

ЕКОНОМІКА ПРАЦІ

UDC 330.131.7:331

УДК 330.131.7:331

V. I. Nadraga, Doctor of Economic Sciences,
Associate Professor**В. І. Надрага**, д. е. н.,
доцент**THEORETICAL BASES OF RISK
MANAGEMENT OF SOCIAL-LABOR SPHERE****ТЕОРЕТИЧНІ ОСНОВИ УПРАВЛІННЯ
РИЗИКАМИ СОЦІАЛЬНО-ТРУДОВОЇ СФЕРИ**

Urgency of the research. The need to develop the theoretical foundations of the use of risk management tools of the social and labor sphere, based on the specifics of their manifestation and features of the object, goals and methods of managerial influence.

Target setting. It is advisable to study general approaches to social risks management and to study the specifics of the functioning of the social and labor sphere.

Actual scientific researches and issues analysis. The most important current scientific developments have been analysed: R. Mihălcioiu devoted his researches to the problems of development of risk management of the German labor market; H. Vykořalová explores the institutional factors involved in social risks management; E. Eizenberg and Y. Jabareen focused on the problems of forming the conceptual foundations of management theory; Y. Sonsino, M. Veitch have made predictive assessments of social risks in the context of global risk dynamics.

Uninvestigated parts of general matters defining. The researchers pay insufficient attention to the specifics of the manifestation of risks in the social and labor sphere in the face of increased openness and an increase in the number of risk factors of the domestic labour market.

The research objective. The article is intended to identify risk factors determination the social and labour sphere.

The statement of basic materials. The article notes the close relationship between the risks of social and labour sphere and economic risks. A comparative analysis of the development of the social and labour sphere of Ukraine and the certain European countries by the given indicators was carried out. The process of risk management in the social and labour sphere is divided into stages: analysis; choice of methods of influence on the basis of their assessment; management decision making; direct impact on risks; control and adjustment of results.

Conclusions. The basis of a balanced approach concerning the practice of minimizing the risks of the social and labour sphere should be the construction of integrated risk assessments based on the methodological principles.

Keywords: social indicators; probability; employment; unemployment; insurance mechanisms.

DOI: 10.25140/2410-9576-2017-2-4(12)-8-15

Urgency of the research. The category of social and labour sphere at the present stage of development of the national economy has become quite widespread, since it most fully reflects the essential characteristics of social policy, characterizes the degree of social development, and also reflects the unity and interdependence of labour and social relations. The social and labor sphere is, on the one hand, the institutes acting on its field, and on the other hand, these are relations that accompany the process of labor activity and the creation of material and intangible goods. In general, for the purposes of this study, the social and labour sphere should be considered as a specific social institution whose main task is to ensure the implementation of socially important functions and to meet the needs

Актуальність теми дослідження. Необхідність вироблення теоретичних засад застосування інструментарію управління ризиками соціально-трудої сфери, виходячи зі специфіки їх прояву та особливостей об'єкта, цілей і методів управлінського впливу.

Постановка проблеми. Доцільним є вивчення загальних підходів щодо управління соціальними ризиками та дослідження специфіки функціонування соціально-трудої сфери.

Аналіз останніх досліджень і публікацій. Проаналізовано наукові найбільш актуальні на сьогодні доробки: R. Mihălcioiu, присвячені проблемам розвитку ризик-менеджменту ринку праці ФРН; H. Vykořalová досліджує інституціональні фактори управління соціальними ризиками; E. Eizenberg and Y. Jabareen зосередили увагу на проблемах формування концептуальних засад теорії управління; Y. Sonsino, M. Veitch виробили прогностичні оцінки розвитку соціальних ризиків в контексті динаміки глобальних ризиків.

Виділення недосліджених частин загальної проблеми. Науковцями приділяється недостатня увага проблемам специфіки прояву ризиків соціально-трудої сфери.

Постановка завдання. Стаття покликана виділити фактори детермінації ризиків соціально-трудої сфери.

Виклад основного матеріалу. У статті відзначається тісний взаємозв'язок ризиків соціально-трудої сфери та економічних ризиків. Проведено порівняльний аналіз розвитку соціально-трудої сфери України та окремих європейських країн за наведеними показниками. Процес управління ризиками соціально-трудої сфери поділено на етапи: аналіз; вибір методів впливу на основі їх оцінки; прийняття управлінського рішення; безпосередній вплив на ризики; контроль і корегування результатів.

