

В таблице сравниваются только стены. Все остальные параметры считаются равными. Теплопроводность фрагмента стены из трехслойного стенового элемента - 0,041 Вт/мтрад.

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### **USING KEY PERFORMANCE INDICATORS AS AN EFFECTIVE MOTIVATION SYSTEM**

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Currently the Russian companies have a very urgent task to improve productivity. One way to solve this problem is to create an effective system of motivation.

Effective motivation system is a set of material and non-material motivation of employees, aimed at improving the efficiency of work [1]. This system is used by many businesses and one of them is a furniture factory «Vitra».

«Vitra» is a major manufacturer and a reliable supplier of high quality standard furniture for the home and office. The company employs more than 1,000 people, so the effective motivation system of «Vitra» is aimed at building and strengthening the desire of employees to work for the company efficiently, with full dedication [4]. Increasing the efficiency implies:

- the achievement of employee results, consistent with the aims of the company;
- the execution of work in time or within the period set previously;
- the improvement of the process in two or more times without loss of quality;
- the increase of labor productivity;
- the reduction of losses and quality of resources utilized.

Effective motivation system of furniture factory «Vitra» includes 3 programs:

1. The program of overall motivation «System of control point» is a set of rules aimed at maintaining sufficiently good overall level of employees and departments through common indicators.
2. The program of direct motivation «Breakthrough» is a set of rules based on direct material interest of the employee in achieving the maximum effect with the priorities through direct measures.
3. The program of extra motivation «Loyalty» is a set of rules aimed at creating additional conditions increasing the attractiveness of working for the company due to various kinds of non-material incentives (such as catering, the availability of a sports hall, the organization of interesting leisure activities for the staff, and so on).

The most important component of this effective motivation system is the system of control point as a complex of measures aimed at improving the efficiency of the employees and departments by measuring their activity through indicators and monthly reporting [2]. The system of control points of the enterprise has the same meaning as the balanced scorecard, which allows managers to translate strategic objectives into clear operational plan units and key personnel and evaluate their performance using key performance indicators. The main feature is that the system of control points allows monitoring not only the basic and important processes (it makes BSC), but also any measurable activity of each employee.

KPIs represent a set of measures focused on those aspects of organization performance that are the most critical for the current and future success of the organization [3]. Key performance indicators allow monitoring the implementation of the strategy and adjust it in accordance with the changing conditions. Indicators are the basis for planning and evaluating units and each employee. They can be calculated with different frequency: daily, monthly, quarterly or annually. Groups and examples of indicators are presented in Table 1.

Table 1: Groups and examples of KPI

Group of indicators	Examples
Directional indicators	The number of approved concepts
	Expert examinations
	Average rating on the project priority
Basic indicators	Number of audit failures
	Reports of control points system by department heads
Event	Number of presentations of new control systems for the management systems department
	Number of audits carried out
Learning and growth	Number of projects in the work at the end of month
	Improving interactions with other departments
Other	Audit of inventory
	Letting accounting documents operational and tax accounting

The directional indicators include performance indicators in priority areas, units, for which employees receive a cash prize. The basic indicators are a measure of achievement of the basic objectives. The indicators of event are indicators that

measure the performance in achieving the main objectives. Indicators of learning and growth are the personal evaluation of employees, showing its development and contribution to the company. The group of other indicators includes all indicators that do not belong to any of the above groups.

Thus, performance evaluation should be integrated into the current management activities. If the head of the company is interested in increasing the efficiency of the employees and departments, it is necessary to create an effective incentive system to measure, monitor and analyze the performance of all employees.

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## **ПРИМЕНЕНИЕ ИНСТРУМЕНТА БЕРЕЖЛИВОГО ПРОИЗВОДСТВА 5s ДЛЯ РАБОЧЕГО МЕСТА ДИСПЕТЧЕРА КАК ЭЛЕМЕНТ РАЗВИТИЯ СИСТЕМЫ УПРАВЛЕНИЯ БЕЗОПАСНОСТЬЮ ДВИЖЕНИЯ ОАО «РЖД»**

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Изменения в повседневной жизни, постоянная миграция населения оказывают огромное влияние на развитие железнодорожного транспорта в нашей стране и во всем мире.

Наша страна большая, поэтому ОАО «РЖД» как монополисту приходится конкурировать с авиаперевозчиками пассажиров и грузов

Но, несмотря на то, что появляются новые технические средства и механизмы для перевозки, а главные требования к ним – это качество и безопасность.

Данные критерии являются определяющими факторами развития, важными для каждой компании, в том числе и для ОАО «РЖД», где в основу управления положено не только комфортное обслуживание, своевременность и оперативность перевозок, но безопасность движения.

В данной организации разработаны две мощные системы управления, которые находятся в непрерывном взаимодействии друг с другом и