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**STATE AND MUNICIPAL PROGRAMS TO SUPPORT STAFF
OF INSOLVENT PUBLIC TRANSPORT COMPANIES**

Dr. Elena Ivanovna Danilina

MIREA - Russian Technological University, Russia
danilina05@mail.ru

Ph. D. Iana Ivanovna Malikova

Vologda state University, Russia
yan45154179@yandex.ru

Ph. D. Dmitry Vladimirovich Gorelov

Institute of Business Career, Russia
gorelovdv1988@mail.ru

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Abstract

The public transport is a means of ensuring territorial interconnections. Along with other industries, public transport is the key to the efficient development of all areas of settlements, as well as an indicator of the population's life quality. The study aims at analyzing the possibilities and prospects of using state and municipal programs to support staff of insolvent public transport companies. In the article, the relevance of studying the problems of supporting staff of insolvent public transport companies has been specified. The efficient instruments and means of state support for the unoccupied population have been analyzed. Based on the expert survey, the components of state and municipal SIC (staff of insolvent companies) support programs have been introduced, and the terms and conditions for the efficiency of these programs have been determined.

Keywords

Public transport – Insolvent companies – Support for the unoccupied population

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Introduction

It is difficult to overestimate the role of public transport in the modern life because the normal activity of business entities and the population's comfortable life are impossible without high quality transport services¹. The relevance of this issue is substantiated by the social importance of public transport, a considerable number of unprofitable enterprises in this sector, their insufficient financing, a low coefficient of the rolling stock renewal, and a large number of privileged passengers, which leads to the insolvency of public transport.

The insolvency problem is multi-aspect². For many years, scientists and practitioners have been determining and trying to solve organizational, legal and economic issues related to bankruptcy. However, the problem of supporting employees of insolvent enterprises has still not been completely resolved³. At the same time, any enterprise is, first of all, the employees who, as the practice shows, are usually not involved in the insolvency of the employer, but in the vast majority of cases they happen to be the most affected party. The enterprise insolvency causes negative consequences of both the economic and social nature: the employees' loss of their jobs and sources for their and their family's living. Perceiving bankruptcy as an objective reality, the state is obliged to take measures on supporting the staff of insolvent companies (hereinafter referred to as the SIC).

One of the methods to support the SIC is special employment regulation programs⁴ that are developed at the national, regional/municipal, and industry levels. These programs are an extremely necessary and important instrument to pursue the state employment policy. It is extremely important to develop such programs for the SIC (including for public transport), to improve this process, and to evaluate the efficiency of their implementation. This will allow adjusting the activity of responsible structures.

¹ G. Serikbaeva Gaukhar; B. Bektanov and A. Bekturganova, "Sources of Attracting Investments in Technological Innovation Projects to Ensure the Sustainable Development of Rural Areas", *Journal of Environmental Management and Tourism*, Vol: 10 num 4 (2019): 935-941 y G. Aitkhozhayeva; K. Tireuov and T. Pentayev, "Land Policy and Land Market Activity in Kazakhstan", *Journal of Environmental Management and Tourism*, Vol: 10 num 3 (2019): 590-596.

² T. I. Bakinova; N. E. Darbakova; G. Ya. Kazakova; S. A. Sangadzhieva and I. E. Darbakova, "Information Support of Monitoring as a Tool of Ecological Optimization of Agricultural Land Use", *Journal of Environmental Management and Tourism*, Vol: 10 num 1 (2019): 195-201; D. V. Parshukov; V. N. Nevzorov; M. A. Yanova; E. N. Oleynikova and I. V. Matskevich, "Formation of Agrarian Production Infrastructure in the Areas Inhabited by Indigenous Small-Numbered Peoples of the North. Case Study of Krasnoyarsk", *Journal of Environmental Management and Tourism*, Vol: 10 num 1 (2019): 87-99 y B. Mustafayeva; S. Kaltayeva; A. Saparova; E. Alimkulova and M. Kulbayeva, "The Impact of Agricultural Environmental Pollutions on the Population's Quality of Life", *Journal of Environmental Management and Tourism*, Vol: 10 num 1 (2019): 161-170.

