

The Formation and Development of the Managerial Personnel Reserve on the Example of the Tatarstan Republic

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Abstract

The article describes the practice of formation the personnel reserve in government and administration of the Tatarstan Republic. Also presents an analysis of candidates for inclusion on the roster consisting of three interconnected successive stages- preparatory, competitive and evolving. The authors emphasize the usage of working with a reserve by the structural subdivisions of the human control and power, as well as individual activity types of reservists.

Keywords: *personnel reserve, impairment, assessment centre, staff development, the Tatarstan Republic*

1. Introduction

The work on the personnel reserve formation requires an integrated approach, thoroughly planning and the use of global best practices, methods and technologies to ensure the objectivity of evaluations, the accuracy of forecasts of the potential effectiveness of a reservist in a new place of work, minimizing risks making appointments.

The world experience shows that effective human resource policy usually becomes the main factor of stability and well-coordinated work of the staff, sustainable development of the company, organization and campaign, the powerful crisis management means, a kind of organizational, technical or scientific stimulation. Positive result of this policy is the creation of associates' team who are headed by a recognized leader-the chief. At the same time one of the main basic cementing elements of this policy is the work with the personnel reserve, which includes its formation, evaluation and development.

It is obvious that such activities are very specific, the ministry or municipality reserve is different from the personnel reserve of enterprise and naturally is formed, evaluated and develops differently. But here we come across with the fact that in industry, business structures and large corporations to the work with the reserve is paid serious attention, it is a subject of a wide range of research scientists and specialists and in the sphere of civil and municipal service attention to the problems of personnel reserve leaves much to be desired.

2. Theory

It should be noted that the legal framework of personnel policy in the management and authorities bodies and in relation to the personnel reserve was formed a long time ago. For example in 1993 two landmark documents were adopted-The Presidential Decree of the Russian Federation from the 3 of June, 1993 "On urgent measures of the Russian Federation

civil service system organization" and the Government Decree from the 4 of November of the same year "The main directions of the market economy personnel training" not mentioning the Federal Law № 119 from the 31.07.1995 "On Civil Service in the Russian Federation" and a number of others more recent documents. However it can be assumed that the implementation of these acts has caused and causes some difficulties and the work with the personnel reserve still does not give any expected results.

In such circumstances as the strategic direction of the personnel policy of the Tatarstan Republic authorities is defined the use of efficient technologies of searching, selecting and developing of talented, successful, innovation minded professionals who have the necessary management capacity to replace the chief positions in civil and municipal services. In this direction a special place occupies the work with the personnel reserve and much attention is paid to the formation of the reserve.

3. Results

The process of reserve formation consists of three interconnected successive stages as preparation stage, stage of competitive selection and developing stage which are presented in the table 1.

Table 1: Stages of personnel reserve formation

Preparatory stage	Identification of target positions. Planning the optimal number of reservists. Profiling target positions. Development of personnel reserve provisions.
The stage of competitive selection.	Selection to the personnel reserve(search and evaluation of candidates)
Development stage	The preparation of reservists. The evaluation of reservists training results. The planning of the reservist future work.

As part of the preparatory stage there was formed regulatory framework which provides the legal basis of the personnel reserve formation order, the organization of work with it and its use to replace the vacant positions in the public service.[1]

In the course of this stage there were identified target positions for reserve training, carried out the planning of reservists optimal number for each group of positions, performed the profiling of target positions and developed the provision on personnel reserve.

Taking into account that the complex of managerial personnel reserve formation process ensuring apart from organizational, logistical and information components includes scientific and methodical ones. Serious attention was paid to the definition of a common methodology activities on reserve personnel formation, the establishment of principles, methods, criteria and used tools.[2]

Not less attention in the scientific and methodological support of managerial personnel reserve formation deserves the analysis and generalization of the evaluation data, defining the impact of their activities.

Also at this stage official regulations of public servants were analyzed, the evaluation of their duties content and focus groups with the participation of government heads of the Tatarstan Republic were conducted

When forming managerial personnel reserve were identified following basic principles

- Scientific character (using of the latest scientific advances and emerging technologies in the preparation and evaluation processes);
- Objectivity (to minimize the influence of subjective opinion on the formation of the management reserve);
- Continuity (continuous work on selecting the best professionals in the formation of personnel reserve for management positions);
- Multifactorial (a variety of different methods for assessing candidates).

