

Tools for organizational changes managing in companies with high qualified employees

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ABSTRACT: The main goal of article is to describe tools for managing organizational changes. Mainly tool InLook system, which bring many advantages in this field. Described tool is perspective for enterprise management and employees, mainly in manufacturing corporations, like mining companies, where should be high qualified employees. Mainly this days, which are specific by constantly changes and uncertainty, as for employers as for employees, as for enterprise. At these days, when the implementation of organizational changes represent often only way how to solve enterprise problems, which are at crisis. The main reason of this tool using is that lot of enterprises do not know when somebody is not at work, who is responsible for the work of his colleague, what negative influences work quality. Managers also can not dismiss these experts even if there are excess, because they know that, if necessary, they are no longer available in labor market.

1 INTRODUCTION

1.1 *Effective management of organizational changes*

Still lasting global economic and financial crisis affected all parts of business. This crisis also affects acceptance of legislative rules, which describes relations between employers and employees. This is the main reason why the most affected place is employment market. Enterprises do not have contracts, they have to save money, dismiss people, also review opportunities. That is the way how to worsen of demand at employment market and also why the Labour Office has more and more unemployed.

Based on this argument some theoretical models show that demand is slack, enterprises try to introduce new management processes, also reorganize its own processes of production, which mainly lead to organizational changes implementation. Through this changes enterprises are due to effectively and on time react to still lasting changes at market and also be facing to competition.

The main problem is that organizational changes bring together also stress, uncertainty, which are the main reasons why are people resistance to them. Only very good prepared projects of enterprise transformation, which are support by management and other key people have the chance for success. They also have to be prepared during the right culture of coaching and managing.

By this comprehensive view can be maximized and effectively used mineral deposits in mining

enterprises. Effectively use in this case, "by setting" the part of mining and processing of raw material, which is governed by the law and in advance define regularities like location and method of using bearings. Also economic factors like size of the investment, the investment structure, methods of financing investments, timing of investments and timetable mining, extraction size. Consequently, due to the changing external and internal conditions in the company it is required to effectively respond and adapt "internal structure" undertaking with respect to the emerging situation. It is also possible by organizational and personal changes, which are in this kind of companies very complicated.

This comprehensive view of the enterprise in terms of personnel and financial management, provided the use of innovative, supportive and available tools requires the achievement of the main objective of the article, which is mention for an effective management of organizational change by new available tools.

2 TOOLS FOR EFFECTIVE MANAGEMENT OF ORGANIZATIONAL CHANGES

2.1 *Conventional usages of tools*

Many companies, as was mentioned previously are exposed to unprecedented impact of changes, such as globalization, competition, privatization, changes in legislation, splitting and merging, reduc-






Tools for drawing	Simple BRP tools	Comfortable BRP tools
 ABC  Visio	 ARIS  TurboPr  ProcessTeam	ARIS Toolset Cool: Biz FirstStep Designer Bonapart Process Engineer Designer ...

Figure 1. Tools for re-engineering business processes.

tion in personnel, changes in the product portfolio and many others. The reasons for changes can be difficult. Companies can be at difficulties, or they expected or wanted to be among the best on the market, or they want to be prepared for any possible unforeseen difficulties. Especially in the current technological progress rapidly changing times, when it is possible managing and monitoring changes in companies by using different available software-supported tools. They allow you to use not only monitoring of organizational changes, as well as to simplify and speed up the decision-making process and subsequently introducing the necessary changes.

In today's market there are a large number of tools for re-engineering business processes, which can be divided into simple drawing tools, simple and comfortable BRP tools (see. Fig. 1):

COOL: Biz is product that provides for their users comprehensive support for the development of business models. However, it has only static modeling options.

ARIS allows modeling of processes, organization, data, functions and create relationships between these objects, which are used to manage the substantial changes in the company. It also includes facilities for monitoring and evaluating the costs of business processes. It also supports ISO 9000 certification and implementation of process oriented standards such as Oracle, Baan and SAP (Krajčiová 2015).

2.2 InLook system[®]

As from the English name of the application implies "InLook", it means integrated inside look at the organization. This application is an analytical tool of personnel management, organizational change management, which by analyzing the current state of the organizational structure with respect to the activities enables to efficiently process data relating to the organization and its management.