³ L. Zhanuzakova; M. Dossanova; M. Tazabekov and E. Mukhamejanov, "Organizational and Legal Aspects of Public Services Delivery in the Republic of Kazakhstan", *Journal of Advanced Research in Law and Economics*, Vol: 9 num 5 (2018): 1819-1828.

⁴ N. A. Baieva; D. O. Burkin; T. F. Vysheslavova and S. A. Lukinova, "Current Problems Faced by Russia in the State-Legal Policy in Social Partnership in the Labor Field", *Journal of Advanced Research in Law and Economics*, Vol: 9 num 5 (2018): 1564-1570 y K. A. Lebedev; O. S. Reznikova; S. D. Dimitrieva and E. I. Ametova, "Methodological Approaches to Assessing the Efficiency of Personnel Management in Companies", *Journal of Advanced Research in Law and Economics*, Vol: 9 num 4 (2018): 1331-1336.

Literature review

The search for efficient instruments and means of state support for the unoccupied population is the subject of scientific studies made by many experts. In particular, M.A. Giltman substantiates strategies to develop the support of the unoccupied population at the regional level⁵, and characterizes the motivational levers for supporting the unoccupied population at the national and municipal levels⁶. A.P. Martynova and S.Yu. Roshchin study state employment programs in terms of their efficiency⁷.

The publications of K.K. Lukyanova are devoted to the analysis of foreign experience in regulating the population's employment. She studies the organizational and economic mechanism for regulating regional labor markets⁸. N.Yu. Tsapova studies the trends of state policy in the labor markets of European countries⁹. A. Alimpieva focuses on the legal regulation of the state policy related to employment in foreign countries¹⁰.

According to the researchers¹¹, in the most economically developed countries of the world, the active employment policy is being widely pursued. Such policy is based on the comprehensive mechanism to ensure the flexibility and mobility of the labor market, rather than on the measures aimed at reducing unemployment and providing the unoccupied population with any jobs. The general goal of the active employment policy is to create terms and conditions for continuous improvement of the qualitative characteristics of the labor force, and therefore, to improve the competitiveness of the social and labor potential of the population. The active policy on the labor market means the policy that is pursued under the large-scale and multifaceted participation of the state and aims at stimulating the aggregate demand for labor, contributes to the creation of new jobs and the most rapid return of the unoccupied citizens, including the SIC, to the functioning labor force, encourages and enhances the competitiveness of the employed and unoccupied labor, and provides an income growth for employees without reducing the employment¹².

⁵ M. A. Giltman; N. V. Obukhovich and O. E. Tokareva, "Vliyaniye, gosudarstvennogo regulirovaniya rynka truda na registriruyemuyu bezrobotitsu", Issues of State and Municipal Administration, num 4 (2017): 51–76.

⁶ M. A. Giltman and A. A. Votyakova, "Programmy sodeystviya zanyatosti naseleniya v suyektakh RF v 1995 – 2016 gg: institutsionalnyi analiz", Bulletin of the Perm University. Series: Economy, Vol: 4 num 31 (2016): 127–139.

⁷ A. P. Martynova and S. Yu. Roshchin, "Otsenka effektivnosti i spros na otsenku effektivnosti gosudarstvennykh programm na rynke truda", Issues of State and Municipal Administration, num 4 (2008): 27–47.

⁸ K. K. Lukyanova, "Zarubezhnyy opyt regulirovaniya zanyatosti naseleniya", Bulletin of the South Ural State University. Series: Economics and Management, Vol: 10 num 3 (2016): 109–115.

⁹ N. Yu. Tsapova, "Zarubezhnyy opyt regulirovaniya zanyatosti", Human Science: Humanitarian Studies, num 5 (2010): 105–111.

¹⁰ A. Alimpiev, "Mezhdunarodnyy opyt pravovogo regulirovaniya gosudarstvennoy politiki v sfere zanyatosti", Law and Life, num 10 (2013): 14–17.

