

Analysis of the project “Digital School of the Municipal Employee” in the field of state municipal administration

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Abstract — This article discusses the issues of improving competence and qualifications from the standpoint of increasing the efficiency of using human potential in the state municipal administration field. The SMA sphere is the basis for the successful development of any territory, determines its competitiveness and the human factor. The competence of municipal employees, their timely awareness and literacy in the development of modern competencies is the key goal of this study. The main method for conducting a reaction to the current state of affairs in this area is the project approach, the method and methodology of which is the main result of this study in the framework of the proposed activities, which together represent the developed methodology for implementing the goals of the study in the format of the final product, which can be used in real practical activities of the functioning of municipalities.

Keywords — *personnel policy, SMA, municipal employees, information portal, the effectiveness of municipal educational processes.*

Modern personnel policy in the field of municipal management, first of all, should be aimed at the formation of personnel potential that can solve the problems of a new stage in the development of the economy and society. Currently, this problem can be largely solved by increasing the efficiency of local educational processes, which ensures the availability and openness of the database for municipal service employees at any level of the job hierarchy.

To increase the professional competence of municipal employees and the implementation of a system of legal, economic, educational, organizational and other measures, and, as a result, a better competitive selection. The modernization of the additional professional training system is relevant, for which we propose the creation of an electronic school of the municipal employee in the form of an information portal.

A school of a municipal employee is a set of measures aimed at improving the knowledge of municipal employees, persons included in the personnel reserve for the posts of the municipal service, and providing advisory and methodological

assistance to municipal employees in preparation for certification.

Students of the School are:

- 1) municipal employees with a work experience of not more than 1 year, citizens included in the personnel reserve for the municipal service posts of the administration of Yugorsk in the current calendar year;
- 2) municipal employees in need of training activities in the areas of the structural unit activity;
- 3) municipal employees subject to certification and passing the qualification exam in the current calendar year.

Lecturers (speakers) can be highly qualified specialists and (or) experienced employees of the local government, municipal employees who studied at continuing education courses, as well as specialists invited from institutions that have the right to educational activity (by agreement).

The creation of the e-School of the municipal employee in the form of an information portal will allow to post:

- educational and legal information resources;
- webinars;
- trainings;
- conferences
- informational articles;

and other materials necessary for self-training of municipal employees.

Each municipal employee will have a personal account in this portal, which will reflect the results of certification, the results of advanced training, additional training, an individual development plan for three years in advance, etc.

Each municipal employee will have access to his personal account with a specific password.

We reflect in Table 1 the goals and objectives of the proposed project.

TABLE I. GOALS AND OBJECTIVES OF THE PROPOSED PROJECT

Project goals	Ensuring the principle of equal access for citizens and reducing the threat of fictitious competitive selection
Project objectives	1. Improving the professional competence of municipal employees and persons included in the personnel reserve. 2. Improvement of work aimed at the application of measures to prevent corruption and the fight against it in the municipal service.
Project targets	1. Maintaining the share of municipal employees trained in continuing education programs from the needs defined by the plan for continuing professional education of municipal employees at the level of 90%. 2. An increase in the share of appointments to municipal service posts from personnel reserves from 60% to 75%. 3. An increase in the share of newly appointed municipal employees with anti-corruption behavior skills from 40% to 100%. 4. Reducing the number of corruption manifestations (violations of restrictions and prohibitions, requirements for official behavior) in the activities of municipal employees from 5 to 1.
Project Duration	June 2019 - March 2020
Project financial support	Local budget
Responsible Unit	Office of Municipal Services, Personnel and Archives Office of Information Policy of the Administration of Yugorsk

Consider the proposals in more detail.

The materials of the E-School of the municipal employee can be divided into areas of study, stages of adaptation, advanced training of the personnel reserve, as shown in Figure 1.

"Beginner's school"	"School of municipal employees"	"School of self-study"
<ul style="list-style-type: none"> • provision of a full package of primary knowledge of a municipal employee who has worked less than 1 year, including an adaptation package 	<ul style="list-style-type: none"> • getting more in-depth and extended knowledge about the characteristics of the product and the sales process in General; 	<ul style="list-style-type: none"> • presents advice and tips on legal developments, specialised literature, etc.

Fig 1. The main areas of study

During the year, each municipal employee will have access to information resources.

According to the results of the year (on a certain date), statistics will be displayed for viewing materials posted on this portal, which may be for the certification commission a kind of confirming result of the individual development of the municipal employee.

