

Personnel component of customs service innovative potential

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Abstract—The relevance of the developed perspective of strengthening of a personnel component of customs service innovative potential is connected with the questions of training of highly qualified personnel for the Federal Customs Service of the Russian Federation. The theoretical and methodical base of the development of personnel potential proceeding from the purposes of innovative development is given in article. Authors define the structure of a profile of the innovative focused employee of customs service, the author's technique of assessment of activity of staff of customs service is developed. As a result, the place of a personnel component in the general composition of the components defining development of innovative potential of customs service is defined. Authors develop recommendations about training of staff of customs service with the created personnel competence.

Keywords—customs service, innovative potential, development of a personnel component, the Federal Customs Service of the Russian Federation.

I. INTRODUCTION

The public customs services rendered to the Federal Customs Service of the Russian Federation are the specific sphere of realization of the state functions [5]. They are addressed to consumers of the public customs services, participants of foreign trade activities, and are strategically significant sphere of interaction of customs service with business community. Organizational and economic forms of the organization of rendering customs services include internal components of development of innovative potential of these systems. We understand them as «an innovation in the sphere of rendering customs service» introduction of new methods of management, adoptions of financial decisions in the sphere of rendering services, and also procedural innovations of process of rendering the public customs service [3,4].

The personnel innovation in the customs sphere involves the internal environment of management of employees.

In other words, we can call personnel management in customs authorities innovative to a component of the development of potential of customs services (PM in the Federal Customs Service of the Russian Federation) [12].

PM of customs service is such system of the development of creative potential of staff of the Federal Customs Service of the Russian Federation, increase in their working motivation which contributes to forward innovative development of all customs service [6]. The functionality of PM in customs affairs includes innovative forecasting and design of strategy of management of employees, increase in

efficiency of innovations. It is integrated is a part of the organizational and administrative innovations including improvement of business processes, introduction of new methods of management, decision-making, use of new information and communication resources in services sector.

Components of innovative potential of customs service are presented in Fig. 1.

II. METHODS

We define the purpose of the development of personnel innovations at the development of innovative potential of customs service in the effective modernization of a personnel management system, according to prospects, interests and the purposes of the Federal Customs Service of the Russian Federation. In Table 1 the classification of personnel innovations in customs authorities is given [7, 8].

For customs authorities we can name the problems of personnel innovations development. Such as:

- creation of innovative climate of Federal Customs Service of the Russian Federation;
- creation of the environment for distribution of innovations in the customs sphere;
- improvement of a control system of a personnel of customs authorities;
- updating of operating potential of rendering customs services;
- stimulation of staff of Federal Customs Service of the Russian Federation to innovative actions.

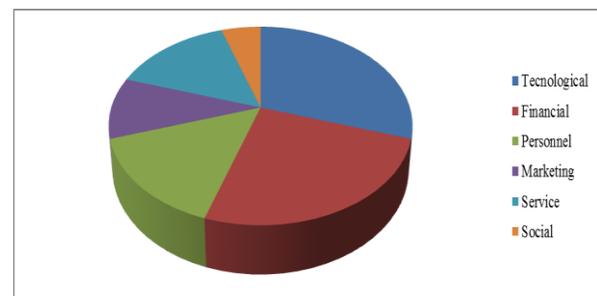


Fig. 1. Components of customs service innovative potential

TABLE I. CLASSIFICATION OF PERSONNEL INNOVATIONS IN CUSTOMS AUTHORITIES

	The maintenance of a personnel innovation in FCS	Functions of a personnel innovation in FCS
1	innovative management of work	assessment of potential of staff of FCS, interaction methods with them and their movements
2	educational and personnel innovations	novations in professional and training of staff of FCS
3	personnel innovations of hiring	coordinate search and selection of employees

In the innovative development of customs service, a special role is played by a cost-effective management of employees. In the context of improvement innovative components of the public customs services the following directions are primary [9]:

- providing customs service with enough workers of the corresponding professional education,
- rational use of personnel potential of employees,
- increase in quality and labor productivity when rendering the public customs services.

In T. Lukyanova and T. Alekseeva's works “innovative personnel” refers to employees with high innovative potential [1]. Defining specific characteristics of customs officers, in terms of innovative development, we will develop the Profile of the innovative focused employee of customs service (Table 2):

III. RESULTS

As a result of application of personnel innovations in customs authorities the results reflected in Fig. 2 are expected.

TABLE II. STRUCTURE OF THE PROFILE OF THE INNOVATIVE FOCUSED EMPLOYEE OF CUSTOMS SERVICE

	Sphere of formation	Professional characteristics
1	Job responsibility	high professional level; desire is constant to increase the level of the education and qualification; ability to seize the newest technologies of customs affairs;
2	Personal characteristics	creative abilities; high technical and technological culture; existence of moral qualities; adaptability, flexibility of thinking, commitment, conscientiousness, diligence;
3	Education	the professional competences reflecting innovative development of customs service of Russia in curricula in the directions 38.05.02 «Customs affairs» and 38.03.02 «Management»



Fig. 2. Results of the application of personnel innovations in customs authorities

The first approach to the formalized assessment of a personnel innovation, includes use of a formula «profitability of the employee» (formula 1).