¹¹ M. Westerveld, "The 'New' Self-Employed. An Issue for Policy?", European Journal of Social Security, Vol: 14 num 3 (2017): 99–112; E. Ekkehard, "Supporting jobseekers: How Unemployment Benefits Can Help Unemployed Workers and Strengthen Job Creation", International Social Security Review, Vol: 68 num 3 (2015): 46–67 y D. Bouget; H. Frazer; E. Marlier; R. Peña-Casas and B. Vanhercke, Integrated Support for the Long-Term Unemployed in Europe. A Study of National Policies (Brussels: European Commission, 2015).

¹² V. Trubin; N. Nikolaeva; O. Avdeev and V. Shakhmatov, Zarubezhnyy opyt realizatsii aktivnykh programm sodeystviya zanyatosti naseleniya v period mezhdunarodnogo finansovogo krizisa,

According to the researchers, the most important components of the support system for the unoccupied population that are successfully functioning in countries with the developed economies include the following:

- Support for the entrepreneurship as an alternative form of employment, including credit systems for small businesses, the creation of organizations providing emergent entrepreneurs with organizational and consulting services¹³,

- Improving the labor mobility of the labor force, including financial and organizational support for vocational training and advanced training, expanding the area of underemployment, combining educational course and advanced training, as well as the participation in social production¹⁴, and

- Career guidance policy, including monitoring the trends of the national labor market and the formation of career guidance programs on its basis, development of methodological support for career guidance measures, and the comprehensive assessment of abilities and inclinations¹⁵.

The study hypothesis is as follows: one of the most efficient means of supporting the SIC in the area of public transport is to develop and implement the comprehensive employment support program.

Methods

General description

During the study the following research methods were used:

- Theoretical: the analysis and generalization of theoretical and scientific-methodological sources on the study problem,

- Empirical: the expert survey aimed at identifying the constituent elements of the SIC employment support program and the terms and conditions for its efficiency.

Twenty-eight experts took part in the discussion and comparison, as well as in the expert survey, including eight representatives of public transport companies, ten representatives of municipal/regional authorities, ten persons from the transportation management, and ten employees from employment centers.

Social Newsletter (Moscow: Analytical Center under the Government of the Russian Federation, 2015). Available at: <http://ac.gov.ru/files/publication/a/5606.pdf>

¹³ B. Krogh; G. Jan and C. van Ours, How to Help Unemployed Find Jobs Quickly: Experimental Evidence from a Mandatory Activation Program IZA Discussion Paper No. 2504. 2006. Available at: <http://ftp.iza.org/dp2504.pdf>

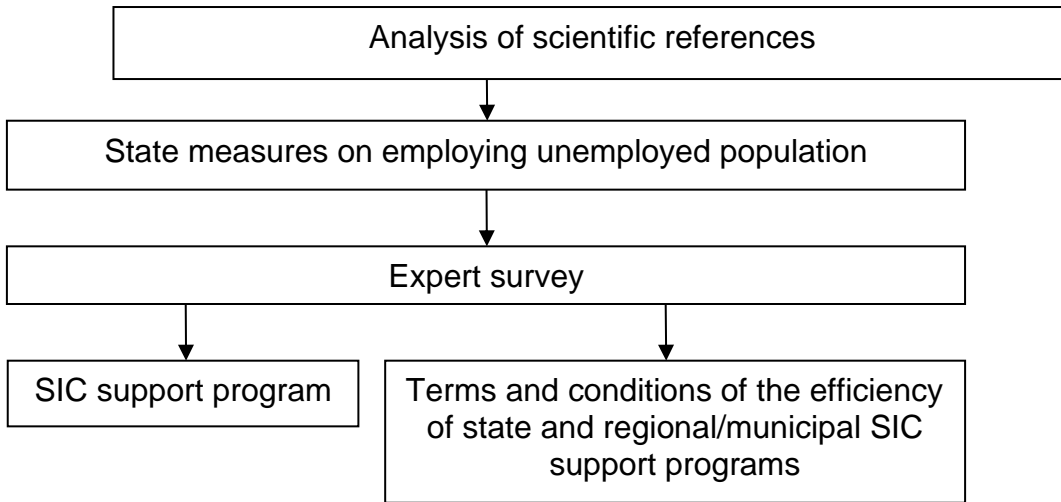
¹⁴ M. Pellizzari, "Employers' Search and the Efficiency of Matching", *British Journal of Industrial Relations*, Vol: 49 num 1 (2011): 25–53 y M. Sabatier, "Filling Vacancies: Identifying the Most Efficient Recruitment Channel", *Economics Bulletin*, Vol: 30 num 4 (2010): 3355–3368.