Responsible for the creation and filling of the information portal and the individual development cabinet are employees of the Information Policy Department of the Administration of Yugorsk

The structure of this Office is shown in Figure 2.

The tasks of the Office include the following actions:

- development, coordination and implementation of a unified information policy of the city administration;
- pursuing a unified municipal policy in the field of informatization, the formation of information resources and the communication environment in the territory of the municipality;
- ensuring the interaction of the city administration and the head of the city with
- the media;
- ensuring the availability of information on the activities of the administration and the head of the city.

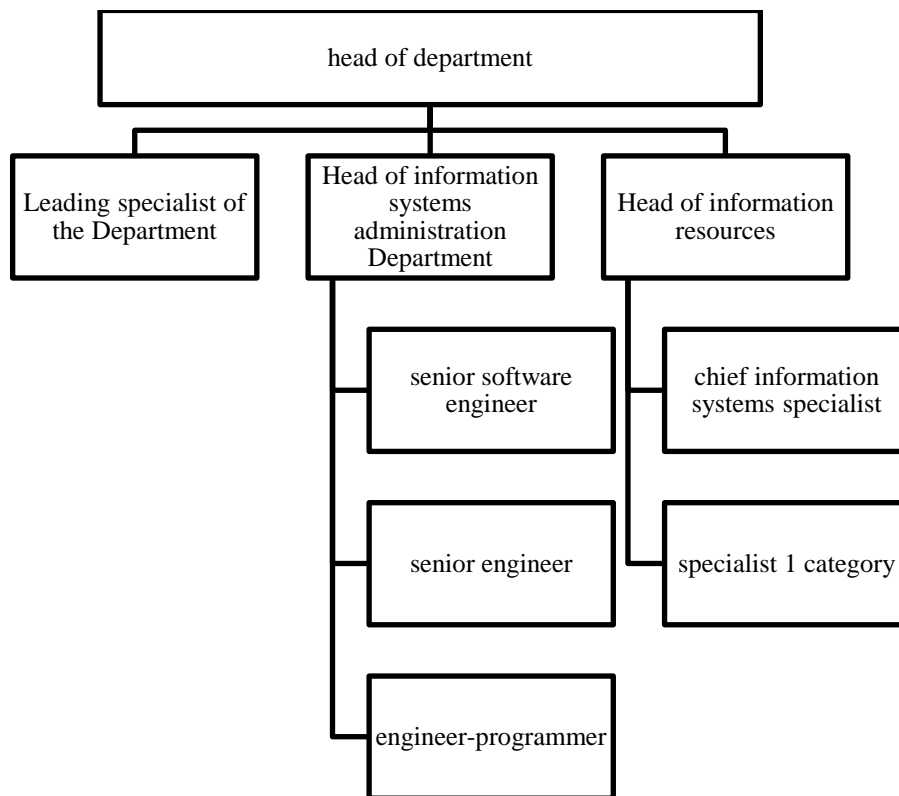


Fig 2. Management structure of the Information Policy Department

Thus, the personnel resource of the administration allows to implement the proposed action.

Consider the approximate sequence of creating an e-School of a municipal employee, estimated costs, responsible persons, etc.

To implement the proposed project, responsible persons are required.

Reflect the structure of the project in Figure 3.

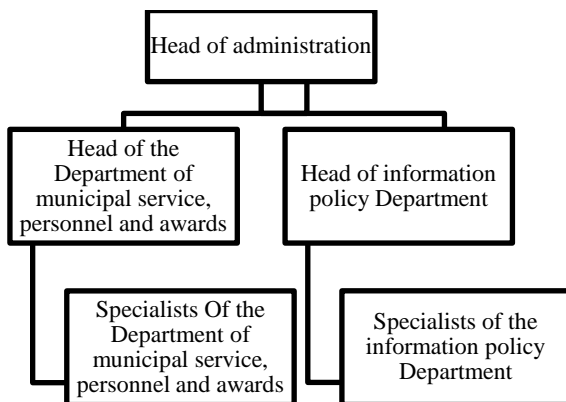


Fig 3. Organizational structure of the project management for the creation of the e-School of the municipal employee

There are three levels of project management for the creation of an e-School for a municipal employee - the Head of Administration will oversee the implementation of the project, the head of the Department for Municipal Services,

Personnel and Awards and department specialists will carry out advisory functions for creating an e-School for a municipal employee and the functions of filling portal materials.

