

ЭКОНОМИЧЕСКИЕ НАУКИ

TOOLKIT FOR HUMAN CAPITAL MANAGEMENT IN THE SYSTEM OF SAFETY-ORIENTED STRATEGIC MANAGEMENT OF INDUSTRIAL ENTERPRISE DEVELOPMENT

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Introduction. The human capital of an enterprise determines the ability to create, retain and increase the competitive advantages of the enterprise and to implement the enterprise development strategy, through a set of knowledge of personnel, professionalism, management efficiency, health of employees of the enterprise, ability of personnel to innovate, information support and more [1-3]. Human capital at the enterprise level is a major factor on which the effectiveness of other components of enterprise development depends [4-5]. Recently, approaches to human resources based on methods and methods of characterizing its strategic development have become increasingly relevant.

Aim. The aim is to develop recommendations on the toolkit of human capital management in the system of security oriented strategic management of industrial enterprise development.

Materials and methods. Economic and mathematical modelling and peer review methods have been used to build human capital assessment models in a security-oriented strategic management system.

Results and discussion. The following components of human capital are influenced in one way or another by the achievement of the enterprise's goals: education, work experience, age, professionalism, productivity and many others.

This, in turn, requires the development and implementation of fundamentally new approaches to managing the personnel of the enterprise, knowledge and ability of which is today the main source of increasing the value of the enterprise in accordance with the enterprise strategy.

The efficiency of the enterprise may change in the positive or negative side, depending on the impact of each of these components. Improving any of these human capital components promptly, combined with effective security management, increases the effect on each of them. Knowing the priorities and goals of the enterprise, it is necessary to pay attention to those components of human capital on which success in each case depends. One of the essential features of modern production is its significant dependence on the quality and management of human capital, the forms of its use and the extent of staff involvement in the management of enterprise development.

To achieve these goals, it is necessary to develop a strategy that is aimed at the success of long-term activities. Human capital management tools include human capital management tools in the form of programs, projects and systems at all levels of the enterprise, motivating human capital development tools, management tools (material, information, personnel, organizational and methodological support).

The presented strategy outline has two main goals - on the one hand, to logically divide the entire description of the strategy into separate sections to simplify their formation and perception, and on the other - to allow consideration of a holistic mechanism of human capital management from selected points of view or corresponding levels.

A strategic map helps to bring information about the strategic goals of the enterprise to all its employees. As a result, employees are trained to think strategically and can make their ideas and additions to the formulation of the enterprise mission and strategy.

A strategic human capital map can be developed for a period of three to ten years, depending on the various operating conditions of the enterprise. The optimal number of strategic map indicators depends mostly on the level of the corporate

hierarchy: usually at the corporate level and at the level of individual units 10 - 20 indicators are used, at the department level - 5 - 10, at the employee level - 3 - 5 indicators.

The different number of indicators is due to the fact that in the strategic map of each level there should be only those indicators that are directly influenced by the employees of this level, indicators that the employees cannot influence, should not be included in the strategic map. For each indicator included in the strategic map, it is necessary to set a predictive (target) value, to which the efforts of employees should be directed through the development of appropriate measures.

In the process of implementing the strategic map of human capital, an enterprise needs to identify both short-term and long-term goals of this type of intangible assets and adjust the current activity based on the latter. The coherence of these goals with the overall mission and strategy of the enterprise is essential. Therefore, the strategic objectives of human capital development are defined both for units and levels of organizational structure.

The final step in implementing the strategic map is an action plan that provides those responsible for the implementation of specific activities and the timing of the interim and summary reports.

Economic strategies should be evaluated when using strategic maps. Variability of external factors affecting an industrial enterprise (personnel training, technology and technology development) require changes to its strategy and key factors for achieving it (these changes are related to reviewing both the strategy itself and its implementation methods). Since strategic maps are used to implement an enterprise strategy, it is essential to monitor the development dynamics and evaluate their key characteristics.

Evaluation of strategic maps makes it possible to determine the effectiveness of operational measures to implement the strategy of all business units and to determine the need to revise the strategy itself, which is a crucial element of the model.

Conclusions. The development of human capital depends on many factors and changes with the changes in the external and internal environment. Instruments for

influencing the growth of human capital depend on many factors and are usually considered the largest at the enterprise level. Strategic consideration of the development of human capital in the conditions of becoming a knowledge economy makes it possible to form an intercommunication structure in an industrial enterprise, taking into account different levers of influence and using modern tools of human capital management.

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