Висновки. Основою збалансованого підходу щодо практики мінімізації ризиків соціально-трудої сфери має стати побудова інтегральних оцінок ризиків за виробленими методологічними засадами.

Ключові слова: соціальні індикатори; ймовірність; зайнятість; безробіття; страхові механізми.

ЕКОНОМІКА ПРАЦІ

of society (providing employment of the economically active population, development of labour potential, obtaining income from participation in social production and the production of public goods, the provision of vital needs of a person as a result of the retirement age).

Risks management of the social and labour sphere is a special and rather complex activity, since it is associated not only with ambiguous understanding of the very concept of risk, but also with the multifaceted nature of its manifestations and opportunities to minimize its negative consequences. The need for risk management in the social and labor sphere is conditioned, first of all, by the fact that the relevant practices of their regulation do not always fully take into account their current characteristics. Most of the risks in the social and labor sphere are complex, and therefore the process of their minimization requires coordination of activities and trust between the various stakeholders having different interests and ideas about the possibilities of appropriate management influence. Although the process of social risk management is based on general management principles, it has its own specificity related to the features of the object, objectives and methods of targeted influence, which requires the development of appropriate special tools.

Uninvestigated parts of general matters defining. The great majority of researches on social risk management involve the existence of a system of measures and tools used by various institutions to manage the risks faced by all members of this society - individuals or households. It does not take into account the specifics of the manifestation of these risks in the social and labor sphere. This necessitates the creation and development of the tools that will enable socially vulnerable groups of the population to minimize the negative consequences of their implementation and to adjust their behavioral strategies to reduce the vulnerability of certain groups of the population.

The research objective is to develop theoretical foundations and practical tools for the risks management of the social and labor sphere, based on their specific features and specifics of manifestation.

Actual scientific researches and issues analysis. Raluca Mihălcioiu studies the issues of Social Risk Management on German Labour Market. The scientist emphasizes that the debate of social risk management instead of active or activating labor market policy is not uncritical. Such risks as unemployment, illness or loss of income in critical situations cannot «manage» such as the risk of money investment. The basic part of the issue is people but not material capital. It is insufficient just to aim possibilities and then leave the residual risks to the market forces. The scientist notes that the theory of social risk management indicates that there is an unused area of risk management for personality and private collective actors, without sacrificing the same social purposes. But the stipulations of self-regulation or functioning markets are not always accepted. Moreover, the randomness of markets often causes obvious inequalities that cannot be ascribed to personality. Thus, regulatory intervention demands both to create the conditions of operation markets and to protect the personality from negative consequences [1, p. 191-192].

Hana Vykopalová notes that management of social risk management is the occupation of officials of governmental institutions, regarding the consideration of documents related to the implementation of EU legislation in national politics, and several non-profit organizations oriented at social work and social assistance. Measures in the field of educational and training programs aimed at raising the level of education and achieving the optimal labor market as a strategy for combating poverty are developed at this level [2, p. 128].

The conceptual analysis method of Jabareen is the base for theorization of social sustainability Efrat Eizenberg and Yosef Jabareen. It is the method of grounded theory technique. The purpose of the method is to “generate, identify, and trace a phenomenon’s major concepts, which together constitute its theoretical framework”. It should be noted that every concept has its own attributes, characteristics, assumptions, limitations, distinct perspectives, and specific function within the conceptual framework. The methodology outlines the following stages in the building of a conceptual framework: manifestation of interdisciplinary data sources; literature review and classification of selected data; identification and naming of concepts; deconstruction and classification of concepts; integration of concepts; synthesis, re-synthesis, and all of this makes sense; and confirmation of the conceptual framework. The process of constructing a conceptual framework involves a comprehensive review and classification of literature on ecological, social, cultural and urban aspects of sustainability [3, p.68].

ЕКОНОМІКА ПРАЦІ

Yvonne Sonsino, Mercer Ian Veitch make predictive estimates. They note that the future of social protection systems, like the fourth industrial revolution, is accelerating. Lots of people, including low-skilled workers, more easily move through automation, part-time and self-employed workers, who do not have access to employer-sponsored protection, as well as older workers and retirees without sufficient savings or pensions - may face a potential crisis. Therefore there is an urgent need to develop comprehensive and interrelated groups of options that adapt social protection to employment patterns in a new style, reskill workers, and respond to the opportunities and threats associated with longevity. A failure to act can result in both the aggravation of government finances and the increase or social anxiety especially in conditions of slow economic development and spread of inequality. The transition from current to new models will be fragmented and slow, with political and financial challenges, and will demand collaboration in all sectors of society – public, private and civil society. That makes it more imperative to begin now [4, p.39].