It allows to define labor productivity by means of what it is possible to carry out diagnostics of each workplace and to develop the relevant activities for their improvement [10, 11].

$$\text{Personal profitability of the employee} = \frac{\text{(employee costs)}}{\text{(the sum of the economic effects created by the employee)}} \quad (1)$$

For specific operating conditions of staff of customs service this approach is hardly applicable.

The following approach uses KPI — the estimated result of work of the employee in his activity («key performance indicators»). Its application in public service is already rather habitual. KPI of the employee shows the efficiency of work and level of achievement of the goals put in activity or when rendering the public customs service. Let us define key performance indicators for customs authorities (Fig. 3).

We use a formula of calculation of «KPI» (2):

$$\text{KPI} = \frac{\text{(the actual result level - critical level)}}{\text{(normal level - critical level)}} * 100\% \quad (2)$$

where, critical level - the minimum value of result of the employee; normal level - planned result which is expected to be received; target level - excess of normal result.

According to the existing standard and legal acts regulating activity of customs officers, the principle of assessment of personal efficiency more often used is based on the analysis of the cost of one unit of work ($C_{\text{ед.т.д}}$) concerning wage fund (formula 3-6). At the same time calculation covers the following indicators: N - the number of staff of division, Npo - the number of the employees participating in customs processes and operations, Nla - the number of the employees participating in a certain type of work, Epo - a share of the employees participating in customs processes and operations, Ela - a share of the employees participating in a certain type of work, q - the number of customs processes and operations, NT - number of types of work, WF - wage fund.

Then we will apply a technique in the following look:

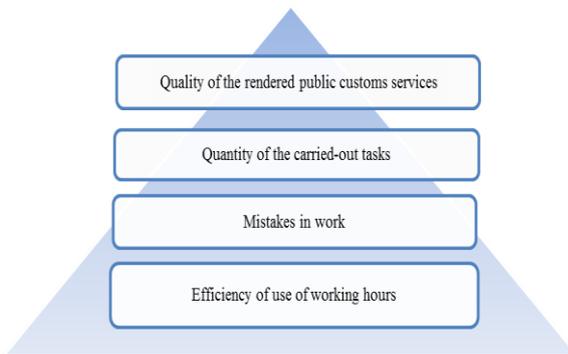


Fig. 3. Key performance indicators of activity of the FCS employee

$$E_{po} = (N+N_{po}) / (N_{la}+N_{po}) \quad (3);$$

$$E_{la} = (N+N_{la}) / (N_{la}+N_{po}) \quad (4);$$

$$k = (q \cdot E_{la}) / (NT \cdot E_{po}) \quad (5);$$

$$UC = WF / (q+k+NT) \quad (6).$$

Totals of the cost of one unit of work of the employee of customs service can be entered in Table 3:

Questions of improvement of training - one of priority activities is also included into the «Development strategy of customs service» [2]. In customs authorities we will distinguish from key tasks of innovative and personnel management:

- increase in completeness of customs authorities of the Russian Federation innovative challenge for the purpose of ensuring economic, financial security of the state;
- formation of a personnel pool capable to realize innovations in activity of customs authorities of the Russian Federation and their structural divisions;
- improvement of professional readiness of persons of customs authorities according to modern requirements of innovative development.

It is necessary to apply the following practical recommendations to the system of training of the highly qualified innovative focused personnel of the Federal Customs Service of the Russian Federation:

1. To improve the system of training in the directions 38.05.02 «Customs affairs», 38.03.02 «Management» for maintenance of innovative technologies, processes of rendering the public customs services;
2. To use techniques of strategic planning of the new master programs considering innovative development of the sphere of foreign trade activities and procedures of rendering customs services;
3. To develop relevant techniques of control of knowledge and formation of competences for innovative development of customs authorities;

4. To form scientific challenges for innovative development of the Federal Customs Service of the Russian Federation.

Thus, the personnel component of innovative potential of the public customs service is not the only, but significant factor of development of a control system of the customs sphere in the Russian economy.

TABLE III. COST INDEXES OF ONE UNIT OF WORK OF THE EMPLOYEE OF CUSTOMS SERVICE

N	N _{po}	N _{la}	E _{po}	E _{la}	q	NT	k	WF	UC
person	person	person	person	person	unit	unit		rub	rub

IV. CONCLUSION

The development of innovative capacity in government is due to the increasing complexity of economic and economic processes taking place in all areas of activity. The Federal Customs Service of Russia, being one of the most open to consumers of government services departments, pays special attention to the issues of their provision, which is reflected in the Program of development of customs authorities until 2020. In the process of the study, we identified the components of the innovative development of the potential of customs services, where one of the main components is the personnel component. The authors substantiated the possibility of using formalized forms for assessing the personnel component of the innovative potential of a customs service. Assessment of the personnel component allowed developing recommendations for the customs authorities. These recommendations are aimed at training highly qualified personnel for the customs service who are ready to develop the innovative potential of state customs services.

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