¹⁵ S. N. Tolstoguzov, "Opyt proforiyentatsionnoy raboty za rubezhom", *Education and Science*, num 1 (2015): 151–165 y A. L. Fayzrakhmanova, "Ispolzovaniye zarubezhnogo opyta v proforiyentatsionnoy deyatel'nosti", *Young Scientist*, num 8 (2013): 442–444.

Algorithm

At the first stage of the study, the scientific references on instruments and means of state support for the unoccupied population at the state, regional, and municipal levels were analyzed. At the second stage of the study, the constituent elements of the SIC employment support program and the terms and conditions for its efficiency were determined.

Flow chart



Results

Obtained results

The results of the expert survey have shown that the SIC Employment Support Program should include the following components (Table 1).

No.	Program components	References, %
1	Formation of efficient job search skills	79 %
2	Creation of opportunities for vocational retraining and advanced training	89 %
3	Establishment of entrepreneurship	75 %
4	Remote work	64 %

Table 1
SIC Employment Support Program

The issue of the future employment is one of the main for the SIC. Before retraining and improving the SIC’s qualifications, the experts (79 % of the respondents) recommend to carry out trainings and consultations aimed at adapting to the new terms and conditions of the future unemployment, in particular psychological, focusing on the need to find a job and take efforts to change the situation for the better. The SIC that have worked for a long time at one enterprise often lack the skills to efficiently search for a job. They do not have the required skills and lack the practice of looking for vacancies, writing resumes, and presenting themselves at an interview. Due to this, according to the experts, it is necessary to start with the career guidance, the formation of self-presentation skills, and

the efficient job search. These practical skills should be taught during retraining or advanced training.

It is as urgent problem to organize the efficient popularization of information for the SIC on the rights and obligations, opportunities, in particular, related to real-life projects to facilitate employment, and their access to information resources of the government, including daily updated database of vacancies. This will expand employment opportunities, and the clear registration and accounting system, among other things, will allow to predict the possible impact of the SIC on the labor market in the medium- and long-term prospects.

Vocational retraining and advanced training are an important area of improving the competitiveness of the SIC in the labor market. Eighty-nine percent of the experts surveyed mentioned this.

In particular, according to the experts' recommendations, one of the ways to stimulate the creation of new jobs for the SIC is "to carry out professional vocational and advanced training of the SIC taking into account the industrial specifics of the region where they are located and the actual needs of the labor market". The relevance of this approach is of no doubt. At the same time, according to the experts, the accumulated experience of conducting vocational retraining courses, the trends of developing regional and local labor markets, and the current and predicted demand for professions necessitate to take into account a wide range of factors that can have impact on the efficiency and performance of vocational retraining.

The experts note that retraining opportunities are quite limited because the labor market lacks, first of all, experienced specialists. It is impossible to train such a specialist from the ground up in a short time. It is more reasonable to improve the qualification of people who have already got certain experience or the relevant education: for example, to train them at the working site by using new equipment. The most productive way is to gain practical experience under the supervision of an experienced mentor.

According to the experts, the limiting factor in the mass training of the SIC is the specificity of the employers' requirements. Therefore, the retraining process should take into account the wishes of a certain employer and the professional knowledge and skills of a certain trainee. The need in retraining should come along with the plan for the career implementation.

