

ABSTRACT OF THE MASTER'S DISSERTATION

Subject matter of the dissertation: “The strategy for the implementation of personnel management in the public service in the conditions of aging of its personnel”

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Customer organization: Administration of Novocherkassk city, Rostov region.

Topicality of the research. The aging personnel of the state and municipal service system is currently a global challenge. Statistics show that amid demographic processes associated with the aging of the population in general, aging in government and administration is faster than in other professional sectors. The aging personnel of the state and municipal services, on the one hand, are a limitation for improving the public administration system, since a significant outflow of workers from this sphere due to the retirement age may jeopardize the process of maintaining and, especially, improving the quality of provided municipal services. This is due, first of all, to the fact that this sector almost simultaneously leaves a significant part of the state and municipal employees who are carriers of special specialized knowledge and experience. On the other hand, with timely and systematic management of this process, the retirement of a significant number of municipal employees may be a chance for these bodies to update and improve the quality of public and municipal services. In this regard, the issues of theoretical understanding of the ongoing personnel processes in the modern state and municipal service, studying the experience of other countries in this area, as well as the formulation of recommendations, including design ones, to improve the practice of personnel technologies in the context of aging personnel of the state and municipal service of Russia.

Objective: development of theoretical aspects of personnel management of the state and municipal services in the context of aging of its personnel, as well as practical recommendations of a strategic nature for the modernization of personnel technologies used in this field.

Tasks:

- clarify the content of the concept of “personnel of the state and municipal services”, identify the composition and qualification requirements for this professional group;
- identify the main technologies through which the personnel management of the state and municipal services is carried out;
- identify the main problems of applying personnel technologies in the state civil and municipal service;

- to prove that the aging of the personnel of the state and municipal services appears in the present as a global trend, the overcoming of which involves a significant modernization of the personnel technologies used;

- to study the experience of foreign countries in the implementation of HR technologies for working with senior state and municipal employees;

- to study the staff and the practice of working with him in one of the authorities - the administration of Novocherkassk, including in the aspect of the implementation of staffing-oriented activities for employees of pre-retirement and retirement age;

- to offer specific strategic directions for the modernization of the personnel management process of the state and municipal services at the national and intra-departmental levels in the context of the aging of its personnel.

Hypothesis. In the context of the aging staff of the state and municipal services, further improvement of the state and municipal management system involves the consistent and systematic implementation of a whole range of measures in the field of personnel management in terms of attracting and retaining at the workplace state and municipal employees approaching the pre-retirement and retirement age, ensuring effective programs for transferring key knowledge and skills from them to novice specialists.

The novelty of the research. The most significant research results of this study are: 1) the content of the category “cadres of state and municipal services” has been clarified by identifying the key attributes of a given professional group, its structural elements, and qualification requirements; 2) systematized knowledge of modern personnel technologies implemented in the modern state and municipal services of Russia, with identification of problems arising in the course of their implementation; 3) it is substantiated that the aging of the personnel of the state and municipal services acts as a global trend, the overcoming of which requires a significant modernization of personnel technologies in the aspect of taking into account the psycho-physiological characteristics of this age group; 4) the analysis of the experience of foreign countries that have significantly advanced along the path of adopting the personnel management process of the state and municipal services, taking into account the needs of workers of pre-retirement and retirement age; 5) recommendations of a strategic nature on the modernization of personnel technologies used in the state and municipal services of Russia are formulated, with the allocation of national and interdepartmental aspects.

The main principles to be depended:

1. Personnel of the state and municipal service - is the main, full-time, permanent, qualified staff of employees replacing the posts of the state civil service and municipal service. All qualification requirements that are presented today for state and municipal employees are divided into two groups: requirements regardless of the area and type of activity of civil servants (basic qualification requirements) and requirements depending on the area and type of activity of civil servants (professional and functional qualification requirements)

2. Personnel technologies are a means of managing the quantitative and qualitative characteristics of personnel that ensure the achievement of the main tasks of the state and municipal services. Currently, the personnel technologies of the state and municipal services include more than ten technologies related to the search, attraction, and selection of personnel, professional adaptation and orientation, assessment of civil/municipal employees, their professional development, motivation and remuneration, formation of a personnel reserve and some others.

