

internal auditor should act in accordance with the standard DSTU ISO 19011: 2012 and contribute to the achievement of the objectives by using a consistent and systematic approach to the assessment and enhancement of the effectiveness of the control processes, risk management, and corporate governance.

Aim. The purpose of our research was the development of a set of proposals for the establishment of a program for the preparation of internal auditors at the pharmaceutical company.

Materials and methods. As materials, we used the provisions of the Standard ISO 19011: 2012 Guidelines for auditing management systems and the GXP Good Practice Guidance.

Results and discussion. Auditors should have the knowledge and skills necessary to obtain the intended results of audits that they will carry out. All auditors should have both general knowledge and skills as well as specific knowledge and skills that are determined by the nature of the audits conducted and the sectors of the economy in which the organization operates. The head of the audit team should have the additional knowledge and skills necessary to lead the audit team.

We have developed a training program for internal auditors consisting of four blocks: the first one included the question of knowledge of the requirements of ISO standards and sectoral regulatory documents that ensure the quality of manufacturing of medicines; the second block contained topics related to the documentary accompaniment of the audit itself; the third block includes topics in which the rules of conduct and the requirements for the professional and personal qualities of the auditor and the methods of communication during the audit are specified. The fourth unit was practical and contained situational tasks that took place during the audit. Diagnostics of the studied material was carried out for each block and evaluated at 100 points.

Conclusions. The practical value of the proposals we propose is to increase the competence of internal auditors as a guarantee of the successful functioning of the quality management system at the pharmaceutical company.

ESTABLISHMENT OF CRITERIA FOR QUALITY CONTROL OF PERSONNEL IN THE QUALITY MANAGEMENT SYSTEM

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Introduction. Personnel assessment is a tool that allows you to determine the effectiveness of an employee's work, to establish labor indicators in accordance with the requirements of the organization itself. In addition, the evaluation process helps to identify both the individual problems of the employee, and the general, characteristic for the whole team of the enterprise. But most managers have difficulty in assessing their subordinates. This is due to the lack of clear, ambiguous and results-oriented employee evaluation criteria, which leads to the adoption of certain managerial decisions under the influence of personal sympathy, as well as problems associated with the non-working system of incentives and low discipline of employees. To avoid such problems, it is important to determine when evaluating an employee's assessment system based on which criteria the evaluation will be conducted.

Aim. The purpose of our research is to study the methodology for selecting criteria for monitoring the quality of the work of staff to determine the effectiveness and effectiveness of the work of employees of the enterprise.

Materials and methods. When assessing the staff, it is important to correctly establish the criteria and indicators of attestation. It is clear that for all categories of posts can not be applied to unified criteria. The criteria used in modern practice are conventionally divided into 4 groups:

- professional;
- business;
- moral and psychological;
- integral criteria.

Professional criteria are the characteristics of the professional knowledge, skills, skills, professional experience of the employee, his qualifications, effectiveness and efficiency of work.

Business criteria – characterize organization, responsibility, initiative, enterprise, etc.

Moral and psychological criteria – outline the characteristics of the employee, such as the ability to self-esteem, honesty, justice, psychological stability.

Integral criteria are characteristics that are obtained on the basis of many other characteristics inherent in the employee and show his authority, health status, general culture, culture of thinking and language, etc.

Certain groups can be conditionally divided into subjective and objective.

Subjective include those criteria that can not be measured in quantitative (monetary) terms using calculations that characterize the change in the quantitative and qualitative performance of the enterprise as a whole.

Objective criteria include those that directly affect the productivity of an employee's work and are measured in direct dependence on changes in the quality of the enterprise as a whole.

Results and discussion. Based on the selected criteria, the following methods are used to assess the employee's performance:

- the method of analytical evaluation, in which the Attestation Commission considers a written description - a review of the employee, and conducts an interview with him;

- the method of the evaluation system, in which the ranking of personnel is carried out, as a result of which the supervisor (attestation commission) is able to compare workers among themselves with consecutive conclusions;

- the method of situational assessment - as a rating scale, a description of the worker's behavior in a specific production situation is used, for which a description of effective and ineffective examples of behavior over time is developed;

- the method for assessing the achievement of goals - focus on the achievement of specific objectives facing the enterprise and the tasks assigned to the employee in accordance with his workplace.

In practice, the most effective methods that do not have subjectivity and directly allow to link the results of an employee's work with changes in the quantitative and qualitative performance of an enterprise are the method of analytical assessment and the method of evaluation for achieving goals (when applying normative tasks). When using the method of analytical evaluation during the certification, the main tasks were:

1. Determination of the employee's compliance with the position held.
2. Identify the prospect of using the potential abilities of the employee and his capabilities.
3. Stimulating the growth of the professional competence of the employee.
4. Identification of the directions of the professional development, vocational training and retraining of the employee.
5. Proposals on the movement of personnel, the release of the employee from the post (dismissal), as well as transfer to more (less) qualified work - depending on the conclusions of the certification.

Conclusions. The methods of the system of assessments and situational evaluation are laborious enough and can be applied: firstly in the non-production sphere, and secondly in small enterprises with a number of up to 50 people.

IMPROVING THE QUALITY OF PHARMACEUTICAL SERVICES

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Introduction. The issue of improving the quality of pharmaceutical services can be achieved through the introduction of modern management systems at enterprises, in particular, the quality management system based on the ISO 9000 quality standards. The ISO 9001:2015 «Quality management systems – Requirements» is based on two methodological aspects: process approach and satisfaction of consumer expectations. The implementation of the process approach and the application of all its principles will allow the organization to further certify its activities in accordance with the provisions of the ISO 9001 standard. This will enable the ineffective links in the enterprise to be identified, improve resource