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### **Organization and experience with the skilled reserve on the government service of another types**

*Formation and optimal use of skilled reserve is regarded as one of the priority directions of the public skilled policy. The presence of skilled reserve allows to provide substituting for vacant positions in case of achievement by the civil servant of maximum age, discharge, vacation, natural leaving, and also structural transformations of organs of management. However the normative legal base of skilled reserve work remains one of the most debatable questions of skilled politics on the government service. The article presents a comparative analysis of the methods of formation and types of skilled reserve of the civil service and public service of other species on the example of the Federal Fire Service of the State fire service, revealed the specifics of training for those who are in reserve of the Ministry of Emergency Situations (MES) of Russia, proposed solutions to the problems associated with the contradictions in the law of federal and departmental level.*

### **Организация и опыт работы с кадровым резервом на государственной службе иных видов**

*Формирование и оптимальное использование кадрового резерва рассматривается как одно из приоритетных направлений государственной кадровой политики. Наличие резерва кадров позволяет обеспечить замещение вакантных должностей в случае достижения государственным служащим предельного возраста, увольнения, отпуска, естественного выбытия, а также структурных преобразований самих органов управления. Однако нормативная правовая база работы с резервом кадров остается одним из наиболее дискуссионных вопросов кадровой политики на государственной службе. В статье проводится сравнительный анализ способов формирования и видов кадрового резерва на государственной гражданской службе и государственной службе иных видов. На примере федеральной противопожарной службы государственной противопожарной*

*службы, выявлена специфика подготовки лиц, находящихся в резерве МЧС России, предложены способы решения проблем, связанных с противоречиями в законодательстве федерального и ведомственного уровня.*

**Keywords:** *public service, federal fire service, public fire service, personnel allowance, forming of a personnel allowance, work with a personnel allowance.*

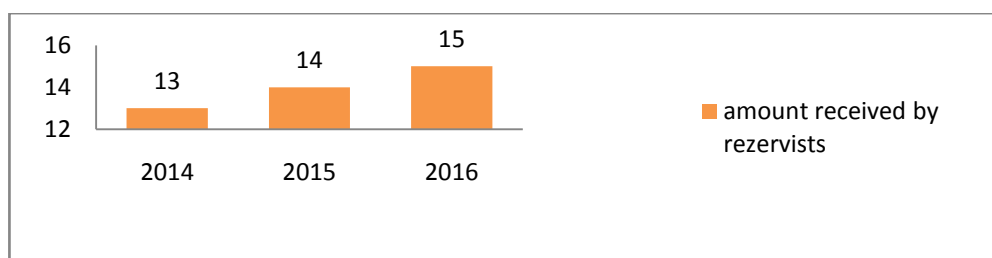
**Ключевые слова:** *государственная служба, федеральная противопожарная служба, государственная противопожарная служба, кадровый резерв, формирование кадрового резерва, работа с кадровым резервом.*

Based on the analysis of the legal framework, it should be noted that many of the legal and organizational aspects of personnel work on work with personnel reserve of the Russian Emergencies Ministry is well settled, but, nevertheless, are debatable. To do this, we consider it necessary to analyze the activity of FGKU "SPSCH FPS in the Khabarovsk region" to work with the personnel reserve FPS Fire Service of EMERCOM of Russia for 2014-2016 year as well as to investigate the problems arising in the course of this work.

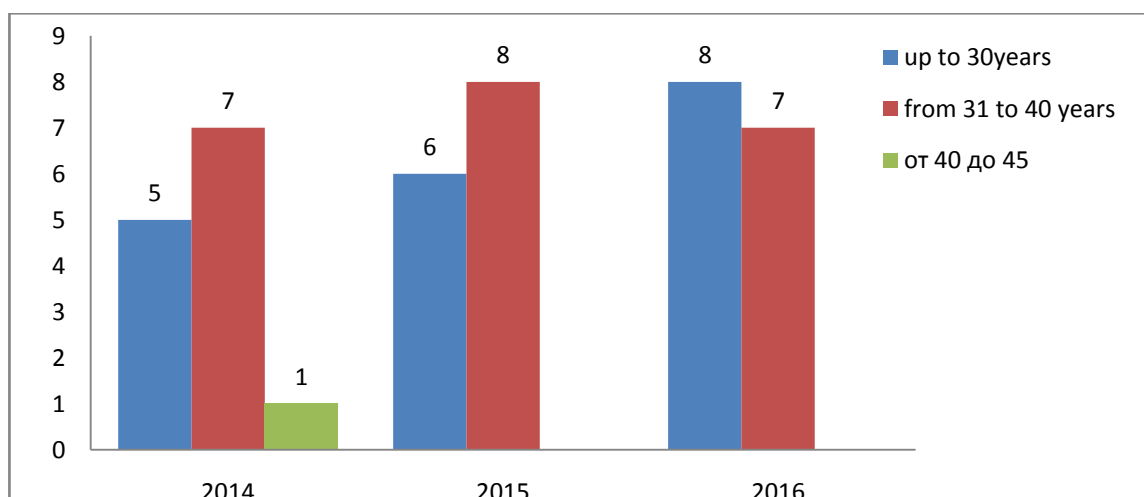
In FGKU "SPSCH FPS for the Khabarovsk territory" work with the personnel who are in the departmental reserve staff EMERCOM of Russia, organized and conducted in accordance with the methodology recommendations on the organization of work with personnel reserve for promotion to senior positions in the Ministry of Emergency Situations of Russia from the staff of the Federal Border Service SBS [1].