Of course, the experts think that it is difficult to predict the need in the labor force structure. However, taking into account the current trends on the labor market, the experts recommend taking into account the growing demand for some professions and their combination.

According to the experts, the demand for multifunctional specialists, i.e., those who have several specialties, abilities and skills and those who are ready to acquire the necessary knowledge to perform new tasks, is increasing. This trend characterizes all professions. Consequently, it would be appropriate for the SIC to acquire additional specialization that is adjacent to the main one, as well as the knowledge and skills required to improve their competitiveness on the market, e.g., efficient communication, work with the software to use in the profession, etc.

The list of categories of workers demanded in all regions includes highly qualified and experienced workers in any field, single-subject specialists, primarily in industry, IT specialists, Internet marketing specialists, and call center operators.

The experts predict the preservation of the demand for highly efficient, motivated sales professionals who have the experience of working for systemic structural companies that can work productively even under the decrease in the purchasing power of the population.

Besides, the experts note that the professions demanded on the labor market include doctors and nurses, sales workers at various levels (in particular, in the area of consumer goods, construction, B2B), IT specialists, skilled workers (turners, CNC operators, millers, welders, and metalwork installers), and call center operators. More than that, service and trade workers, accountants, and skilled workers are in demand.

The structure of demand on the labor market in most regions of Russia has more in common than different. The dynamics of the vacancies declared by employers to regional employment centers display the dominance of many vacancies requiring intermediate and low-level qualifications from applicants. Thus, according to the experts, they include an auxiliary worker, a driver of automobiles, a seller of food and nonfood products. At the same time, this segment of low-skilled labor also has a high burden on the part of the unoccupied population. This is explained by the high staff turnover in these professions, which is substantiated by the high labor intensity, unfavorable working conditions and relatively low wages.

According to the experts, in most regions the market is oversupplied with lawyers, economists, and accountants. Although there is still a certain demand for these categories of specialists, many job seekers apply for one vacancy. Large experience and good qualification can be a competitive advantage.

The experts emphasize that the statistics of the employment service only partially reflect the actual situation on the labor market because it deals mainly with low-paid vacancies or those that require low qualifications. The vacancies related, first of all, to meeting the situational current needs of regional labor markets in workers of certain professions are dominating in the structure of vacant jobs.

According to the experts, there are several areas to focus efforts at. They are where short-term training can give the desired result. The demand for labor is now observed in the area of trade and services, where success depends not so much on the knowledge as on the level of the worker's communication skills, organization, motivation, and focus on results. Trainings on efficient sales, mastering skills of negotiating, presenting, talking on the phone, principles of the customer focus, sales scenarios, the ability to convince and work with objections, schemes of working in business structures can be efficient. The employment opportunities, as the experts say, are also expanded by developing online trading skills.

It is important for various categories of employees to be able to speak correctly, present, resist stress, use time efficiently, work in a team, know the most popular computer programs, foreign languages, to have the skills of interpersonal communication and written communication, and to be able to solve problems.

The development of these skills can enhance the SIC employment opportunities.

Seventy-five percent of the experts surveyed indicated the possibility of starting their own business as part of the SIC employment support program.

According to the experts, the instrument to stimulate the SIC's entrepreneurial activity is the one-time payment of unemployment benefits to start their own business, which is aimed at supporting the entrepreneurial activity of emergent entrepreneurs. The demotivating factor for starting a business is the priority of return.

Among the measures that can revive the start of the SIC's business, the experts note, first of all, the possibility of obtaining a loan. Due to this, the experts spoke in favor of the following instruments to support the SIC's entrepreneurship by the state:

- Compensation of the interest rate on loans of commercial banks,
- Grant or nonrefundable financial assistance to acquire fixed assets (means of production, raw materials, etc.), and
- Preferential rental programs for premises and fixed assets/leasing and provision of interest-free commodity loans.

The experts believe that, introducing pilot projects for providing soft loans to stimulate the development of the SIC's entrepreneurial activity of PNA, it is reasonable to stimulate the industries that will meet the development strategies of a region, city or district and that will not have negative impact on the environment.

