

1	2	3
Assessment of efficiency of the employee	Annual development of the employee (cost of the detailed designs performed by this employee in a year).	- loading coefficient (the share of calendar time carried by the employee on implementation of projects); - coefficient of development of norms (the number of normo-hours developed by the employee for one man-hour during the work in projects); - annual development of the employee (the sum of shares of revenue of the projects falling on this employee in a year).

It is necessary to consider what can appear the most suitable form of compensation, among provided, mixed, that is price-work and time. A keyword parameter of a choice of the form of compensation and in case of a combination of their proportions, is the ratio of a base and variable unit of compensation which varies depending on economic stability in the organization and the prevailing motivation of a staff. Thus, it is recommended to create a compensation of principals and experts involved in project organization activity as follows (Fig. 4):

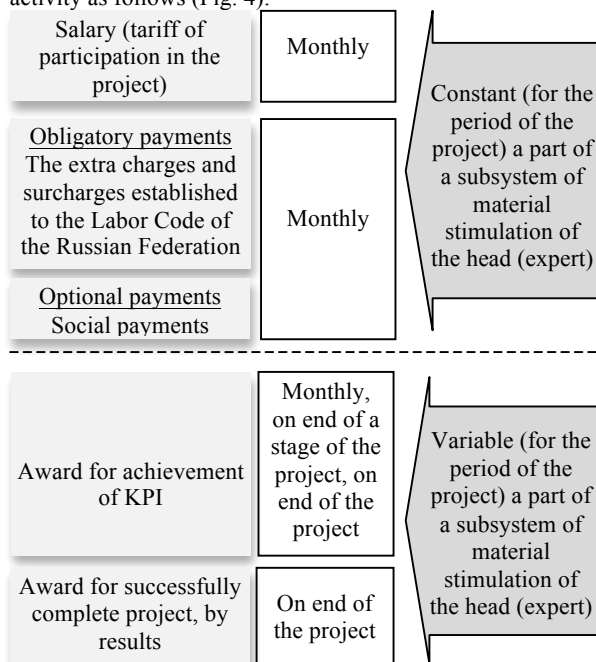


Fig. 4. "Structure" of a subsystem of material stimulation of experts of IT involved in design activity of the organization

Despite a variety of purposes facing IT experts at each stage of the project, an order of formation of a salary part of system of compensation should be based on the established tariff, not depending on the vocational level of the worker, and for participation in the project.

Payment of participation in the project on the established tariff has to be made monthly. Here it should be noted that in a constant component of compensation indicators of an individual assessment of performance by the head or expert of tasks corresponding to the current stage of the project can be also considered. It is necessary to consider that in design activity, the tariff size for participation in the project should

be minimal, and shift the most part of material remuneration to system of awarding.

Formation and distribution of the variable part of monetary work incentives of IT experts in projects is always a very delicate question resolved by the top management, however, in such a way justice seldom reached. The most expedient for awarding is the development and application of KPI for each project manager and expert (3). This system meets the main requirements of stimulation and allows to estimate activity of each participant of the project most objectively. This complex and laborious work is one of the most important ones during the creation of a subsystem of material stimulation. Only when KPI are transparent, clear, unambiguous and brought to the attention participants and when each participant of design group is able to monitor the achievement of the indicators, it is possible to speak about the fair system of work incentives.

Design KPI is unique for each specific project. For example, there can be such indicators in the project: a project date of performance, a stage of the project or work, completeness of realization of a task, quality of work, a deviation from the budget, etc. There can also be indicators stimulating works of experts, generation of extraordinary ideas, etc. It is recommended to appoint no more than seven indicators for one ordinary participant of the project and no more than five indicators for project managers (IT expert). Besides the progressive scheme of an assessment of results of work, it is necessary to designate a regressive one (conditions of decrease in effectiveness ratio), in case of unsatisfactory results of the participant of the project. It is important that measurements were carried out by means of certain tools or the known facts. Calculation is made in an expert way in the ratio pre-established planned target. By effectiveness, boundary conditions or minimum necessary effectiveness are introduced. If cumulative effectiveness of the project participant upon completion of the project or a stage of the project is less than 60 - 80%, then the participant of the project who has allowed such low effectiveness doesn't get an award by results and the question of his withdrawal from the project is considered.