The head of the Information Policy Department will be the person in charge of creating the electronic platform, the specialists of this department will realize the idea of creating an electronic school for the municipal employee.

Draw up a matrix of responsibility for the performance of work (Table 2).

In this matrix, the symbol O denotes the person responsible for the work, the symbol I denotes the contractor, K the consultant, P the acceptance of work

A very important role in the process of creating an electronic platform is played by the professionalism of the performers and the obligatory consultation process with other departments of the administration in order to take into account the specifics and needs.

TABLE II. RESPONSIBILITY MATRIX

Operation Name	The head of administration	Head of the Department for Municipal Service, Personnel and Awards	Head of Information Policy Office	Specialists of the Office for Municipal Services, Personnel and Awards	Information Policy Specialists
1. Issuing an order to create an e-School IT department	O.				
2. Design, layout, implementation of software information portal etc.		K.	O.	I.	K.
3. Purchase of necessary equipment		K.	K.	O / I	I.
4. Layout Approval	O / I	K.	O / I		
5. The final creation of the electronic platform		K.	O.	I.	K.
6. Approval of the electronic platform project	O / I	K.	O / I		
7. Portal Filling		O / I	K.	K.	I.
8. Portal Pilot Testing		O / I	K.	K.	I.
9. Making adjustments to the portal, filling it with information		O / I	I.	I.	I.
10. Publication of the order to launch the e-School of the municipal employee	O / I				
11. Launch of the e-School of the municipal employee		O / I	O / I	I.	I.
12. Making timely adjustments to the work of the portal and its filling		O / I	O / I	I.	

We will draw up a schedule for the implementation of the proposed project (Figure 4).

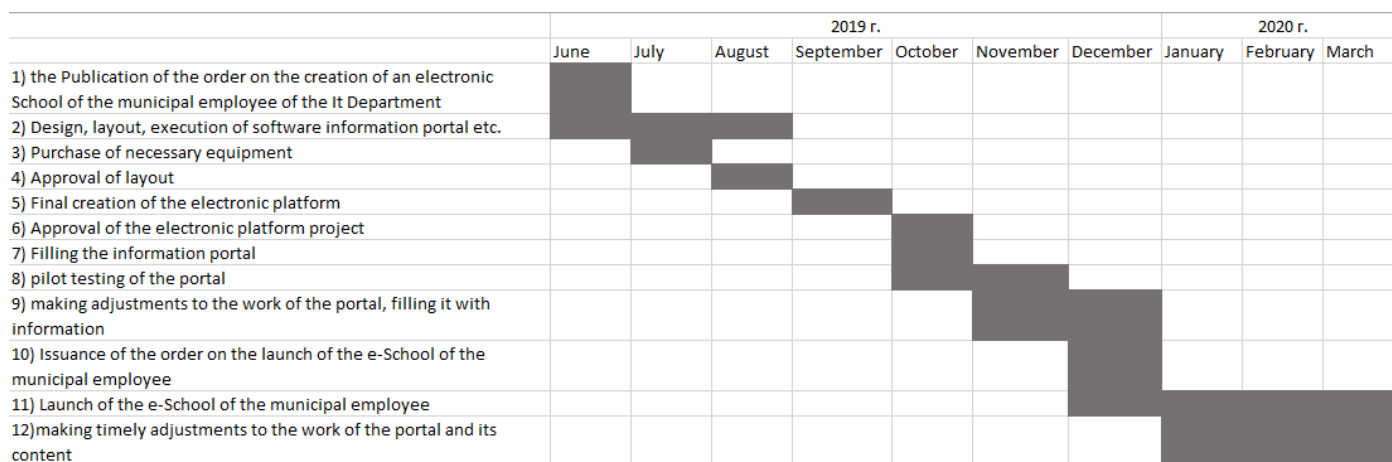


Fig. 4. Schedule for the implementation of the proposed project to create an e-School of the municipal employee

To implement the e-School of the municipal employee, it is necessary to create a certain electronic platform, purchase additional equipment (cameras, headphones with microphones, etc.).