3. The implementation of advanced personnel technologies in the state and municipal services over the past 10 years has revealed several problems related to the procedures of comprehensive assessment, certification, as well as the holding of a competition for filling a vacant position. In one way or another, all of them are associated with significant documentary support of a small, usually staffed, personnel services specialist, which implies their high professional level, as well as additional expenses for advanced training of all personnel process participants.

4. The aging personnel of the state and municipal service system is currently a global challenge, manifesting itself more rapidly than in other professional sectors. To mitigate these trends, several states are resorting to pension reforms today, as well as to special measures to increase the prestige of the state and municipal services to attract highly qualified young employees to this sector as a certain replacement of retiring highly qualified specialists. However, these measures will make it possible to level the changes taking place in the personnel of the state and municipal services only if the personnel technologies themselves are modernized taking into account the psycho-physiological characteristics of this age group.

5. The experience of foreign countries, the most advanced in adapting personnel technologies to the aging tendency of state and local government employees, indicates that special attention in the current situation requires such areas of personnel work as personnel planning and development; training HR managers on modern technologies for working with aging state and municipal employees; redesign of work assignments for senior government and municipal employees; providing conditions for a healthy lifestyle and well-being of aging personnel of government and management bodies. To retain valuable aging workers in their places, various schemes of flexible work schedules and pension mechanisms are used.

6. Nationwide measures linked n first under compulsion of state and municipal employees to postpone retirement and to encourage them to continue working life feasible. For this, the personnel policy and the applied personnel technologies of state authorities should fundamentally change. All activities should be grouped in three areas: retention of highly qualified specialists in the field of state and municipal administration at their workplaces after retirement age; their retraining, as well as their involvement in work in government and administration after retirement and a relatively long break in professional activity. Public authorities should encourage the use of flexible work schedules for the category of

specialists' understudy, actively retrain them, involve employment centers in this process, as well as systematic work to identify possible career paths for middle-aged workers.

7. Intra-departmental directions for improving personnel technologies in the conditions of aging state and municipal services are associated with the creation and maintenance of organizational culture in the team, which proceeds from the idea of high value for the organization of older workers, involves an audit of such personnel processes as the selection and selection of personnel to eliminate discriminatory age of aspects, redesign of jobs, training and professional development of personnel in the aspect of ensuring the effective transfer of knowledge from experienced workers to young specialists.

Theoretical significance consists in the development of scientific knowledge about personnel processes in government and administration in the context of a global trend of the aging of public and municipal service personnel, about the specifics of the work of this category of workers, as well as about possible ways of adapting the currently used personnel technologies to attract and retain valuable employees of pre-retirement and retirement age.

Practical significance lies in the development of specific personnel tools that will allow authorities and administrations of all levels to ensure a timely and smooth response to the aging of their personnel.

Results of the research. A survey of workers of the Administration of Novochoerkassk city confirmed the assumption that there are no staffing arrangements involving the retention of municipal employees at workplaces after retirement age, which is quite understandable by the statutory provision that the age limit for staying at municipal service is 65 years old. This indicates that the problem of aging of state and municipal services is not currently recognized as such at the national level and requires the development of government measures in this area.

Recommendations. In the framework of this study, strategic recommendations were made on the modernization of personnel technologies in the context of aging personnel, which can be applied to the state and municipal services of Russia. In particular, two areas of improvement were proposed: 1) at the national level, within the framework of which such areas of work are highlighted as retention of highly qualified specialists in the field of state and municipal administration at their workplaces after retirement age; their retraining, as well as their involvement in work in government and administration after retirement and a relatively long break in professional activity; and 2) at the interdepartmental level, which is associated with the creation and maintenance of organizational culture in the team, which is based on the idea of high value for the organization of older workers, involves the audit of such personnel processes as the selection and selection of personnel to eliminate age-discriminating aspects, redesign jobs, training and professional development of staff in terms of ensuring the effective transfer of knowledge and experience to young professionals.