SUMMARY

Subject matter: Innovative Approaches in personnel management.

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Information about customer organization: Closed Joint-Stock Company «Gazprom gas distribution Cherkessk».

Topicality of the research: Recently, the Russian President Vladimir Putin and the Government embarked on an intensive innovation development, the results of which could be comparable with the current trends in the world's advanced economies. In carrying out the tasks set out in the Concept of the Russian Federation transition to the sustainable development, and the implementation of the development strategy of the energy sector of the country the importance is given to the gas industry - leading industries in the Russian fuel and energy complex. In the emerging currently socio-economic conditions the increasing of the efficiency of work and management of the sector is determined, primarily, by the personnel structure and its motivation to more productive and quality work. Namely human resources of industry, being in constant and dynamic development and improvement, may, in our view, provide a solution to the major challenges facing to the Closed Joint-Stock Company "Gazprom gas distribution Cherkessk".

Objective of the research: is to theoretical and practical analysis of the innovative approaches to the personnel management in the best companies in the world with a purpose to their possible adaptation to the modern Russian conditions.

Tasks of the research:
- to analyze the essence of the innovative approaches to the personnel management in modern organizations;
- to consider the principles, methods, and personnel management technologies in terms of an innovative approach;
- to evaluate the work of personnel management services in the field of innovation;
- to consider the specific innovations in the personnel management in the U.S. and Japanese companies demonstrating significant results;
- to analyze the characteristic of activities of the Closed Joint-Stock Company «Gazprom gas distribution Cherkessk» and its personnel policy;
- to characterize the possibility of adapting the experience of innovative personnel management to the Russian organizational environment by the example of the Closed Joint-Stock Company «Gazprom gas distribution Cherkessk».

**Theoretical and practical significance:** the results of the research can be used to further develop the theoretical and methodological foundations of an innovative approach to the personnel management, further personnel reflection of the processes occurring in the modern enterprises of the gas industry, in the diagnosis of the major problems of the personnel work and determining how to resolve them, as well as in the development and implementation of specific innovative approaches to the personnel management.

**Results of the research:** the level of the personnel work in the Closed Joint-Stock Company "Gazprom gas distribution Cherkessk" corresponds to the high level: actively implemented the entire cycle of personnel technologies: staff planning, recruitment and selection, motivation and stimulation, adaptation and learning, assessment of the professional activities, career management, formation of personnel reserve. HR Manager acts as the architect of the personnel potential of the organization, which plays an important role in developing and implementing the organization's strategy, provides organizational and professional coherence of the components of the personnel potential. However, the personnel management system has some shortcomings:

- during the planning of staff factors that help to identify the areas of change of number of employees and to calculate the optimum number of permanent staff are not considered;
− staff adjustment does not lead to the desired result, there is no clear internal logic that is understandable to all parties: skilled staff service, line managers and, most importantly, with the company’s employees and their mentors;  
− there are difficulties in implementing the career plan of employees being strong demotivating factor;  
− there is insufficient attention to the development of a mobile reserve of participants (a group formed to fill the posts of chief engineers and main line production department of main gas pipelines).

**Recommendations:**

− when planning the staff it is proposed to account for factors that help to identify the areas of change of number of employees of the Closed Joint-Stock Company «Gazprom gas distribution Cherkessk» and to calculate the optimal number of permanent staff;  
− to improve the adaptation process to introduce a specially designed system of assessment of staff adaptation through its degree of satisfaction;  
− to improve the management of career processes to enter the staff unit - a specialist in career planning. Specialist in career planning should represent three types of career to employees: vertical (career of a leader), in adjacent areas (career of a project manager) and narrowly professional (career of a superspecialist);  
− for a specific category of workers - members of a mobile reserve of the company to implement the corporate training on «Leadership».