

Development of personnel as a factor in increasing production efficiency in construction

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Abstract. The purpose of this study is to identify the patterns of the formation, use and development of human resources at a large construction enterprise, as well as the analysis of the main economic indicators based on the use of statistical information. In order to achieve this goal the following tasks were solved: theoretical approaches to the term "staff development" were studied; the methods of personnel development, applied to construction plant; the technical and economic indicators of the activity of building enterprise on the basis of statistical information were revealed. The methodological framework is based on the methods of studying systems analysis, comparisons and analogies, economic-mathematical modeling. As a result of the study it is found that the increase of the completed construction directly depends on the quality of personnel, on its development and improvement. The relevance of the study is confirmed by the fact that the position of Russia in the construction world is quite significant. Due to the large-scale construction, Russia is able to ensure a high level of development of its own economy. To do this, it is necessary to increase investment in the development of human resources.

1. Introduction

Currently, large construction companies are increasingly investing in the development of workers, because the need for this is due to the introduction of new technology, technologies that create conditions for the elimination or change of certain types of work. Therefore, the necessary qualifications could not be guaranteed by basic education; the world was becoming a borderless market with a high level of competition among countries. The states with modern continuing education programs are leading in this competition. They have the ability to quickly respond to any "challenge" by increasing productivity; it is more efficient and cost-effective for the enterprise to increase the impact of already working employees on the basis of their continuous training than to attract new employees. This is also facilitated by the shrinking life cycle of goods, their frequent changes that require new qualifications. That is why many construction companies see their main weapon in competition in increasing investments in human resources development.

Priority area staff development on "PIK Group" is the learning associated with professional development for staff and have a significant impact on the development and implementation of a new enterprise knowledge and intellectual capacity. While in traditional economic structures this activity is related to costs, in the "PIK Group" it is regarded as a source of significant profit, as an opportunity to generate new income. Thus, education and training becomes a full-fledged strategic activity of the "PIK Group", providing the necessary contribution to the creation of knowledge, intellectual and human capital.



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2. Materials and Methods

Most scientists in the description of the term "staff development" see the improvement of professional qualities of the employee necessary for the organization. Zhuplev A. emphasizes that "staff development includes all activities on education, promotion and development of the organization that are planned, implemented and evaluated systematically and purposefully". The same opinion is expressed in the works by Androsova I., where staff development is presented as a systematically organized continuous process of professional training of workers to prepare them to perform new production functions, professional qualification promotion, formation of management reserves and improve the social structure of the personnel. Speaking about the development of staff, Kolmykova T. notes that this is a set of organizational and economic activities of the personnel management in the field of training of organization's staff, its retraining and advanced training. We understand personnel development as a system of interrelated actions, the elements of which are the development of strategy, forecasting and planning of personnel needs of a particular qualification, career management and professional growth; organization of the process of adaptation, training, formation of organizational culture.

3. Results

The purpose of development of the personnel of the construction enterprise "PIK Group" is to provide the organization with well-trained employees in accordance with its goals and development strategy. Under the system of personnel development "PIK Group" the management of the plant understands a targeted set of information, educational, workplace-specific elements that contribute to the training of employees of the organization in accordance with the objectives of its development, potential and inclinations of employees. [2]

"PIK Group" pays special attention to the formation and development of personnel. The process of personnel development at the plant is ongoing and consists of the following stages: adaptation of newly hired employees or transferred from divisions to division; education, training and retraining in construction area; certification and evaluation of personnel working at the construction enterprise. An important role at the plant is given to the comprehensive development of employees. The first stage of obtaining knowledge in the workplace is the adaptation of staff-entry into the workforce. At the enterprise "PIK Group" there is a very well designed program for the adaptation of newly employed workers. Specialists in training [3] seriously work to familiarize workers with the work of the organization, rules and regulations applicable at the plant, getting acquainted with the traditions of the enterprise a strong emphasis on the acquisition of knowledge on labor protection with the subsequent examination in accordance with world standards. For the process of entering the employee into the workforce is responsible direct supervisor, usually the head of the site. When a new employee comes to the team, an experienced mentor is assigned to him. In foreign companies, this effective method of personnel development is called coaching [3]

At the enterprise "PIK Group" the method of mentoring has been used for several decades and is an effective method of training new employees. The purpose of mentoring at the enterprise "PIK Group" is the adaptation of the newly hired workers to work, ensuring the optimal use of time and resources for further achievement of the necessary production indicators by the newly hired employees, reducing staff turnover and motivation to establish long-term labor relations with "PIK Group".