This way allows to model different whether current or expected, but also possible future states of the enterprise and through individual modules to get different views of the modeled situation. This allows get a better idea and flexible response to the changing environment.

In this way, the user can select from a number of modules and therefore from the general usability of the application. This way user also chooses from the views to the company by the change managing (cost management, people, processes and others). This data can also be exported for further use in the management. At the same time the application is a tool of organizational controlling, in which are processed data of management of organizational change and knowledge into a coherent structured database of activities of the organization. InLook system is also very useful for creating organizational policy, for planning and deployment of human resources, training and compensation of employees, also for evaluation of their job performance. It identifies and describes in detail the effectiveness of organizational units and also the activities of individual employees. It allows creating at the time working database with high level of details as:

Using applications are strictly designed different activities, competencies described departments, locations and functional roles. They are also defined their ability, knowledge, skills and qualifications;

It analyzes the contents of the actual fund employee time;

Determining the actual occupancy of staff;

Allows connected documents necessary knowledge to functional sites and processes;

It describes the current situation of the company, allows to model desired, future state;

It eliminates duplication of activity and fill up missing activities;

Determine the optimal number of employees per activity (Inlook system[®]).

In terms of organization, this tool provides using mainly for:

- on the creation of a structured record data in a central database, collection, data editing by protected access through the Internet,
- it improves communication within the special technical terminology,
- it allows of the structured hierarchical views of the database information and overview in real time,
- it allows to users to define and to expand their own items,
- it implements results of process changes to personal agency with to the time change takes effect,

improves the scope of organizational units, organizational structure as well as the activities of employees,
 it permits to employees to allocate required capabilities, to optimize the human resources in the context of process and strategic management (Inlook system®).

Besides upper described available software supported tools, it is also further possible use many traditional management approaches that are equally effective tool for managing the process of change. In the context of their use is the most important effective communication, skills and leadership styles of managers, but mainly target setting, in this case based on the change we want to achieve.

2.3 Working with InLook system

For the InLook system tool running is important to the overall interconnection of components, subsystems such as named Organizational structure, Types of working places, Catalogs, Objects, Processes. Within each part it is necessary to fill a specific database, input data for the management and operation of the enterprise, then the logical connection of different parts and mainly showed at a time. In this way, there is a "live" database, showing data over time, with the possibility of effective evaluation, according to user needs, respectively enterprise.

As a basis for guidance in the application InLook System it can be regarded division of the window into four parts. At the left side of the screen it may be selected from the basic module of Inlook System subsystems of applications, named Organizational structure, Catalogs, Types of working place, Processes, Objects (shown on the left side under each other) and the right side is a further description of the individual subsystems within the application, which are different Tabs (see Fig. 2).

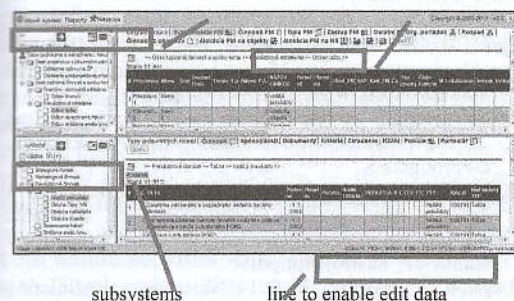


Figure 2. User environment of application InLook system.

By the first steps in working with the application it is necessary to fill the data in the individual subsystems. On the left side of the screen you can select only one of the selected subsystems, which are displayed in a tree structure. The first step is subsystem Organizational structure, on the right side is his closer specification in which we operate by clicking on the Tabs. The next steps are similar to a filling of the other subsystems and their tabs containing information to the relevant parts. Here it is important to note that the input data can be obtained from internal company documents, organizational structure, process maps, diagrams of mining, from management consulting, but also from employees of enterprises, as well as in the earlier stages during the assessment of the possible future scope and operation of mining enterprise, that is processed from various reports and studies.

In this way it is possible to describe the various subsystems within the tree structure of modules and consequently also different tabs. Then they must be mutually and logically interconnected the "binding" in dependence on part of evaluating each of processes, areas or part of enterprise.