The statement of basic materials. Risks in the social and labour sphere are formed under the influence of both the external environment and the internal socio-economic conditions of the work of hired workers in the conditions of the existing sphere of social policy and a certain type of interaction of subjects of social and labour relations. Therefore, the risks of the social and labor spheres are closely interrelated with economic risks, because in modern society human labor, in most cases, is associated with economic activity. In its turn, the economic behaviour of a person in market conditions is based on one or another chosen strategy, which does not have clearly and unambiguously set parameters and is always risky. The result of the implementation of this strategy, can be both economic and non-tangible losses (negative consequences) and additional income or benefits of a non-economic nature (positive effects), which is predetermined by risky economic behaviour of a person. Therefore, in the sphere of the social and labor sphere, the consequences of the implementation of risk strategies are also of a two-way nature and can be approximated not only as a negative but also as a positive position in the material situation, social status, psychological state, etc. This means that the risks of the social and labour sphere contain dichotomy in the nature of the manifestation (negative or positive) of the consequences of their implementation. Hence follows that the abandonment of risk does not always act as an optimal strategy, we should talk about choosing risk-based solutions based on well-considered objective criteria. At the same time, the feature of the social and labor sphere is the importance of studying the manifestation of the very negative effects of the implementation of risks to minimize or prevent them.

The most significant tendencies of the modern stage of development of the social and labour sphere of Ukraine are its greater openness as a result of the absolute shift of emphasis in the direction of economic integration of the country into the European Union. As a universal method for assessing the state of the social and labour sphere and conducting its international comparisons, a system of indicators was developed. The system contains [5, p. 22-23]:

- integral indicators of the state of the social and labour sphere (macroeconomic indicators, social and human development indices of some countries);
- indicators of the state and dynamics of the labor market (employment and unemployment);
- indicators of living standards (wages and living standards of the population);
- indicators of the social sphere - the basic branches of socio-cultural complex (education, health care).

The most significant indicators in terms of risk management of the social and labor sphere are its integral indicators, as the main ones are offered: The Social Progress Index, Human Development Index, Quality of Life Index for Country (the author used the data of 2014 since further comparisons will also be made on the basis of data from the World Economic Forum - recent studies of the social and labor sphere were conducted only in 2014) (Tab. 1).

Based on the data presented, the Human Development Index, which characterizes human development and is evaluated not only by indicators of national income, but also by achievements in the field of health and education in overcoming of socio-economic inequalities, is the most risky factor of the social-labor sphere. It cannot satisfy the state of affairs with the indicators of The Social Progress Index, as it reflects the level of social well-being and social progress in different countries (taking into account basic human needs, general principles of human well-being and opportunities for its development).

ЕКОНОМІКА ПРАЦІ

Table 1

Integral indicators of the social and labor spheres of some European countries, 2014

Country	The Social Progress Index, 2014		Human Development Index, 2014		Quality of Life Index, 2014
Ukraine	62	64.91	81	0.747	20.17
Hungary	32	73.7	44	0.828	85.23
Poland	27	77.44	36	0.843	97.91
Germany	12	84.61	6	0.916	186.61
Norway	5	87.12	1	0.944	160.51
Czech Republic	23	80.41	28	0.870	119.9

Source: [6-8]

Indicators of employment and unemployment are indicators of the state and dynamics of the labour market (Tab. 2). The indicators of Ukraine and some European Union countries are comparable, but the share of innovative employment in the total number of employed in Ukraine is almost twice less than the average in the EU. The existence of a structural imbalance between demand for labour and its supply is a factor that limits both the possibility of employment of the unemployed and the satisfaction of the needs of employers in the workers.