In addition, the experts believe that the indifference and inaction of local authorities and social services, rather than the indifference or negative attitude of other entrepreneurs and banks have more impact on the problem of starting a business by the SIC. This indicates the feasibility and necessity to perform activities to form the ability of local authorities to support the development of the private sector by organizing trainings and seminars, exchanging visits, and studying the best practices.

The experts indicate the following other instruments to support and encourage SIC entrepreneurs:

- Providing the SIC with the access to the information resources of the authorities in state and municipal institutions, in particular, to the information on business opportunities, media announcements about opportunities for the SIC,
- Integration of the SIC business into the local entrepreneurial community (industry unions, local unions, obtaining advice from fellow entrepreneurs, rewarding with honors like "Entrepreneur of the Year", etc.),
- Introduction of tax holidays and tax compromise procedures for SME owners,
- Consulting and legal assistance when starting a business,
- Improving entrepreneurial skills (education, training, consulting, etc.), and

– Popularizing SIC's business success stories.

The most effective measures to start a business by the SIC include the following:

- Testing abilities on starting own business,
 - Organization of entrepreneurship training courses, taking into account the strategy of local and regional development, environmental sustainability, and aspirations of an emergent entrepreneur,
 - Special courses on the accounting and taxation fundamentals for small businesses, microeconomic issues, marketing, management, and practical skills in business planning,
 - Economic and financial examination of SIC's business ideas (crash test),
 - Access to ongoing advisory support on all issues related to entrepreneurship, training (online services, mentoring by local entrepreneurs, peer-to-peer training),
 - Creation of favorable conditions (social business incubator, etc.),
 - Ensuring the access of small businesses to credit resources, in particular by developing and implementing regional microcredit programs for small businesses and by means of grants to launch small and medium-sized businesses, and
 - Consideration of the possibility to provide interest-free loans for emergent entrepreneurs, as well as facilitating relations with financial institutions for the further financial support.

In addition to the knowledge and skills that are specialized for each type of activity, emergent entrepreneurs should be provided with basic knowledge about the fundamentals of the entrepreneurial activity, in particular about its legal, tax aspects, and ways to find clients. Those who want to start their own business should also be able to develop a business plan and calculate their expenses and income. In any case, the courses for entrepreneurs should be focused on certain practical knowledge and skills an emergent businessman will need.

In order to enhance the competitiveness of certain categories of the SIC and improve mechanisms to encourage employers to create new jobs, it is reasonable to promote flexible forms of employment. According to the experts (64 % of the respondents), one of such forms can and should be the remote work. Most of all, this form will be attractive for those who have to fulfill family duties (caring for a child, for the sick, etc.) or for those who do not have an alternative or additional source of living.

According to the experts, the use of remote employees' labor enables companies to save on office rental and equipment, to reduce staff costs by almost half, as well as the cost of real estate by more than a third. At the same time, the services of accountants and economists are most actively used remotely. However, it is also related to the work that requires answering customer phone calls, and administering groups on social networks. Of course, remote work is not one of the most popular. It is rather to be a niche, and its offer, as the experts emphasize, is higher in large cities.

However, according to the experts, for the SIC of some professions, this type of employment allows maintaining competitiveness and professional level. This mechanism will enable the employer to efficiently plan the HR policy, attract and retain highly qualified specialists, and create or retain jobs with minimal cost.

Discussion

The efficiency of the SIC employment support program (hereinafter referred to as the Program) should be evaluated, first of all, in terms of their impact on ensuring the balanced labor market.

It is also an important problem to improve the modern organizational system for monitoring the implementation of the Program activities. In methodological terms, such control should be carried out in all areas of the Program, without exception, based on its impact on the labor market.

It is as important to improve the current mechanism for implementing the Program. It is necessary to presume from the fact that its validity is a determining factor in assessing the required financing for its areas and certain activities. This means that these programs should be closely related to the development of other programs of socio-economic development and forecasts of the development and deployment of productive forces of individual territories.

