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International Conference «Land Economy and Rural Studies Essentials»**IMPROVEMENT OF PERSONNEL POLICY IN THE URBAN
SETTLEMENT ADMINISTRATION**

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Abstract

The main goal of the management of any modern company is to find knowledgeable and competent employees, inspire them for a common goal, unite them to achieve the highest economic and social results, survive in difficult market and sometimes crisis conditions. In management, the specifics of work with personnel reflects the personnel policy. The most important direction of personnel policy is working with a reserve of managerial personnel. Professional advancement of employees in organisations (enterprises) is based on taking into account the professional and business qualities of the employee, on the results of assessing his work. Personnel policy is complex and multifaceted, therefore, solving the problems of personnel policy is a difficult task both in theory and in practice. It is necessary to identify, understand and remove obstacles to improving modern personnel policy and all its elements. It should meet social needs and the level of modern knowledge. The most effective personnel policy is one that brings success to the organisation. The article examines the basic concepts and directions of personnel policy in local government bodies, considers methodological tools of personnel policy, examines the structure of the organisation's personnel activities, analyzes modern technological processes used in personnel work, and analyzes the best practices for improving personnel policy in local governments bodies. The analysis of personnel policy in the administration of the Oktyabrskoe urban settlement (Khanty-Mansi Autonomous Okrug) is carried out, problems are identified, on the basis of which recommendations are developed.

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1. Introduction

The modern concept of personnel management defines the employee as the most important resource that ensures the successful functioning of the enterprise, this is why every organization, especially in today's economic conditions, needs a well-functioning personnel system, balanced in all respects. One of the components of this system, along with such elements as personnel strategy and personnel planning, is personnel policy (Merkusheva, 2020; Parel et al., 2020; Romanova & Sibileva, 2020).

Personnel policy is the definition of the strategy and tactics of working with personnel of each subject of management activity, that is why a specific organisation is selected as the object of research; this paper considers the personnel policy of a municipal organisation, which is a long-term line of development of the personnel system for the selection, placement and training of personnel capable (Sibileva & Serguchev, 2020) of providing a certain prospect for economic, political and cultural development of the local community, the holistic use of all the resources available on the spot (Ramazanova et al., 2020; Yaroshenko, 2020).

2. Problem Statement

The problem of personnel policy is relevant at all times. The relevance of the chosen topic is due to the fact that in modern market conditions, the successful development of local self-government in Russia is largely determined by human resources of municipalities (Gazieva, 2017). Today's realities dictate the need to increase responsibility for the results of their work, business activity, greater initiative of municipal employees, strengthening of executive discipline, knowledge of the specifics of the managed sphere. Providing a structure of any level with highly qualified personnel is impossible without such a tool as personnel policy (Skvortsova et al., 2020). Competent personnel policy allows not only to control the current situation, but also to model the necessary reorganization measures, to ensure the competitiveness of the organization, to achieve the highest economic and social results (Cherepanova, 2016).

3. Research Questions

Workforce planning creates conditions for making decisions that satisfy both the organisation and its personnel. It is used to determine whether the overall strategy of the organisation is being implemented and what needs to be changed in the workforce. By developing a personnel strategy, the organisation confirms the uniqueness and high importance of employees in their activities and the development of their competitive positions (Sorokina, 2020). A significant number of works by foreign specialists are devoted to the study of personnel management, personnel strategy, personnel policy and the formation of labour potential: M. Armstrong, R. Atkinson, I. Ansoff, G. Becker, G. Dessler, A. Smith and other scientists.

4. Purpose of the Study

The aim of the study is to identify the problems of the personnel policy of the administration of the Oktyabrskoe urban settlement (Khanty-Mansi Autonomous Okrug) and develop recommendations aimed at solving the problems.

5. Research Methods

The following methods were used in the study: theoretical methods of integrated, structural, sociological, statistical, factorial and comparative analysis, a systematic approach, as well as various empirical research methods, analysis and synthesis, logical method, method of statistical information processing.