The most optimum scheme for making decisions on distribution of bonus fund for the end of the project is the principle by which awards of employees are determined by the higher official in coordination with the project manager and the head of the organization.

The trust bonus fund of the project is defined by the guide to results of successful completion of the project depending on its importance (on terms, the budget, profit, complexity of realization, the planned efficiency). Rewarding is a very effective but expensive method of stimulation of labor activity of IT experts. In this regard, its allocation is an exclusive decision of the head of the organization or the sponsor of the project. The decision to allocate a bonus fund, depending on achievement of the KPI project, the actual bonus fund can be equal.

At distribution only those participants of the project who have KPI more than 60% - 80% can earn a premium (is established by the head). And the caused stir can count on super remuneration on which about 10% of total amount of the distributed bonus fund is allocated.

Thus, the direct dependence of the size of an award on results of work during all project stimulates each participant of the project for more effective implementation of production tasks.

Very important part of work incentives of experts of IT occupied in design activity are methods of material non-monetary and non-material stimulation which are undeservedly pushed back by the heads. As experience shows, the most effective and optimum scheme of non-

material stimulation for employees of design groups is combined - a combination of individual and collective stimulation. The stimulation connected with raising the professional level, optimizing work schedules and granting an opportunity to work at the interesting, enjoyable work is extremely effective. Change of the professional status can be expressed in increasing the zone of responsibility (change of a role in the project or process, combination), training and certification. It should not be forgotten that for the worker of brainwork important not only to study constantly, but also to train others. The work giving pleasure to the participant of design group is the creative work allowing to apply the knowledge and skills, to participate in invention and innovations, and also existence of a zone of responsibility and an opportunity to make independent decisions. These factors allow the employees to realize the importance which, certainly, should be confirmed then constantly, and it promotes development of the organization. As a collective non-material stimulation, it is necessary to apply various actions promoting increase in skill to communicate and unity in collective. It is impossible to underestimate the convenience of office, and a comfortable, ergonomic workplace equipped with modern technical devices will not only increase the worker's productivity, but also his motivation. In addition, the formation should pay attention to the "correct" corporate culture promoting on the one hand, to high motivation of heads and experts of design groups, and on the other hand, to fulfillment of the purposes of the organization.

4. CONCLUSION

Thus, the basis for methodical recommendations about modification of system of work incentives of IT experts occupied with project activities will be the following most urgent complexes as important:

- 1) Creation of the creative atmosphere allowing generation of the new ideas. Promotion of the new ideas and personal results during the team work.
- 2) Leaving from use of traditional schedules of work and forms of employment, also development of optimum schemes of compensation.
- 3) Official employment according to the Labor Code of the Russian Federation and liquidation of "grey" schemes of compensation in favor of officiality of the salary and full-measured compensations of a holiday and sick-lists.
- 4) Organization and introduction of programs of development of career and vocational education. Encouragement of professional development (participation in interesting projects, independence of performance of tasks, professional development, change of level of responsibility at the solution of tasks, etc.).

REFERENCES

- [1] Kibanov A.Ya., Batkaeva I.A., Mitrofanova E.A., Lovcheva M.V., "Motivatsiya i stimulirovanie trudovoy deyatel'nosti: Uchebnyk", M.: INFRA-M, 2009, 524 p.
- [2] Demidov E., "Ekonomika proektnoy organizatsii", CiG Business Consulting, 2013.
- [3] Klochkov A.K., "KPI i motivatsiya personala. Polnyy sbornik prakticheskikh instrumentov", M.: Eksmo, 2010, 160 p.