Available data on the personnel reserve GPS FPS FGKU "SPSCH FPS for the Khabarovsk territory" for 2014-2016 years show a positive trend of the numerical composition of the reserve for the period, marked increase in the number of reservists to 15% (See. Figure 1)

Analysis of the size and structure of the staff of the reserve indicates that their average age has decreased over this period. This trend indicates, firstly, about the rejuvenation of reservists, and secondly, to reduce the effectiveness of unreserved persons older than 40 years.



*Fig. 1. The dynamics of strength of the talent pool FPS GPS FGKU "SPSCH FPS for the Khabarovsk territory" for 2014-2016, person*



*Fig. 2 Structure of internal personnel reserve FPS GPS FGKU "SPSCH FPS for the Khabarovsk Territory" age of 2014-2016, person*

The data in the table 1 reflects the reduction in the number of established posts of the management staff by 20% in connection with the reorganization of public institutions in 2016, while the share of vacancy of management staff has increased from 65% to 100%.

From 2014 to 2016 it marked an increase in the number of personnel reserve from 13 to 15 people, as well as the relative increase in the proportion of persons in reserve, in relation to the total number of management positions from 26% to 38%. During the same period the increase in the number of reservists appointments to senior positions from 7 to 12 people, including departmental staff reserve from 3 to 5 people, which led to an increase in the proportion of appointments of the reserve from 23% in 2014 to 35% 2016.

Passing the transformation in the structure and size of the organization led to a complete reduction of the number of unsubstituted vacant managerial positions compared to the previous period.

However, this factor is insignificant impact on the motivation of reservists as vacant management staff due to the achievement of many leaders of the age limit for service (45 years) will be formed in the next 2 years, and will form the possibility of internal promotion of reservists.

*Table 1*

**The dynamics and structure of the departmental personnel reserve FGKU "SPSCH FPS in the Khabarovsk territory" for 2014 – 2016**

№	The name of indicators	unit of measurement	2014	2015	2016
1.	The number of management staff for the state posts	Unit	49	49	39
2.	Rate of growth (reduction) of the number of posts	%	100	100	80
3.	Substituted positions on staff management staff	Person	32	34	39
4.	Share vacancy of the administrative board	%	65	69	100
5.	The number of managers, whose age is less than 3 years until they reach the maximum age of service (45 years)	Person	24	18	7

6.	The total number of departmental staff reserve	Person	13	14	15
7.	The share of personnel reserve of the number of management staff positions for state	%	26	28	38
8.	Appointment to senior positions	Person	7	5	12
8.1	Including scheduled from departmental personnel reserve	Person	3	3	5
9.	The proportion of appointments from a reserve	%	23	21	35
10.	Excluded from departmental personnel reserve, including at the personal request	Person	0	1	1

Source: compiled based on the current office of the 2014-2016 biennium.

These data clearly reflect the need to plan the number of personnel reserve for the medium term.

In the formation of departmental personnel reserve accounted for professional business skills, communication skills, personal achievements, including the results of performance of candidates, the level of training and education, length of service in the FMS and FPS experience in the specialty.

We analyze the structure of professional and educational level of the personnel, comprised in the departmental personnel reserve FGKU "SPSCH FPS in the Khabarovsk territory".

The data in the table 2 reflect the positive dynamics of the level of education of reservists on core function "Fire Safety" and "Protection in emergency situations" (their number increased from 0 up to 4 people).

*Table 2*

**Professional composition and level of education of the personnel, comprised in the departmental personnel reserve FGKU "SPSCH FPS for the Khabarovsk territory"**

№	The name of indicators	unit of measurement	2014	2015	2016
1	The number of reserve	Person	13	14	15
2	Number of employees included in the departmental personnel reserve, and with secondary or higher education in the specialty "Fire safety" or "protection in emergency"	Person	0	1	4
3	Number of employees included in the departmental personnel reserve and enrolled in universities MOE (for part-time or contractual form), specialty ("Fire")	Person	2	7	5
4	The proportion of reservists who have specialized education in the total amount of the reserve	%	15	57	60
5	The number of reservists trained service	Person	13	13	93*
6	The proportion of reservists trained service, of	%	100	90	70*

	the total number				
7	The proportion of reservists trained service, of the total number of departmental reserve	Person	2	4	6*
8	The proportion of reservists, improved their skills to the total number of employees who have received training or advanced training	%	13	33	100*

\* - Data for the first half 2016

Source: compiled based on the current office of the 2014-2016 biennium.