The main objectives of mentoring at the enterprise "PIK Group" are to assist newly hired employees in their professional development, improving the efficiency of the use of workers who do not have practical skills, adaptation to corporate culture and the assimilation of traditions and rules of conduct in the workplace. Mentors are appointed the most trained employees "PIK Group", having high professional qualities, showing stable results in work, ability and desire to transfer the experience, knowing system representation about the site of work and all work of division, devoted to business, supporting standards and rules of work, possessing communicative skills and flexibility in communication [1]. The second stage of personnel development at the "PIK Group" is training, training and retraining workers and workers development is carried out both outside and at the workplace. Getting knowledge outside the workplace takes place at seminars, courses and conferences, which are constantly visited by employees of our company. A striking example is the

participation of the delegation of the plant "PIK Group" in the scientific conference in October 2016 in Skolkovo. Obtaining knowledge by employees of "PIK Group" in the workplace is a higher priority, as the work of builder, especially builders, has its own characteristics that can not be taken into account in the walls of the institution. With good theoretical knowledge of the construction profession, it is necessary to obtain practical skills, without which it is impossible to become a real builder. The task of the management of the plant is to shop, site and the entire workforce to give him these skills.

At the plant "PIK Group" in recent years, there is a close interaction of educational institutions and enterprises. This allows employees to master new specialties and improve their knowledge on the job, but not at the expense of working time [4]. Over the past few years, another method of worker development has proved successful — training of employees in new positions or other units. The main purpose of the internship is to master the employee new methods, technologies and elements of professional activity, improving the level of practical and theoretical knowledge. Currently, this approach is one of the main methods in the formation of the worker reserve. A special role in the development of workers is played by the fact that the combine "PIK Group" formed "labor dynasty". Many employees have parents or even older generations of relatives working or working for the company. In this case, a person from an early age knows the working atmosphere, the so-called "corporate spirit" in our company. There is a faster process of adaptation in the workplace, mastering professional skills, actively conducted the process of mentoring. The responsibility of the employee also increases, now he is responsible not only for himself, but also for the reputation of his whole family [6].

An important link in the process of personnel development at "PIK Group" is the third stage - certification. Certification is carried out in order to make the most efficient use of the personnel potential of the enterprise, to improve the selection, placement, training, determining the degree of efficiency of each employee, his contribution to the development of the complex [7].

Another of the methods of worker development used at the enterprise "PIK Group" is the holding of competitions "the best in the profession". During this competition, employees independently replenish the baggage of their professional knowledge, learn to work in a team, share tips with each other, which stimulates an increase in production indicators. This is also facilitated by the presence of a professional library at the plant, which allows employees to engage in self-education processes.

At the combine of "PIK Group" a policy to increase the creative activity of labor collectives is carried out. Shirokova L. considering the problem of worker development in the framework of psychology and industrial pedagogy, as elements distinguishes professional competence and social ability. As it is noted by M. Zhelyuk T., a well-rounded employee is more responsible and disciplined, so the plant understands the importance of professional and personal development [5].

The employees of the combine of "PIK Group" are very actively involved in cultural events. Every year the complex holds sports games in 13 sports among the departments. The combine is an active participant of city sports competitions and creative competitions. The employees of the plant always show themselves as active participants of creative activities in the city.

4. Discussion

At present, new methods and forms of education that have come to us from developed countries are being introduced everywhere, which show effective results of training processes. However the domestic experience in training is not forgotten: industrialization in the USSR in 20-30 years, the restoration of industry after the Great Patriotic War – all this was done in the shortest possible time. When the Soviet Union began the way to implement plans for industrialization, the country had no experienced workers, especially engineering staff, but in the shortest possible time the industry has received well-trained highly skilled workers and engineers. Systematic and planned activities for the development of human resources at the enterprise "PIK Group" is reflected in the economic results of production activities. The combine of "PIK Group" is constantly working to increase its production capacity. Currently, a new concentrator with a capacity of up to 14 million tons of concentrate is being put into operation. With increasing capacity, the plant will be equipped with new modern equipment, which must be serviced by well-trained, knowledgeable and responsible workers. Increasing demands on modern workers entails a revision of the process of obtaining knowledge, the attitude of

management to employees. The main task of the « PIK Group» in the field of personnel is to build a team where a modern worker is an educated, well-trained and constantly developing responsible specialist.

5. Conclusion

In modern Russia there is a process of reducing the authority of working specialties. Modern young people do not want to work in production, but the plant "PIK Group" successfully copes with this trend. The "PIK Group" is an active social policy of positioning the construction company as a reliable, stable employer. Work is carried out with schools, with the Construction College and Moscow University of Civil Engineering: there are study tours, conversations with graduates, the method of the talent market is used. The combine plans to work with construction universities. Now the attitude to the personnel reserve is being revised, which should become a reliable Foundation for building an effective workforce. In 2017, the plant received licenses for training and creation of an internal corporate University. Workers will be trained for a number of popular specialties: timber man, road track worker, a drifter, distributor computing machinery, builder of the roof, as well as retraining of worker. Thus, at present, the "PIK Group" actively uses the main modern methods of worker development, such as personnel needs planning, professional training, retraining and advanced training of personnel, business career planning, personnel rotation, work with the personnel reserve, organization of adaptation, formation of adaptive culture. The enterprise also plans to introduce such modern methods of personnel training as secondment (Directive training), webinars and video lessons (interactive training), corporate social communication (personal methods). There is an objective need for their implementation, as the plant has recently used new management technologies, introduced a new underground construction technologies and formation. Middle managers and specialists are needed to manage innovative technologies in construction. The "PIK Group" is the demanded competitive employer in the labor market in this region.

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