6. Findings

The modern concept of personnel management defines the employee as the most important resource that ensures successful operation of the enterprise; for each organisation, a well-established personnel system is needed, balanced in all respects (Elkanov et al., 2013; Magomedov, 2014; Patrushev & Astakhov, 2016). One of the components of this system is personnel policy.

The main indicators of the activity of the urban settlement administration in the analyzed period have a downward trend (Table 01).

Table 1. Key performance indicators of the Administration

Indicator	2017	2018	2019	Deviation 2019 from 2017, (+;-)
Property value, thousand rubles	160325.3	160274.0	157953.1	-2372.2
Fixed assets (residual value), thousand rubles	1568.5	1316.3	1407.1	-161.5
Amount of income, thousand rubles	57118.5	40391.3	29781.1	-27337.4
Amount of expenses, thousand rubles	29021.0	43229.6	31692.4	2671.4
Financial result of an economic entity, thousand rubles	28097.4	-2382.8	-1911.3	-30008.7

The financial result of the economic entity decreased over the analyzed period by 30008.7 thousand rubles and amounted to -1911.3 thousand rubles in 2019. The decrease in net operating result is explained by the fact that the amount of income of the administration of the Oktyabrskoye urban settlement (Khanty-Mansi Autonomous Okrug) for the analyzed period decreased by 27337.4 thousand rubles, and the amount of expenses increased by 2671.4 thousand rubles.

The average annual number of employees of the administration for the analyzed period decreased by 3 people (Table 02).

Table 2. Composition and structure of labour resources

Category of workers	2017		2018		2019		Deviation 2019 from 2017, (+;-)	
	number of people	share, %	number of people	share, %	number of people	share, %	number of people	share, %
Senior officials	22	32.35	22	33.33	22	33.85	-	1.49
Leading specialists	15	22.06	16	24.24	17	26.15	2	4.10
Chief specialists	21	30.88	19	28.79	18	27.69	-3	-3.19
Other employees (secretaries, consultants, office personnel)	10	14.71	9	13.64	8	12.31	-2	-2.40
Total	68	100.00	66	100.00	65	100.00	-3	0.00

Over the analyzed period, the average annual number of employees decreased by 3 people and amounted to 65 people by the end of 2019. It should be noted that this happened due to the reduction of chief specialists by 3 people, other employees by 2 people. The number of leading specialists in 2019 reached the level of 17 people, which is 2 people more than in 2017. The largest share in the structure of the company's labour resources, on average over 3 years, was occupied by managers of more than 33%. The largest number of employees have higher education, more than 68% in 2019. The main share of employees of the administration, more than 50%, on average over the analyzed period is between 31 and 40 years old. The largest share in the structure of the qualitative composition of workers by gender is occupied by women. In the structure of personnel according to the length of service in the administration, the largest share falls on workers with a service life of 10 to 29 years - 42%. The number of employees of the administration is constantly changing. One of the main reasons for dismissal is retirement, and dismissals are also often associated with the transition to commercial organisations due to dissatisfaction with the level of wages (Table 03).

Table 3. Analysis of personnel movement

Indicator	2017	2018	2019	Deviation 2019 from 2017, (+;-)
Average headcount, pers.	68	66	65	-3
Number of hired workers, pers.	3	2	3	0
Number of dismissed employees, pers. including at their own request	5	4	4	-1
for absenteeism and other violations of labour discipline	5	4	4	-1
Reception turnover ratio	-	-	-	-
Disposal turnover ratio	0.04	0.03	0.05	0.01
Indicator of the total turnover of the labour force	0.07	0.06	0.06	-0.01
Staff turnover rate	0.12	0.09	0.11	-0.01
Staff replacement rate	0.07	0.06	0.06	-0.01
	0.60	0.50	0.75	0.15

A survey was carried out among the employees of the administration, during which it was revealed that the majority of employees are satisfied with their relationships with colleagues and superiors, the

arrangement of the workplace is positively assessed, employees in general feel comfortable during the work process. However, about 80% of employees are not satisfied with the size of wages (Table 04).

