-sotrudnikov/profajling/napravlenie-profajlinga/profajling-v-hr/>).

Profiling technologies allow managers, employees of personnel departments quickly assess the psychological profile of the individual, identify and analyze the hierarchical structure of his values, orientation and motivation, habits, attitudes and beliefs, goals and behavioral patterns. For recruitment and evaluation professionals, profiling skills are indispensable, as it allows not only to select and hire the best candidates, but also to build harmonious and long-term relationships within the company, when existing employees become truly loyal and interested in the development and success of the organization (Fig. 2).

Personnel profiling (profiling) includes not only the establishment of truthful, honest information provided by the candidate, but also determines his characterological features, the leading psychotype with the basic emotion, motivation.

A specialist who has profiling technologies and is able to obtain information during the interview with the candidate for the position, which allows to draw conclusions, which include:

- metaprogram profile of the individual with recommendations in the field of forecasting and management of his behavior in significant contexts and situations;
- a list of basic personality traits (basic psychotype) and the current structure of the value hierarchy;
- emotional profile of the individual;
- leading features of thinking and speaking;
- main and secondary character traits and their “masks”;
- map of motives and motivators of employees;

Recently, the personnel management structures of enterprises and organizations of various forms of ownership are showing considerable interest, and in some cases are beginning to use the technology of personnel profiling. Knowledge of personnel profiling is needed in many areas as an additional specialization, namely: for staff and coaches, for entrepreneurs, for managers, for managers.

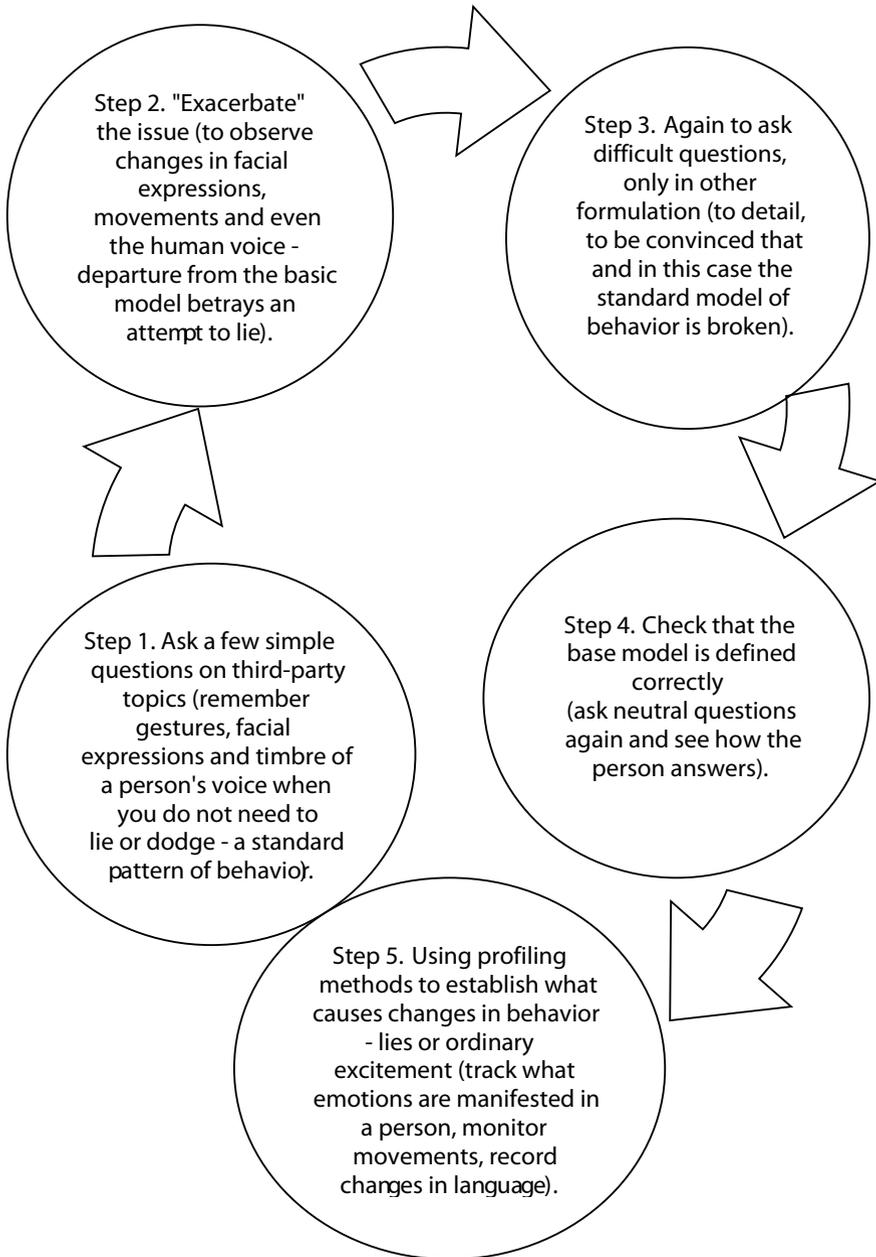


Fig. 2 Step-by-step algorithm of using profiling technologies for work with personnel (<https://searchinform.ru/kontrol-sotrudnikov/profajling/napravlenie-profajlinga/profajling-v-hr/>; <https://verificator.by/tehnologii-verifikacii-i-profajlinga>)

In the process of selection of personnel for the given positions personnel profiling allows:

- correctly develop the job profile, find out whether the selected candidate corresponds to it;
- determine how the candidate can fit the standards of corporate culture of the organization, interact with members of his team, management team;
- to verify the information received from the candidate, as well as to form an initial idea of the loyalty and reliability of the candidate, the possible threats associated with the employment of this person (<https://blog.studyie.ru/kadrovyj-profajling-3/>; Dern et al. 2009).