The stage of competitive selection to the personnel reserve is the main component of the process, where there are identified those candidates that meet the criteria of personnel reserve formation. At this stage there is a procedure of verification of candidates to meet the qualification requirements in the form of examination of documents and questionnaires, as well as the estimated professional and personal qualities of the candidates in the talent pool of the Tatarstan Republic. The independent (third party) organizations with the necessary scientific and personnel potential and owning technology of modern evaluation procedures are attracted [2].

Standard procedure for the formation of managerial personnel reserve of civil and municipal services are traditionally a personal interview and testing. However, in the Tatarstan Republic for the use of international experience and taking into account trends in the development of public service for the first time in the Russian Federation, it was decided to use the integrated assessment management skills using technology " assessment center " (because the

technology is just beginning to be applied in the field of state and municipal services and presents interest for staff personnel structures.

Evaluation is carried out by a certain algorithm. The list and sequence of steps in the selection process to the administrative reserve are shown in Figure 1.

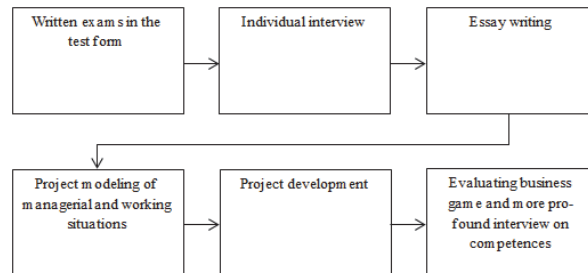


Figure 1. Sequence assessment procedures at the stage of competitive selection

Let's consider the content of these procedures.

The first – it is a written examination in the form of testing in which the level of knowledge of the candidate is assessed that is necessary to work in the field of civil or municipal service on the knowledge of the following disciplines: the fundamentals of Economic Studies, Law (constitutional, administrative, labor law), management and the basics of state and municipal management. Those who pass the exam and move to the next stage of competitive selection of candidates are considered to have given the correct answer to 60 percent or more questions. [3]

The second – it is a personal interview, during which is assessed candidates' knowledge of administrative regulations, structure and competence of public authority and also clarifies the professional and personal qualities of the candidate.

The third – it is an essay writing, which involves the disclosure by the candidate topical socio-economic and socio-political issues. The Competition Commission evaluates an essay on the following parameters: the fullness and depth of presentation, correct spelling and writing of presentation.

The fourth – it is a development of the Project (individual or group), where the number of professional and managerial skills are estimated. The project is being developed in the framework of the priorities of the Tatarstan Republic under the guidance of highly qualified expert practitioners.

The fifth – it is a project modeling of managerial and working situations (the method of specific situations / case - testing).

This procedure supposes the implementation of specially developed tasks, the solution of which allows the participant to demonstrate a certain level of expertise and skills. The task also includes the protection of the case in the limited time resource in the form of an oral presentation. As part of the procedure is assessed the ability to work effectively with large amounts of information in various media , conduct multivariate analysis of the ownership degree of information technology , literacy and presentation style .

The sixth – it is an estimated business game and deep interview on competencies which are undertaken by the above-mentioned "assessment center" technology.

The stage of competitive selection ends with summing of candidates individual outcomes by summing scores on each procedure. The obtained results form the rating of candidates; they are analyzed by the Competition Committee and serve as the basis for preparation of the final summary for each candidate. This document contains the assessment of the level of economic and legal knowledge ownership (including knowledge of the legislation regulating civil or municipal services), information on the level of the necessary professional and managerial skills development, their insightful descriptions, recommendations for further development of candidate skills and competencies.

Total comprehensive evaluation of candidates to the personnel reserve of the Tatarstan Republic is composed of scores which are obtained on each passed procedure. The decision on the number of assessment procedures is adopted by the Department of Civil Service under the President of the Tatarstan Republic.

In accordance with the results of competition procedures, overall rating of the candidates, the conclusion of the individual interviews and the final summary, the Competition Committee makes decision on the recommendation of candidates for inclusion into the administrative reserve the Tatarstan Republic.

Stage of development includes planning of further work with reservists who have passed the competitive selection and activities on implementing of this plan. For each reservist individual plan offers different types of development programmes of professional and managerial skills which are necessary for such future successful work as: professional development and training, retraining, probation.

