

WCES 2014

# Formation And Development Of An Administrative Staff Reserve In Tatarstan

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## Abstract

The article describes the practice of forming personnel reserve for the government and administration of the Republic of Tatarstan, which consists of three stages - preparative, competitive and progressive (the stage of professional growth). The preparative stage includes the development of regulatory framework, stage of competitive selection is, as the main component of the process consists of procedures for the formation of managerial personnel reserve, the progressive stage includes the planning of further work with reservists who have passed competitive selection. The final part of the article presents the methodological approaches and technologies of an "assessment center", which were used during the evaluation of candidates for the administrative staff reserve of the Tatarstan Republic.

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Selection and peer-review under responsibility of the Organizing Committee of WCES 2014

*Keywords:* the administrative reserve, assessment center, staff development, the Republic of Tatarstan

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## 1. Introduction

The formation of staff reserve requires an integrated approach, careful planning and usage of the best international practices, methods and technologies that provide assessment, the accuracy of effectiveness forecasts. In order to minimize, the risk of a reservist's mistakes in the new working places. International experience shows that the effective personnel policy, as a rule, becomes the main factor of stable and well-coordinated work of people that

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leads to a sustainable development of the company. It also results in preventing of crisis situations, and tends to be a kind of stimulator for technical and/or scientific acceleration. Creation of a strong team, headed by a recognized leader - head may result positively on the company development policy. One of the main, basic, elements of this policy is the work aimed the creation assessment and development of the administrative staff reserve.

## 2. Stages of the formation of administrative staff reserve

The strategy of state authorities reserve selection and development for the Tatarstan Republic is determined by use of the effective search technologies, selection and further development of talented, successful, innovative thinking specialists with the managerial capacities. They also need to have abilities to work in the sphere of civil and municipal services. The educational framework with the selected people is developed for strengthen of the candidates abilities. The process of administrative staff reserve formation, consists of three interrelated stages - preparative, competitive and progressive, presented in table 1.

Table 1. Stages of the stuff reserve formation

Stages of the stuff reserve formation	
Preparative stage	Definition of target positions Planning the optimal number of reservists Profiling target positions The development of the regulations
Competitive stage	Selection of people that will form the stuff reserve (search and estimation of candidates)
Progressive stage	Training of reservists Evaluation of reservists training results Further work planning

### 2.1. Preparative stage

By this stage we understand the process of working out of the normative base, that will provide the legal basis for the procedure of the stuff reserve formation, organization of work with the selected candidate and his adaptation at a vacant positions in public service (Decree of the President of the Republic of Tatarstan, 2011). During the reserve formation of managerial staff we are led by the following fundamental principles:

- scientific basis (process of preparation and evaluation of the staff reserve should be based on the latest scientific achievements and advanced technologies);
- objectivity (minimum impact of subjective opinion at formation of the managerial staff reserve);
- continuity (permanent work on selection of the best specialists during forming of the personnel reserve for Executive positions);
- multifactorial approach (a variety of different methods to define the candidates achievements).

### 2.2. Competitive selection stage

Stage of competitive selection of the stuff reserve is the main component of the process, here the candidates that meet the criteria of formation of a personnel reserve are selected. At this stage the procedure of verification of candidates for the required qualifications is taken place. Experts review the documentation and conduct polling; they also study the professional and personal qualities of candidates to personnel reserve of the Republic of Tatarstan. In order to be objective in the assessment of actual managerial capacities of candidates it is essential to engage independent (third party) experts who use modern assessment technologies procedures (Scientific Research and Integration Association "Abada", 2013.). At first candidate does the written test. This helps to assess the level of candidate's knowledge, necessary for work in sphere of state civil or municipal service. This knowledge covers the following disciplines: fundamentals of economics, law (constitutional, administrative, labor law) and management. Those who pass exam (candidates, who have given the correct answer for 60 or more percent of questions) go to the next stage of competitive selection (Official Portal of the Republic of Tatarstan, 2011)