Table 4. Questioning of administration staff in order to determine the degree of their satisfaction with the place of work

Question posed to respondents	Options			
	totally agree	agree partially	disagree / agree	neither agree nor disagree
1. The place of work is fully equipped and allows me to work comfortably	43	22	-	-
2. My colleagues and I are one working group. I can rely on them	28	37	-	-
3. My direct supervisor and I are respectful of each other	22	33	2	8
4. My work generally satisfies me	35	25	-	5
5. I feel safe in the work environment, the work environment is pleasant to me	39	24	-	2
6. In my opinion, my salary is decent and covers all my needs	-	11	54	-

The SWOT analysis identified the strengths and weaknesses of the administration, opportunities and threats (Table 05).

Table 5. SWOT analysis of career management

	Opportunities: - using an open personnel policy; - development of a staff adaptation and induction programme; - development of a career growth system; - thorough certification of employees; - creation of a personnel reserve; - ensuring internal corporate movement of employees; - implementation of internship programmes	Threats: - dismissal of young professional - filling vacant positions only by "own" persons; - weakening of the qualified staff
Advantages - developed personnel management system;	Using of an open personnel policy - outsourcing of personnel of the Personal solution company	A programme for staff adaptation and induction was developed

..... job satisfaction; scientific approach to the workflow; high level of managers competence; stable wages; full benefits package;		
Disadvantages: lack of career growth; dissatisfaction with the level of wages; no staff rotation; lack of personnel reserve; training outside the workplace; lack of agreement with universities on internships and attracting personnel	A career growth system was developed	A system of performance indicators for municipal employees for calculating bonuses was developed

There are many advantages in the administration, such as good equipment, job satisfaction, all of this has a positive effect on the socio-psychological climate and work of the staff. There are also many disadvantages, including: lack of agreement with universities on internship programmes for young employees, lack of career growth for most employees, training outside the workplace, etc.

Based on the analysis of the personnel policy of the administration, the following measures were developed to improve it (Table 06).

Table 6. Measures to improve the personnel policy of the administration

Problem	Measures	Effectiveness	Amount of costs (savings), thousand rubles
The fact that people are selected for positions based on friendships or family relationships, personal loyalty, or leadership	Using of an open personnel policy - outsourcing of personnel of the Personal solution company	– the influx of new young people into the municipal service, initiative and highly qualified; – cost savings for the salary of a recruitment specialist	-249
Dismissal of employees of	A programme for staff	– reducing the degree of employee	-3.2

the first year of work due to low adaptation and induction	adaptation and induction was developed	uncertainty; – reduction of labour turnover due to increased level of workplace comfort – awareness of growth prospects and obtaining new benefits motivates the employee to invest their efforts in the development of the institution	-
Lack of career growth prospects	A career growth system was developed		-
Dissatisfaction with the level of wages	A system of performance indicators for municipal employees for calculating bonuses was developed	– increase in labour productivity, since the amount of bonuses will depend on the volume and quality of work performed	-

The implementation of the proposed measures will improve the personnel policy of the administration of the Oktyabrskoe urban settlement (Khanty-Mansi Autonomous Okrug), which will contribute to the development of the most executive and administrative body of local self-government and the entire municipality.

7. Conclusion

One of the most important problems of modern management is the construction and improvement of the organisation's personnel management system. The personnel department operation the importance of which has been increasing recently, should constitute the basis for an effective personnel management system. The personnel department becomes the center of personnel policy. The joint application of these measures will improve the personnel policy of the administration of the Oktyabrskoe urban settlement (Khanty-Mansi Autonomous Okrug), which, ultimately, will positively affect the efficiency of the organisation as a whole.

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