The costs of the implementation of the proposed activities will consist of the remuneration of personnel engaged in the creation of an information portal, the costs of the purchase of missing cameras, headphones with microphones, computer equipment. We reflect in Table 3 the necessary amount of costs

TABLE III - CAPITAL EXPENDITURES FOR THE PROJECT OF CREATION OF THE E-SCHOOL OF THE MUNICIPAL EMPLOYEE

Naming of expenditures	Quantity	price, rub.	The amount of costs, rub.
Computer	2	21890	43780
Video camera	20	1350	27000
Headphone with microphone	20	1200	24000
Total	-	-	94780

The amount of capital expenditures amounted to 94,780 rubles. All costs are associated with the acquisition of additional technical equipment for the remote work of municipal employees.

The wage fund will consist of the costs of additional incentives for staff in the form of bonus payments to the main

wage. Additional bonus in this case is very important, because it allows the staff to be interested in the high-quality and faster execution of complex work.

The amount of additional bonus per month (average) will amount to 10.0 thousand rubles. This amount is averaged, since a higher bonus will be paid to employees of the information department, and a lower bonus will be paid to employees who primarily perform a consulting function, but according to calculations we use the average amount.

The bonus fund will be:

$$10 * 10 * 9 = 900 \text{ thousand rubles.} \quad (1)$$

The total cost of the project for 10 months will be:

$$900 + 94.78 = 994.78 \text{ thousand rubles.} \quad (2)$$

The creation of an electronic school for the municipal employee will allow employees of the Yugorsk administration increasing the level of access to information materials, which will contribute to better self-education, and will facilitate the way of completing further education, since the availability of video materials, educational and legal literature in constant access will allow returning repeatedly to controversial issues municipal employee.

Using the information portal will allow webinars to be created for specialists in various fields from anywhere in our country, which will significantly expand the possibility of exchanging experience with other municipalities, this will allow developing and introducing new technologies in the competitive selection process, and will allow developing ways to identify a creative approach to solving problems of municipal government.

It is assumed that the organizational and educational impact of the e-School of the municipal employee will contribute to the formation of a qualified high-moral type of municipal employee, providing equal access to the municipal service, to form and develop new technologies for competitive selection.

The e-School of the municipal employee will make it possible to place methods, manuals, and memos in the field of corruption prevention in the municipal service in a single place, to carry out adaptation measures to develop skills of official behavior remotely, will contribute to more active involvement of municipal employees in the discussion of draft municipal legal acts.

The unified information space of the School will make it easy to conduct

meetings, seminars, round tables on current issues of anti-corruption, which will contribute to the formation of anti-corruption behavior.

The formation of anti-corruption behavior of municipal employees will also be facilitated by their participation in professional skills contests, where as competitive tasks it is proposed to write works, perform competitive tasks on anti-corruption topics, which will also be easy to conduct remotely.

Involving students of educational institutions of Yugorsk to participate in the above competitions contributes to their immersion in the specifics of the municipal service and is aimed at the prospective preparation of young people for the service, the formation of anti-corruption behavior skills and prepares for successful passage of the competitive selection.

Thus, despite the fact that the proposed event is not directly aimed at changing the competitive selection process, it directly determines more successful conditions for the formation of the competitive selection procedure. The quality of the competitive selection is aimed at ensuring the principle of equal access for citizens and reducing the threat of fictitious passage of the competitive selection, that is, reducing the threat of corruption.

Target indicators of the task will be:

- increase in the share of appointments to municipal service posts from personnel reserves from 60% to 75%;
- an increase in the share of newly appointed municipal employees with anti-corruption behavior skills from 40% to 100%;
- reduction in the number of corruption manifestations (violations of restrictions and prohibitions, requirements for official behavior) in activities of
- municipal employees from 5 to 1.

Economic efficiency will be expressed in reducing the complexity of running the School of municipal employees. The social effect of the proposed event will be:

- reducing the threat of fictitious competitive selection;
- ensuring the principle of equal access to municipal services;
- reduction in the number of corrupt practices;
- development of personal and professional potential of the municipal employee;
- growth of socio-economic well-being of the population in the territory of Moscow Region.

The following risks may affect the achievement of the goals and objectives of the proposed project:

- reduction in budget funding;
- non-fulfillment or improper fulfillment of obligations
- suppliers and contractors of equipment supply;
- improper fulfillment by employees of the information department of their obligations.

In order to minimize risks, it is planned:

- monitoring the implementation of each phase of the project;
- adjustment, if necessary, of the stages of the project;
- redistribution of financial resources for the purposeful and efficient spending of budget funds;

- changing the system of employee motivation, the introduction of penalties for poor performance of work.

Thus, we see that increasing the effectiveness of the competitive selection process should be comprehensive, and impossible without qualified personnel

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