In addition, there are the following forms of development for reservists:

- development in the workplace - new experiences without departing from the main professional activity;
- developing assignments - solution of working tasks which are aimed to the employee's managerial skills development;
- participation in the developing projects - the formation of project groups among the reservists and other employees to achieve real goals and development of reservists managerial potential;
- temporary replacement - getting a new managerial experience in short-term acting the duties of superior officer;
- learning from others' experiences .

As for the content and characteristics of the " assessment center " technology which was used to assess the candidates to the personnel reserve of governing bodies of the Tatarstan Republic, it is a standardized multi-factor assessment of people, including a number of interrelated assessment procedures (exercises, interviews, tests, business games) under the supervision of independent experts who evaluate the participants' results on a specially selected criteria. This estimate is based on the modeling of the key points of management activities of evaluated person to determine the level of development of his management skills. On the basis of this evaluation experts make conclusions about the suitability of the candidate for inclusion into the personnel reserve.

The validity of this technology according to estimations of authoritative foreign organizations ranges from 65 % to 93% [12] that is significantly above other methods of management competencies assessment.

The principle of objectivity of this technology is provided, including the fact that the evaluation procedures carried out by independent consultants (experts). Their independence, impartiality, high qualification and experience ensure the quality of the assessment and treatment outcomes. Moreover, for greater objectivity observation and evaluation are separated in time.

The features of "assessment center" technology used to assess managerial competence of candidates for inclusion into the personnel reserve of state and municipal services are:

- The use of specially adapted to the peculiarities of the Russian civil service technology , accumulating experience in leading multinational corporations, consulting ;
- Independence of the experts conducting the assessment of managerial competence ;
- Multiplicity: the participation of several trained experts-observers, using a variety of different techniques, evaluation of participant by multiple behavior criteria. This very cross of " multiplicity " gives the reason to believe this technology as the most objective of the existing ones;
- Compensatory approach - the shortcomings identified in the process of a single test may be offset by other advantages ;
- Composing on the base of the evaluation detailed , accurate and objective description of managerial skills of each participant assessment procedures ;
- Getting by participants of ' assessment center ' developmental feedback;
- Prediction the managerial effectiveness of each candidate's career development for inclusion into the personnel reserve.

The result of the assessment of managerial skills on the "assessment center" technology is the formation of an individual report about the level of competence of the studied individual development plan and management competencies for each candidate for inclusion into the talent pool of public service. Management body of state power and administration, responsible for the formation of personnel reserve, is provided a summary of the development of structured information management competencies of candidates for inclusion into the talent pool of public service at various levels. There is a formation of workers ratings in terms of development and management competencies which are allocated into the groups represented in Table 2.

Table 2: Groups in terms of competencies development

Group A	Candidates included into this group are the most promising in terms of further advancement, development, involvement in complex projects.
Group B	In this group there are candidates who do not have any bright managerial characteristics, however, do not have serious limitations to the further growth and development
Group C	The promotion of candidates who got into this group to higher positions is possible only after long-term investment for the training and development of these people.

4. Conclusions

The result of the assessment of managerial competence of candidates for inclusion into the personnel reserve of public service on "Assessment-centre" technology is a complex representation of:

- Human capacity of candidates for inclusion into the talent pool of public service not only regional but also at the federal level ;
- About the possibilities of replacement , promotion;
- The strengths and weaknesses , potential of each candidate ;
- The possibility of constructing integrated development programmes of candidates;
- Inclusion the candidate into the lists in the training. groups formation

Moreover, according to the practice of reservists' assessment in the Tatarstan Republic, the use of "assessment center" technology is a strong motivating factor for the development of candidates for inclusion into the personnel reserve public service.

Used modern technology of assessment, is only one example of which is the "assessment center ", serves as an effective addition to working today tools and procedures in the formation of civil service personnel reserve. It should be noted, however, that the evaluation of competencies do not question the former positive achievements of employees and are considered as important additional information when making decisions about appointments, movements, etc.

Completing a brief description of the used technology, it should be noted that the integrated use of "assessment center" technology to assess managerial competence of candidates for inclusion into the talent pool of public service was held in the Republic of Tatarstan in 2011. 88 deputy ministers passed the evaluation, also 530 heads of departments, divisions and departments of ministries and departments, 131 heads of structural divisions of the President of the Tatarstan Republic , the Cabinet of Ministers of the Republic of Tatarstan, the State Council of the Republic of Tatarstan . The work continues at the present time. [12]

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