Personnel profiling will help in individualization of the plan of adaptation of the new employee, definition of efficiency of his concrete points and terms, a choice of the possible mentor.

First, it allows you to predict how successfully this person can be adapted to this organization in general, the existing socio-psychological climate, leadership styles. It also allows you to clearly identify the individual system of personality motivators and make a practical map of motivators in relation to a real person (<https://blog.studyie.ru/kadrovyj-profajling-3/>; <https://www.integrityandvalues.com/leadership-profiling/>; Bartol and Bartol 2013).

Professional selection and placement of personnel goes beyond traditional management and includes in its content methods and technologies that allow to solve the problem of staffing professional activities, as well as, integrating into the management process, to qualitatively influence the result.

It is proved that the effectiveness of professional activity is determined by a set of specific personal qualities. It includes personal characteristics (psycho-physiological, psychological and socio-psychological levels), optimal for the individual organizational conditions and a system of work incentives. The presence of relevant developed personal tools and their relationship with the conditions of professional activity requires complex psychodiagnostic work (<https://verificator.by/tehnologii-verifikacii-i-profajlinga>; Vetrova 2019; <https://nlp.by/features/biznes-treningi/340-profajling-effektivnosti-biznes-kommunikatsiya-otnosheniya>).

Drawing up a professional-psychological profile of a specialist differs significantly from traditional methods of personnel management, which include studying the resume of a candidate/employee (in which he is closer than ideal), his appearance, moral, ethical and cultural level, external criteria of corporate compliance.

This procedure requires both proven techniques and specialized knowledge, but almost completely eliminates the possibility of an uncertain forecast of the degree of effectiveness of the specialist, allows you to model organizational activities in general, based on objective quantitative and qualitative characteristics of the team, to manage these activities without control, and by setting specific tasks, etc.

Professional selection as a comprehensive measure is a study of socio-demographic characteristics of the individual, the level of his general and special training, medical information (because a number of specialties require this type of diagnosis: law enforcement, educational activities, professions related to driving

etc.), psychodiagnostic examination. The presented areas of study of the specialist often act as independent types of selection, which, however, are closely related and mutually complementary.

In the field of personnel management, the most popular in psychodiagnostic work with candidates for positions, with the staff of the organization or work teams are a variety of testing using objective methods and techniques. Psychodiagnostic techniques allow in a short time to assess the level of development of certain personality traits, its psychological properties, socio-psychological climate in the team, the presence of conflict situations.

Despite the convenience of the testing method, it should be noted that this method has a number of very serious shortcomings, which indicate the utopian nature of the idea of knowing all the diagnostics of abilities and knowledge exclusively before testing. Such disadvantages include: the probability of automatic errors; reproduction (standard application of ready knowledge); lack of opportunity to reveal individuality; lack of trust; stressful circumstances, which leads to loss of originality; loss of individual approach (<https://verificator.by/tekhnologii-verifikacii-i-profajlinga>; Turvey 2011; Dormidontov and Semenova 2011; <https://www.unirate24.ru/kadrovyy-profajling/>).

Therefore, the use of profiling technologies is a powerful tool for psychodiagnostic work. They are indispensable in the field of personnel management and are the most successful tool for research and analysis of the reliability of information in the implementation of personnel inspections and interviews.

Profiling is also very useful when conducting a socio-psychological study of the organization. As a result of its application, important information for the personnel management process will be obtained, which includes information:

- about the current socio-psychological climate in the team, the mood of employees;
- about the processes that are clearly occurring in the team and hidden, positively and (or) negatively affect the effectiveness of professional activities;
- about the potential of each specialist and his role and the degree of influence on the processes taking place in the team.

Thus, profiling—is an effective method of psychodiagnostic work that allows you to instantly determine the psychological profile, personal qualities, features of the motivational sphere and values of the specialist, as well as accurately predict his behavior and identify the facts of lies.

5 Conclusions

Note that in the field of personnel evaluation, personnel profiling allows you to build an effective system of evaluation, planning and forecasting of specific results; is especially effective in career planning of the employee as gives the chance to choose that direction of development in which the given person can be as much as possible successful and effective.

During the dismissal of personnel profiling allows a set of measures to minimize possible risks associated with the dismissal of employees who are in critical positions (in the confrontational version of the dismissal—to prevent possible harm to the interests of the organization and the development of reputational risks, possible connections with the previously dismissed employee, to assist in his possible employment, forming a positive reputation of the organization).

Thus, the practice of applying knowledge in the field of personnel profiling is expanding every year, which indicates the need to introduce in the staff of organizations and enterprises specialists in personnel profiling, which determines the prospects for further research.

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