Table 2

The level of employment and unemployment in some European countries, %, 2014

Country	Level of employment	Level of unemployment
Ukraine	56.6	9.3
Hungary	66.7	7.2
Poland	66.5	7.6
Germany	77.7	5.0
Norway	79.4	3.5
Czech Republic	73.5	7.2

Source: [9; 10]

Along with this, the latest trends in the development of the social and labor sphere of Ukraine, which have been observed since the beginning of 2017, are of serious concern and threaten a possible positive scenario as a result of the implementation of the risks which are determined by the dynamics of the labour market. Thus, according to the State Statistics Service of Ukraine in the first half of 2017, the unemployment rate increased to 10.1% (more than 1.8 million people). At the same time, there is a decrease in the employment rate of the population aged 15-70 during this period, there was a decrease by 0.4% (55.2% - about 15.9 million people). Such dynamics of employment rates may indicate a negative structural change in the economy, which resulted in a new wave of closure of enterprises. Industrial production during the first half of 2017, compared to the same period in 2016, decreased by 1.3%. In addition, since the beginning of 2017 there have been significant changes in the legislative regulation of tax administration - entrepreneurs began to take a single social tax based on the minimum wage. According to our estimates, this has led to the closure or shadow transition of about a third of small domestic businesses.

As a result of the functioning of the labour market, various risks arise at the level of each of the subjects: at the macro level, the ineffective use of human potential is the increase in unemployment, which is the cause of population decline and an increase in public spending directed at social transfers, which is a catalyst for social instability, on enterprise level - mismatch of the qualification level of the employee to the *employers' requirements*; shortage of working professions; non-compliance with labour discipline and others leads to an increase in staffing costs; penalties for non-compliance with contracts; personnel turnover. Based on the provisions of the ILO Declaration on Social Justice for a Fair Globalization [11], full and productive employment is a core element of the economic and social policies of any country. This means the need to facilitate the widest possible withdrawal of able-bodied (including partly able-bodied) people into the open labor market. At the same time, the revenues from full and productive employment form the insurance and fiscal base of social protection systems to reduce the impact of social risks and return the person to the labour market.

ЕКОНОМІКА ПРАЦІ

The most effective means of preventing the consequences of realizing the risks of the socio-economic sphere, caused by the functioning of the labour market, is the formation of insurance mechanisms for their compensation, which find expression in the social insurance system. In a generalized form, the risks of the social and labour sphere in the context of the social insurance system are manifested as the possible consequences of involuntary and deliberate entry of people into conditions that adversely affect their lives or life opportunities. The risks in this case are expressed in the material consequences of the implementation of the negative scenario, that is, the probability of material deprivation of the worker as a result of the loss of opportunity to participate in the economic process.

It should be noted that despite the predominance of the insurance system for material support for the unemployed, today a model, combining insurance and social approaches, remains a very popular one. The functions of these systems are different, which determines the formation of various mechanisms for their financing. The insurance system seeks to provide a differentiated approach to the reproduction of the workforce; the social goal is to maintain the minimum acceptable standard of living for the unemployed and his family. In accordance with the ESSPROS methodology, the list of social risks that may serve as an objective precondition for the emergence of secure legal relations in the European Union countries is as follows [12]: illness (medical care); invalidity; old age; dependents who survived the breadwinners; family (children); unemployment; dwelling; social isolation. The list of social risks clearly outlines the scope of social protection by the areas that are considered to be most appropriate for EU member states (social and labor risk are predominant). In addition, it serves as a tool for constructing comparable statistics in the event when the social institutions and norms of different countries vary considerably.

The author's analysis of the development of social and labour relations in Ukraine from the point of view of their competitiveness and comparison with the leading European states has shown not only a correlation with the corresponding indices of developed countries, but also significant potential opportunities for implementation of innovative strategies of transformation of employment, formation of a new quality of social and labour relations, as well as risk management procedures in the social and labour sphere (Fig. 1).

