

**To cite this paper:**

Karpenko, M.A. (2020) Shadowing and secondment usage as staff development methods in outstaffing. *Human Progress*. 6 (3): 4. URL: [http://progress-human.com/images/2020/Tom6\\_3/Karpenko.pdf](http://progress-human.com/images/2020/Tom6_3/Karpenko.pdf). DOI 10.34709/IM.163.4

## **SHADOWING AND SECONDMENT USAGE AS STAFF DEVELOPMENT METHODS IN OUTSTAFFING**

**Maria Karpenko**

HR manager in PK FORUM LLC

Yekaterinburg, Russia

**Abstract.** The article analyzes the use of such innovative staff development methods as Shadowing and Secondment in an out-staffer company. The analysis was carried out on the example of PK Forum LLC, which provides staff for construction organizations for building an oil and gas energy complexes, mining industry, etc. The article emphasizes the importance of using innovative staff development methods to maintain and increase the company's competitiveness. The number of manpower dynamics by category analysis was carried out and an overview of the staff development new forms usage was given. The training newly hired workers system and the advanced training system have been analyzed; the role and place of Shadowing and Secondment methods in the staff development process is determined. The features of these methods use in the construction industry, their usage specifics and principles are revealed in a company that provides manpower for out-staffing. In addition, the advantages of using these particular methods are revealed, and the obtained learning results are analyzed. The article may be of interest to specialists who are building a staff development system in a company using innovative methods.

**Keywords:** HR management; staff development; innovative methods of HRM; out-staffing; Shadowing; Secondment.

**JEL codes:** J24; M51; M53.

### **References**

1. Solovieva, O.V. Personnel development as a necessary condition for the development of the organization // *Economics and management: problems, solutions*, 2019, Vol. 5, No. 3 (87). P.: 99-104.
2. Clayton, M.; Headley, A. The use of behavioral skills training to improve staff performance of discrete trial training // *Behavioral interventions*. 2019. Vol. 34, No 1. P.: 136-143.
3. Cross-training staff solves competency and engagement puzzle // *OR manager*. 2019. Vol. 35. No 5. P.: 19-21.

4. MacDonald, A.; McGill, P.; Murphy, G. An evaluation of staff training in positive behavioural support // Journal of applied research in intellectual disabilities. 2018. Vol. 31. P.: 1046-1061.
5. Kulkova, I.A.; Nikolaev, N.A. Methodological provisions for the assessment and development of factors of the formation of personnel involvement in the activities of the enterprise // News of the Ural State Mining University. 2016. No. 4 (44). P.: 88-93.
6. Aymautova, N.E.; Ushnev, S.V. Problems of social and psychological training of middle and top managers (on the example of banking) // Bulletin of RUDN, 2005, No. 6-7. P.: 219-236.
7. Leontiev, D.A. Abraham Maslow in the XXI century // Psychology. HSE Journal, 2008, No. 3. URL: <https://cyberleninka.ru/article/n/abraham-maslou-v-xxi-veke>
8. Aimautova, N.E.; Ushnev, S.V. Specificity of group decision-making // Bulletin of RUDN, 2003, No. 4-5. P.: 213-218.
9. Armstrong, M. Strategic Human Resource Management. M.: INFRA-M, 2002.
10. Graham, H.T.; Bennett R. Human Resource Management / Translation from English. M.: UNITY-DANA, 2003.
11. Maslow, A. Motivation and personality / Translation by A.M.Tatlybaeva. K.: PSYLIB, 2004.
12. Daft, R.L. Management. SPb: Peter, 2003.
13. Drucker, P.F. The Effective Executive, 1967. URL: <https://gtmarket.ru/laboratory/basis/4976>
14. Senge, P.M. Creating Schools for the Future, not the Past for All Students // Leader to Leader, 2012, Issue 65. P.: 44-49. DOI: <https://doi.org/10.1002/ltl.20035>.

## Contact

Maria Karpenko

PK FORUM LLC

88, office. 2, Tatishcheva str., Yekaterinburg, 620028, Russia

[Nika\\_karpenko@mail.ru](mailto:Nika_karpenko@mail.ru)