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ПАТ «УКРЗАЛІЗНИЦЯ»**

**Тези доповідей
міжнародної науково-технічної конференції**

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Збірник містить тези доповідей науковців вищих навчальних закладів України та інших країн, підприємств транспортної та будівельної галузі за такими секціями: технології виготовлення та відновлення виробів транспортного призначення; проектування, виробництво та сервіс засобів транспорту; транспортні технології та логістика; проблеми безпеки на транспорті, в промисловості та інфраструктурі; захист довкілля, екологічна безпека та ресурсозберігаючі технології; забезпечення конкурентоспроможності підприємств транспорту і промисловості; інтеграційні процеси фінансово-економічного розвитку транспортної галузі.

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QUANTITATIVE AND QUALITATIVE APPROACHES TO HUMAN RESOURCE DEVELOPMENT IN THE CONDITIONS OF THE EUROPEAN INTEGRATION

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The issue of the process of forming the structure of personnel of industrial enterprises that is in line with the modern conditions of their activity is urgent. Undeniable importance is the development of the theoretical foundations of the personnel development of enterprises in the context of deepening European integration of Ukraine, since the existing approaches to the development of personnel have not yet sufficiently taken into account the influence of European integration processes on the activities of industrial enterprises.

The processes of European integration that are emerging, in particular, in the Lisbon Strategy, which recognizes the central role of education as a factor of economic and social policy and a means of enhancing Europe's competitiveness on a global scale, the rapprochement of its peoples and the full development of citizens, affect the formation of competencies for industrial enterprises. The policy on vocational education and training as part of the European Union's educational policy is shaped within the framework of the Copenhagen process, which aims to create a single European space in vocational education and training, to ensure transparency of qualifications and to solve the problem of recognition of competences and qualifications of staff. Taking into account the influence of these processes in the field of education, in particular professional, makes it possible to conclude that the purpose of training the personnel of enterprises to acquire knowledge on the formation of skills, skills and methods of communication, that is, the formation of the content of training on the basis of the competence approach, is to be deduced. According to this approach, the competence of staff is defined as a set of knowledge, skills, and communication methods that form the ability of an employee to perform duties in a specific field of activity.

In accordance with official requirements, the human capital required for the performance of official duties as an employee's quality, which acquires value in the process of attracting to industrial relations, is calculated. Human capital is divided into general and specific, necessary for work in a certain position. Human capital assets are basic competency, professional competence, work skills at a particular workplace, and investments in human capital are basic education, vocational education, self-education, and training in the workplace. Taking into account the assumptions that self-education is aimed at raising only the professional level, vocational education does not affect the

basic competence, a system of equations for determining the financial evaluation of basic and professional competence is compiled. On the basis of received investments, a financial evaluation of the basic and professional competence and skills of work at a specific workplace has been calculated. Calculation of the corresponding asset of human capital is possible as a summing up of expenses for obtaining a certain competence. The next step is to calculate the core assets of human capital: the components of basic competence, professional competence and work skills at a specific workplace.

Qualitative and quantitative parameters of personnel training are determined on the basis of calculation of the difference between necessary and existing competence taking into account financial possibilities of the enterprise. According to the results of calculating the available human capital, which a certain employee owns, and comparing it with the necessary, the content (according to the type of insufficient capital) and the amount (by difference between the existing and the required level) of training, which should bring the available human capital to the employee in accordance with the required. The formation of the content of training is based on the definition of the list and size of individual assets of human capital, which depend on the requirements of the employee's competence and can be changed through training. Monitoring the results of training the staff allows you to adjust both the training needs and the details of the forms and content of training.

The determination of the effectiveness of training personnel in the work is proposed on the basis of comparison of benefits and full costs, which include both transformation and transaction costs associated with personnel training. Improvement of the accuracy of the calculation of the effectiveness of training personnel is ensured through the application of the tools of the theory of transaction costs for planning, conducting and controlling the training of personnel at an industrial enterprise. This is due to the fact that the assessment of human capital is affected by random errors caused by incompleteness of information as well as deliberate distortions provoked by opportunistic behavior of staff. In order to estimate such errors, the transaction costs associated with them are determined and each type of transaction costs incurred in connection with staff training is considered separately. In the organization of training personnel takes into account the probability of dismissal of the employee at his own discretion as a result of dissatisfaction with the nature, conditions or payment of labor. In order to prevent the loss of investment in the human capital of a retired employee, control over the ratio of the cost of maintaining the employee and the amount of investment made in his human capital, the possibility of receiving income from which will be lost due to his release, is established. This enables us to determine the effectiveness of training the staff, taking into account the indirect effects of the training, and to make more informed decisions regarding the form, volume and content of the training of the personnel of the industrial enterprise.

To determine the scope and content of training, the human capital required for the fulfillment of obligations is comprised of the following assets: basic competence, professional competence; work skills at a specific workplace. The size of individual assets of human capital is determined by the analysis of capital investment in human capital, in particular, in the form of certain types of training. The identification of training needs is based on a comparison of the necessary and existing competencies,

which takes into account the required amount and content of training, which, based on the budget allocated to the study, are detailed in the training program, which calculates the resources necessary for its implementation.

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A PRIORITY APPROACH AS AN EFFECTIVE TOOL FOR MANAGING SOCIAL DEVELOPMENT OF PERSONNEL IN THE CONTEXT OF SOCIAL MANAGEMENT IN ENTERPRISES

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One of the most important tasks facing both the state and enterprises is management of social processes, which emphasizes considering a person as the most important force of the social progress. In connection with the strengthening of the social objectives of enterprise development, the need for conscious management of processes of social development of personnel is especially growing. To ensure a stable, highly efficient operation of enterprises, it is necessary to create a scientifically based system for managing all aspects of their activities, in particular, pay special attention to the planning of social processes.

The essence of social management determines its formation and functioning as a system. In order to improve this system, first of all, it is necessary to have sufficient skills in the art of social management. Management of social development of enterprise personnel can be considered as a purposeful systematic influence, firstly, on social development of the enterprise personnel aimed at increasing the welfare of employees and creating conditions for the fullest realization of their abilities, and, secondly, on the structures that contribute to its implementation. In order to avoid scattering of the funds allocated for social development of personnel, it is necessary to determine the primary social objectives and appropriate funds for their implementation.

In this regard, a model of a scientifically based system for planning social development of personnel has been proposed, using a priority approach to social management based on assessing the level of social development of personnel, which will help focus on the objectives that are most important for the enterprise and concentrate financial resources in the most important areas of its social development.

A scientifically based planning system should imply the following procedure: creating an information system for elaborating a social development plan; carrying out strategic analysis of social development; assessing the existing level of social development; defining the social objectives of the enterprise personnel and the strategies for their solution; determining the conformity of achievement of the set objectives to the designed social program; elaborating the final plan for social development; implementing the plan for social development of the enterprise personnel and control over its implementation.