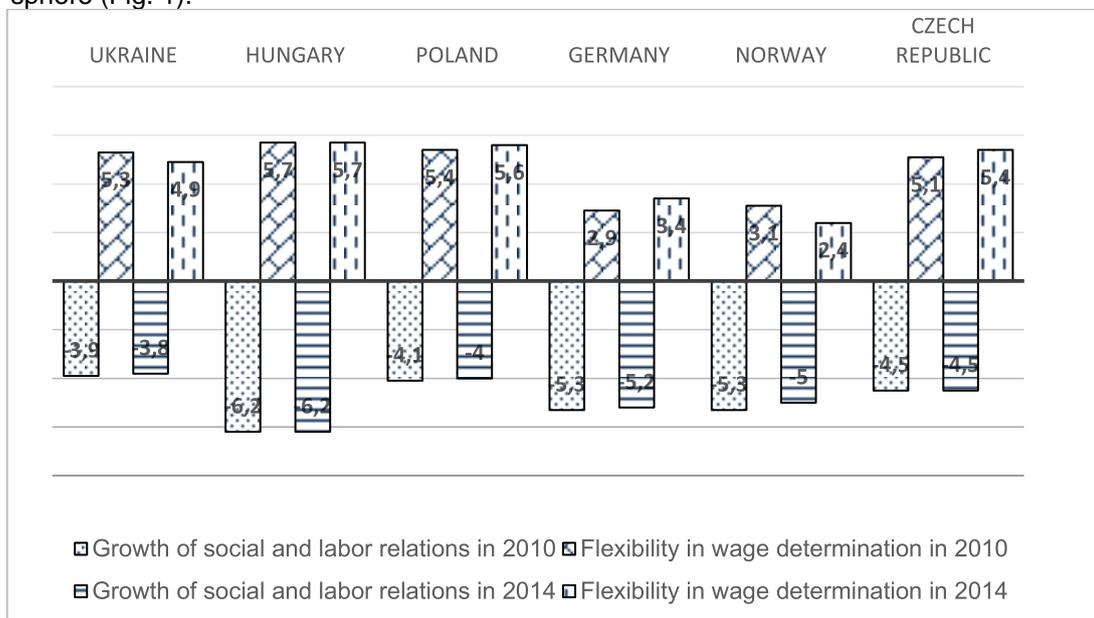


Fig. 1. Development of social and labour relations in Ukraine from the point of view of competitiveness
 Source: based on data [13]

However, in general, a positive process of Ukraine's integration into the European community without the introduction of scientifically based transitional mechanisms can also lead to increased risks of

ЕКОНОМІКА ПРАЦІ

the social and labour sphere (first of all, the fragmentation and stratification of the national employment system, the formation of poor quality of human capital).

Risks of the social and labour sphere management, is proposed to understand as the process of developing an optimal strategy aimed at achieving a balance between the gain due to the reduction of risk and the costs that will lead to the implementation of this scenario. The main methodological principle of risk management of the social and labor sphere is the need to ensure the coherence of the negative consequences and the degree of probability of occurrence of the event by means of their assessment in the corresponding units of measurement.

The methodology for assessing the risks of the social and labour sphere should meet the European system of social indicators, which involves: measuring social processes in the coordinates of identity, inequality, consolidation and conflict; justification and combination of new measurements or indicators; use of the most acceptable databases and the results of national studies [14, p. 113]. Along with this, it is also necessary to proceed from the conceptual provisions on the assessment of social risks formulated by Academician E. Libanova: firstly, the assessment is carried out with the aim of justifying measures, choosing alternative mechanisms and channels for their implementation, risk assessment; secondly, the assessment should enable to find out whether the observed results are actually results of the implementation of specific measures, or, in whole or in part, a consequence of global trends and changes in the environment [15, p. 56].

As the most acceptable method of quantitative assessment of the risks of the social and labour sphere, the author proposes the use of the method of isolating the most significant risk factors of the external and internal environment. The task of assessing social risks will be to assign each risk-generating factor a specific numerical value that will determine the weight of each factor in their aggregate. For each factor, profiles are formed, on the basis of which the matrices pair comparisons of Saati are constructed and the maximum eigenvalues and their respective normalized vectors are located. The elements of each vector will correspond to the significance of each factor and will reflect respondents' answers. The last step should be to find the average of all vectors; - the resulting vector will contain the weight of the selected factors according to the results of the questionnaire:

$$G = \omega_1 \cdot F_1 + \omega_2 \cdot F_2 + \dots + \omega_r \cdot F_r$$

where, G – the resulting vector of risk factors; ω – weight i – weight factor; F – factors identified in the result of the questionnaire.

The use of the proposed method will enable to identify and assess the main factors to be compensated by the relevant state programs: old age, disability; illness or childbirth; accident at work, occupational disease; unemployment.

Management strategies for minimizing social and labour risk can be implemented both before and after their actualization (risk prevention measures or measures to mitigate the negative effects of risk implementation). Preventive measures should include: management by influencing the causes of risks; management through influence on causal relationships; combining the first two directions.