Obviously, the mechanism for developing and implementing such programs remains imperfect. The main disadvantage is that at the level of territories and industries, the Programs focus more on revealing the existing state of things or the situation in one or another area of the socio-economic life, rather than on identifying those economic levers that in the future can cause certain positive shifts, in particular, employment growth, and promoting entrepreneurship. Thus, the Programs are mainly informational, rather than constructively mobilizing, which provides a target solution to a certain task.

At the same time, the main attention in employment programs is still paid to the employment. According to the experts, this is not enough. Counter-requirements of the population on jobs and enterprises regarding the quality of the labor force are agreed at a relatively low level. Despite considerable interregional differences in the characteristics of employment, every year almost all regional/municipal Programs provide for almost the same regulatory measures that are non-editable. Theoretically, the Programs should take into account the specifics of the socio-economic terms and conditions for the development of each administrative unit. However, in practice, the main goals of territorial programs are formulated in approximately the same way: promoting employment, expanding the area of labor use, preventing unemployment, and providing support to citizens who require social protection. There are uniform approaches to organizing work on improving the terms and conditions of the population's employment and the sources of its financing.

In addition, according to the experts, in most cases, managers of local economic structures and management levels do not adhere to their own development areas. There is no well-developed system for monitoring the implementation of program tasks, indicators, and, all the more, a flexible system for managing the achievement of the indicators determined by the program.

In most cases the measures provided by the Programs turn out to be too general, and do not clearly define the mechanism for their implementation. As a result, they have not yet become an efficient instrument for regulating the entire sphere of employment. In fact, according to the experts, the Programs (the state one to a lesser extent, and regional/municipal – almost entirely) play the role of a departmental activity plan for the next period, rather than an instrument that would contribute to the development and structural adjustment of the economy.

Based on the above, the experts identified the main areas and certain ways to improve the mechanism for the development and implementation of the Programs. They should be as follows:

Firstly, the improvement of the scientific substantiation through the intensification of scientific research when working out general program approaches to the employment management. The priority object of the study should be to investigate the actual need in jobs for various socio-demographic layers of the population, various categories of the unoccupied population, including the SIC that should be involved in socially useful activities.

Secondly, it is important to determine the main quality indicators that will serve as a reliable basis for assessing the efficiency of taking the relevant measures, as well as the impact of the employment service on the situation that will develop on the labor market. The current processes should be considered and evaluated against the background of general trends in the socio-economic development of the territory, and projects of regional/municipal Programs should be an important component of the plan for the socio-economic development of the relevant territories.

Thirdly, it is necessary to improve the system for monitoring the main activities of the Program and providing the exhaustive information on this to employment centers. If there is no complete information, it is rather acceptable to use the information based on expert assessments for the governance. Strengthening the information support of governing bodies for the program activities will make it possible to timely make certain adjustments on the financial or material support of the Programs, and to achieve high efficiency of the required measures.

In general, as the experts say, when determining the efficiency of a Program, it is necessary to proceed from the achievement of its main goals. It is necessary to be guided by this methodological provision when determining the efficiency of any socio-economic program.

In terms of methodology, it is reasonable to evaluate the efficiency of a Program by using a system of basic and additional, quantitative and qualitative indicators. According to the experts, the main ones include the economic effect obtained from implementing a range of program activities, the coefficient of general (absolute) economic efficiency, the payback period for the development and implementation of such Program, the employment of the people that have undergone vocational retraining, the dynamics of the number of self-employed people covered by the Program, and savings on the payment of unemployment benefits due to the reduction in the number of the unoccupied population.

Conclusions

The results of the study have confirmed the hypothesis that one of the most efficient means of supporting HR of insolvent public transport companies is to develop and implement a comprehensive program to support HR employment.

The most important components of the SIC employment support program are the formation of efficient job search skills, the creation of opportunities for vocational retraining and advanced training, the stimulation of entrepreneurial activity, and the provision of temporary employment and remote work.

The efficiency of the SIC employment support programs is evaluated by forming the system of indicators focused at identifying both the entire employment support program and its individual activities as the final performance.

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