Then candidates are invited for an individual interview, assessing the knowledge of administrative regulations, the structure and functions of the state body/ The interview helps to clarify the professional and personal qualities of

the applicant. The third step is Essay writing. Its aim to release candidate's understanding of current socio-economic and socio-political problems. The Committee evaluates essays by the range of parameters: the understanding of content, and spelling accuracy. Fourth is prospective solving of managerial and on-going working situations (the method of certain situations/case-testing). The fifth is the Project development (individual or group), here the estimated number of professional and managerial competences can be traced. The project is developed within the framework of the development strategy of the Tatarstan Republic under the guidance of qualified experts. And at the end candidates have to pass the Evaluation business game and detailed competence-controlling interview carried out by the mentioned «Assessment center» representatives. On the stage of competitive selection individuals results and the scores that were earned by candidate on each selecting procedure are summed up. The obtained from the rating of candidates results, are analyzed by the Competitive Commission. On their basis for the the final resume on each candidate is prepared. This document contains the evaluation of the level of economic and legal knowledge (including knowledge of the legislation regulating in the sphere of civil or municipal service), information on the level of development of necessary skills, managerial competencies, and recommendations for further development of skills and competencies of the candidate. Total complex evaluation of candidates to the administrative staff reserve of the Republic of Tatarstan is the sum of the scores of each passed procedure. Decision on the number of assessment procedures is adopted by the Department on Affairs of Civil Officials under RT President's supervision. In accordance with the results of described procedures, the total rating of candidates, the conclusion about the individual interview and a final summary, the Commission of Experts makes a decision on the recommendation for candidate inclusion into the managerial personnel reserve of the Republic of Tatarstan.

### *2.3. Progressive stage*

The progressive stage can be identified as the stage of development. It includes planning of the further work with reservists passed the competitive selection, and certain activities for implementation of the plan. Though there are different types of programs for the development of professional and managerial skills necessary for successful work: improvement of professional skill, retraining, training, for each reservist the program is individual. If the previous stages - the preparation and of the competitive selection can be called preliminary/control of the incoming raw material of which quality depends the final product, the stage of development should be characterized as basic. It develops the product to the appropriate quality. To continue the analogy, we believe that on the development of skills, abilities and competences of reservist on the stage of development depends the qualification level of a state or municipal employee. And this stage has no certain period of time, except one - the duration of the professional labor activity of the employee.

### **3. Technology features**

In General the Assessment center technology (AC) is a standardized multifactorial assessment of people, including a number of interrelated assessment procedures (exercises, interviews, tests-proceedings, business games) under the supervision of independent experts who assess the results of participants by specially developed criteria. This assessment is based on the simulation of the management activities key moments to determine the rise of one's management competencies. Conclusions about the suitability of the candidate for inclusion in the personnel reserve are based on this evaluation. (Terekhova & Mikhailova, 2011). The validity of this technology according to authoritative international organizations ranges from 65% to 93% that is significantly higher than other methods of estimation of managerial competencies. The objectivity of this technology is provided, by the fact that the evaluation procedure is carried out by independent consultants (experts). Their independence, impartiality, high qualification and experience ensure the quality of results. In addition, to achieve greater objectivity we have to admit that the monitoring and evaluation process is spaced in time.

### **4. Conclusion**

The result of the assessment of managerial competencies technology presented by "Assessment center" is the formation of an individual report on the level of development of the studied competencies and individual plan for

development of managerial competencies for each candidate for inclusion into the administrative staff reserve for Civil Service (Garipova&Ilmukova, 2013). The leadership body of the State authorities that is responsible for the formation of personnel reserve, get the detailed analyzes and structures trends for the further development of management competencies of candidates to personnel reserve of different levels. Employees ratings formed on the basis of the development level of managerial competence and may be performed in the following groups. They are presented in table 2.

Table 2. Groups according to the level of competence development

Group «A»	The candidates included in this group are the most promising from the point of view of further promotion, development, participation in complex projects.
Group «B»	This group includes candidates who do not have any bright management characteristics but do not have any serious constraints to the further growth and development.
Group «C»	Promotion of candidates from this group to higher positions is possible only after long-term investment into the training and development.

Concluding the brief description of the technology that is used, it should be noted that the integrated use of «Assessment center» for the assessment of managerial competencies of candidates to personnel reserve of civil service was conducted in the Republic of Tatarstan in 2011. Table 3 shows data on the number of assessed.

Table 3. Candidates evaluated for personnel reserve of the Republic of Tatarstan

Deputy Ministers	88
Heads of directorates, departments and departments of ministries and agencies	530
Heads of structural subdivisions of the President The Republic of Tatarstan Office, of The Cabinet Of Ministers of The Republic of Tatarstan, of The State Council of The Republic of Tatarstan Office.	131

The practice of evaluation of reservists in the Republic of Tatarstan through the «Assessment center» technology is a strong motivating factor for the personal development of candidates for inclusion into the administrative staff reserve. Modern assessment technology usage is one example of «Assessment center» servicethat can be treated as an effective complement to the instruments and procedures popular in the field of formation of a personnel reserve of Civil Administrative stuff. However the results of assessment of competencies should not neglect former positive achievements of the individual.

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