It is expedient to divide the risk management process into several successive stages:

- an analysis that aims to obtain the necessary information about the structure, properties of the available risks. It is based on an assessment that can be qualitative (can determine the main risk factors and the reasons for their actualization) and quantitative (allows you to get the digital values of the parameters of risk);

- the choice of methods of influence on the basis of their assessment (due to the need to compare the effectiveness of various options for minimizing possible losses and it can be carried out on the basis of various criteria, including economic ones);

- making management decision (requires the formation of a general strategy for managing the combination of risks with the determination of financial and other resources);

- direct impact on risks (can be represented by reduction, preservation and transfer of risks);

- control and correction of results (realized on the basis of new information about changes in risk characteristics).

ЕКОНОМІКА ПРАЦІ

Conclusions. As a result of the study, a basic methodological postulate of the theory of risk management of the social and labour sphere is proposed. The universal risk assessment tool developed today does not make it possible to establish a clear line between uncertainty and risk, however, the vast majority of social and labour market risks are well formalized and subject to analysis (employment, unemployment, labour protection, labour migration). At the same time, there are some risks that are complex and characterized by uncertainty (institutional, social partnership). Managing such risks requires an appropriate organizational framework and an interdisciplinary approach.

The construction of integrated risk assessments based on the developed methodological principles can be the basis of a balanced approach concerning the practice of minimizing various social and labour risk groups. Comparison of ratings of individual groups of risks makes it possible: to determine among them the most relevant; concentrate management strategies to reduce risks to an acceptable level; optimize the cost of financial and human resources for managing impacts on insignificant risks.

A promising direction for further scientific research in developing tools for managing the risks of the social and labour sphere is the development of special methods for their assessment, which will allow the maximum possible combination in one general algorithm of objective (formalized) and subjective (constructed on the basis of expert evaluations) approaches.

References

1. Mihalciou, R. (2017). Social Risk Management on German labour market. *proceedings.univ-danubius.ro*. Retrieved from <http://proceedings.univ-danubius.ro/index.php/eirp/article/view/1542/1416> [in English].
2. Vykopalová, H. (2016). Social Risk Management as a Strategy in the Fight Against Poverty and Social Exclusion. *DANUBE: Law and Economics Review*, 7(2) [in English].
3. Eizenberg, E., & Jabareen, Y. (2017). Social Sustainability: A New Conceptual Framework. *Sustainability*, 9(1), 68 [in English].
4. The Global Risks Report 2017 (2017). *www3.weforum.org*. Retrieved from http://www3.weforum.org/docs/GRR17_Report_web.pdf [in English].
5. Petrova, I., Blyznyuk, V. (Eds.). (2016). *Rozvytok socialno-trudovoi sfery Ukrainy: teoriya, praktyka, perspektyvy. [Development of the social and labor sphere of Ukraine: theory of practice, perspectives]*. Kyiv [in Ukrainian].
6. Social Progress Index. (2014). *www.socialprogressimperative.org*. Retrieved from <http://www.socialprogressimperative.org/wp-content/uploads/2016/06/Social-Progress-Index-2014-Executive-Summary.pdf> [in English].
7. Human Development Index and its components. (2014). *hdr.undp.org*. Retrieved from <http://hdr.undp.org/sites/default/files/hdr14-report-en-1.pdf> [in English].
8. The Economist Intelligence Unit's quality-of-life index. (2014). *www.economist.com*. Retrieved from https://www.economist.com/media/pdf/QUALITY_OF_LIFE.pdf [in English].
9. Key labor market indicators (annual data). (2014). *www.ukrstat.gov.ua*. Retrieved from <http://www.ukrstat.gov.ua> [in English].
10. Status report on information requirements in EMU. (2014). *ec.europa.eu*. Retrieved from http://ec.europa.eu/eurostat/en/web/products-eurostat-news/EFC_REPORT_-2014 [in English].
11. ILO Declaration on Social Justice for a Fair Globalization. (2014). *www.ilo.org*. Retrieved from http://www.ilo.org/global/about-the-ilo/mission-and-objectives/WCMS_099766/lang-en/index.htm [in English].
12. Glossary: European system of integrated social protection statistics (ESSPROS). (2017). *ec.europa.eu*. Retrieved from <http://ec.europa.eu/eurostat/statistics-explained/index.->