Also, there was a significant increase in the proportion of reservists (from 15% to 60%), with specialized education or undergoing training in specialized universities of Russia Ministry of Emergency Situations in "Fire Safety" (sum of lines 2 and 3 of Table 2).

Dramatically increased the proportion of reservists improved their skills or retrained. In the first half of 2016 this figure reached 100%, which is significantly higher than in 2014 - 2015.

Thus, the priority of personnel policy of the state fire service in recent years has been the training and retraining of staff in the departmental personnel reserve.

The data in the table 2 reflect not only quantitative but also qualitative changes in the organization of work with personnel reserve. First of all this increase in the diversity of the work of persons in the personnel reserve:

- training in the universities of MOE on profile specialties;
- internships;
- retraining or further training of reservists;
- mentoring.

For other forms and methods of personnel authority to work with departmental reserve in the Russian Ministry of Emergency Situations FGKU "SPSCH FPS in the Khabarovsk territory " are:

- the study of leadership and regulatory documents;
- staff training on training program on the Russian Emergency Situations Ministry to senior, middle and junior officers of the turn-offs and regulations;
- participation in the command-and-staff exercises in the Khabarovsk Garrison Fire Service of EMERCOM of Russia;
- temporary charge management staff (during leave, sickness).

The effectiveness of personnel authority to departmental personnel reserve FGKU "SPSCH FPS in the Khabarovsk territory" can be estimated ambiguous. Enrollment rate of efficiency in provision is calculated using the formula:

$$A = B / C * 100\%,$$

where B - the number of employees assigned to higher positions from the reserve to the total number of persons held in reserve (C).

Estimates presented in Table 3 reflect a positive trend in this indicator over the period from 23 % to 33 %. It should be noted a fairly high rate of the destination party for leadership positions for the period (57-58 %), which has a negative effect on the motivation of managers included in the departmental

personnel reserve. At the same time, it increased the rate of total official promotion from 7,5 % to 13,7 %, which is a positive trend in the personnel working with departmental personnel reserve.

We also note the increase in length of stay in the reserve more than 2.5 times (from 4,6 months in 2014 to 12,8 months in 2016), but this figure is not critical due to the fact that the statutory term of reserve limited to three years.

*Table 3*

**Assessment of the effectiveness of vocational and career promotion reservists  
FGKU "SPSCH FPS for the Khabarovsk territory" for 2014 – 2016**

№	The name of indicators	unit of measurement	2014	2015	2016
1	Efficiency unreserved	%	23	21	33
2	The average length of stay in the reserve	months	4,6	8	12,8
3	Fluidity reserve managers	%	0	7	6,6
4	Total official promotion	%	7,5	5,4	13,7
5	the designated	%	57	40	58

Source: compiled based on the current office of the 2014-2016 biennium.

Ambiguous behaves turnover rate, held in reserve. In 2014, turnover of reserve managers are not observed, in 2015 this figure rose to 7%, and then decreased to 6.6%. The value of this indicator is higher than the average 5% indicate a lack of motivation of reservists, and there are problems in dealing with reserve.

In our opinion, the increase in this index may adversely affect the efficiency of work with departmental personnel reserve in FGKU "SPSCH FPS in the Khabarovsk territory". Thus, the personnel reserve observed with both positive and negative trend.

Analysis of quantitative and qualitative composition and structure of the departmental personnel reserve FPS GPS EMERCOM of Russia in FGKU "SPSCH FPS in the Khabarovsk territory" shows the high relevance of the debugged work with the personnel reserve. The present composition of active reserve personnel on optimal number and up to 40% of the total number of leading cadres is shown.

In the qualitative composition of the reserve corresponds to the requirements for the replacement of senior and junior officers of the Federal Border Service SBS. Organization of work planning, preparation of the reserve and control are carried out in full.

To sum up, we can draw the following conclusions:

1. Work with the talent pool in FGKU "SPSCH FPS in the Khabarovsk territory" is focused, systematic and planned character.

2. Personnel reserve provides the organization the necessary personnel in accordance with current and future needs of the expansion of activities, staff rotation.

3. Personnel reserve provides a complete training of reservists to the independent and effective operation.

Availability of personnel reserve formed based on the qualitative composition of staff and projected needs for the replacement of senior positions, ensures continuity in the management, increases the level of professional readiness of civil servants, their motivation, to reduce the level of turnover and results in the stabilization of the overall staffing in the unit.

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