The last part of working with the application allows users to use one of the basic modules of InLook System—InLook Reports. Like all other modules Reports are displayed on the left side of the working window in a tree structure. There is allowed select from fifteen possible options for the use of these resulting reports. These are consequently important for their further using and as a basis for the design or subsequent acceptance of change.

3 EXAMPLE OF SWITCHING MEN IN CASES OF ABSENCE

3.1 Example from mining company

At first we can model example where one of the employees of long-term sick leave. In this case, it is necessary for him to seek compensation, either in-house resources—rearranging the individual changes, or seeking new external staff who are capable of adequate crowd.

Selection of staff is an important step especially since high demands are placed on workers and their specific properties. For his reason, it is a great advantage of the use of database applications InLook System, specific subsystem Catalogs in which are precisely specified jobs with the necessary particulars to the cast.

Assuming that it is necessary in order to safeguard the operation because of the long-term sick leave to ensure the representation of a particular job on a certain date in the application it is possible

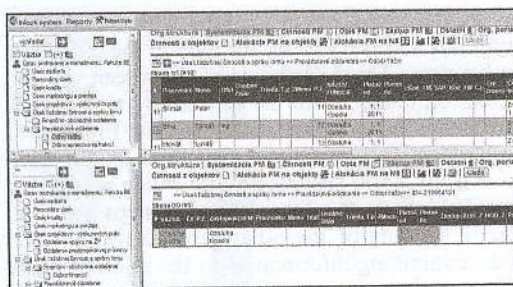


Figure 3. User environment of application InLook system.

to see through the partition Organizational structure, which is necessary to show that the lower and the upper working window, where in the first step at the bottom right of the screen dump data on staff who will represent in the Tab "Other". Then click around on the Tab "FM Crowd" at the top right of the window, I set in the Tab "Systemization FM" where I find a job of particular employee who is represented by a double click it switches to the lower windows to create a representation of a specific time (see Fig. 3). Consequently, setting the highest position within the Organizational structure and on the Tab "FM Crowd" you can see who is who within the company represents.

Modeling this condition is especially important because in this way it is possible to assess the adequacy of the crowd to the individual capabilities, which is represented employee and therefore to what extent the representation adequate and sufficient. Important perspective is the fact that the mineral extraction sector as mentioned places of great emphasis on a high degree of specialization, which is contained in the relevant laws, regulations defining the essential training and obtained certificates. It is therefore necessary to look also for the costs of training staff and the update training, without which the given position cannot perform its function.

As example of this is position Operation of construction equipment. Since the construction machine can operate only person with a valid engineer construction machinery (Tab "Competences Documents"), so the machine can be allocated to an employee who owns such authorization. It is one of the fundamental obligations of employers to organize training on occupational health and safety for its employees. Both of the obligations provided for by law no. 124/2006 Coll. OSH (Igmar, 2014).

Consequently, it is necessary to calculate the cost of training, retraining, or renewal of licenses (see Table 1). If we assume that the costs in this connection per employee is about 476€/year for a total of 23 employees in the field of mining and

Table 1. The necessary training for the staff position of operation of construction equipment.

Kind of training	Costs €
Basic course of operation of construction equipment	183,00
Extension of card of level	120,00
Update training (once/5 years)	60,00
Periodic retraining (one/2 years)	25,00
Issue of license	33,00
Safety trainings of employers	25,00
Safety training of managers	30,00
Together	476,00

processing of fractions, the implementation of job requires completion of each training costs can amount to around 10,948€/year after cannot be considered negligible amount.

4 CONCLUSIONS

As in mentioned in article, also as we can see from the special example from mining industry, area of managing organizational changes is very specific and for all enterprises important. From the mining enterprises it is also known that they are sometimes seasonal industries depend on what they are mining and processed. So they know that they have more than 10% employees which are not needed, but when they get some bigger order, they have to have this kind of qualified staff. When management dismiss this kind of employees, they also have to know that the same experts have not find. Si this kind of enterprises cannot save costs from human resources, mainly because competition is very huge. That is the fact why tools for effectively managing of organizational changes important.

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