Література

1. Mihalciou, R. Social Risk Management on German labour market. [Electronic Resource] *Proceedings.univ-danubius.ro*. – Available at: <http://proceedings.univ-danubius.ro/index.php/eirp/article/view/1542/1416>.
2. Vykopalová, H. Social Risk Management as a Strategy in the Fight Against Poverty and Social Exclusion / H. Vykopalová // *DANUBE: Law and Economics Review*, 2016. – 7 (2).
3. Eizenberg, E. Social Sustainability: A New Conceptual Framework / E. Eizenberg, & Y. Jabareen // *Sustainability*, 2017. – 9 (1). – p. 68.
4. The Global Risks Report 2017. [Electronic Resource]. – Available at: http://www3.weforum.org/docs/GRR17_Report_web.pdf.
5. Розвиток соціально-трудової сфери України: теорія практика, перспективи / за ред. І. Петрової, В. Близнюк. – К., 2016. – 326с.
6. Social Progress Index. [Electronic Resource]. – Available at: <http://www.socialprogressimperative.org/wp-content/uploads/2016/06/Social-Progress-Index-2014-Executive-Summary.pdf>.
7. Human Development Index and its components. [Electronic Resource]. – Available at: <http://hdr.undp.org/sites/default/files/hdr14-report-en-1.pdf>.
8. The Economist Intelligence Unit's quality-of-life index. [Electronic Resource]. – Available at: https://www.economist.com/media/pdf/QUALITY_OF_LIFE.pdf.
9. Key labor market indicators (annual data) [Electronic Resource]. – Available at: <http://www.ukrstat.gov.ua/>.
10. Status report on information requirements in EMU [Electronic Resource]. – Available at: http://ec.europa.eu/eurostat/en/web/products-eurostat-news/-/EFC_REPORT_2014.
11. ILO Declaration on Social Justice for a Fair Globalization [Electronic Resource]. – Available at: http://www.ilo.org/global/about-the-ilo/mission-and-objectives/WCMS_099766/lang-en/index.htm.
12. Glossary: European system of integrated social protection statistics (ESSPROS) [Electronic Resource]. – Available at: [http://ec.europa.eu/eurostat/statisticsexplained/index.-php/Glossary:European_system_of_integrated_social_protection_statistics_\(ESSPROS\)](http://ec.europa.eu/eurostat/statisticsexplained/index.-php/Glossary:European_system_of_integrated_social_protection_statistics_(ESSPROS)).
13. Matching Skills and Labour Market Needs Building So-

ЕКОНОМІКА ПРАЦІ

php/Glossary:European_system_of_integrated_social_protection_statistics_(ESSPROS) [in English].

13. Matching Skills and Labour Market Needs Building Social Partnerships for Better Skills and Better Jobs. (2014). *www3.weforum.org*. Retrieved from http://www3.weforum.org/docs/GAC/2014/WEF_GAC_Employment_MatchingSkillsLabourMarket_Report_2014.pdf [in English].

14. European System of Social Indicators. (2017). *www.gesis.org*. Retrieved from <https://www.gesis.org/en/services/data-analysis/social-indicators/european-system-of-social-indicators/> [in English].

15. Libanova, E. (2013). *Zvit pro Naukovo-doslidnu robotu (NDR) «Kontseptsia sotsialnoho rozvytku Ukrainy na 2013-2023 roky [Report on research work «The Concept of Social Development of Ukraine for 2013-2023 years»]*. Kyiv: Ptoukha Institute for Demography and Social Studies of the National Academy of Sciences of Ukraine [in Ukrainian].

cial Partnerships for Better Skills and Better Jobs. [Electronic Resource] – Available at: http://www3.weforum.org/docs/GAC/2014/WEF_GAC_Employment_MatchingSkillsLabourMarket_Report_2014.pdf.

14. European System of Social Indicators. [Electronic Resource]. – Available at: <https://www.gesis.org/en/services/data-analysis/social-indicators/european-system-of-social-indicators/>.

15. Звіт про Науково-дослідну роботу (НДР) «Концепція соціального розвитку України на 2013-2023 роки. Інститут демографії та соціальних досліджень ім. М.В. Птухи НАН України / Е. Лібанова. - К., 2013. - 62 с.

Received for publication 17.09.2017

Бібліографічний опис для цитування :

Nadruga, V. I. Theoretical bases of risk management of social-labor sphere / V. I. Nadruga // Науковий вісник Полісся. – 2017. - № 4 (12). Ч. 2. – С. 8-15.