



РАНХиГС
РОССИЙСКАЯ АКАДЕМИЯ НАРОДНОГО ХОЗЯЙСТВА
И ГОСУДАРСТВЕННОЙ СЛУЖБЫ
ПРИ ПРЕЗИДЕНТЕ РОССИЙСКОЙ ФЕДЕРАЦИИ

NORTH-WEST INSTITUTE OF MANAGEMENT

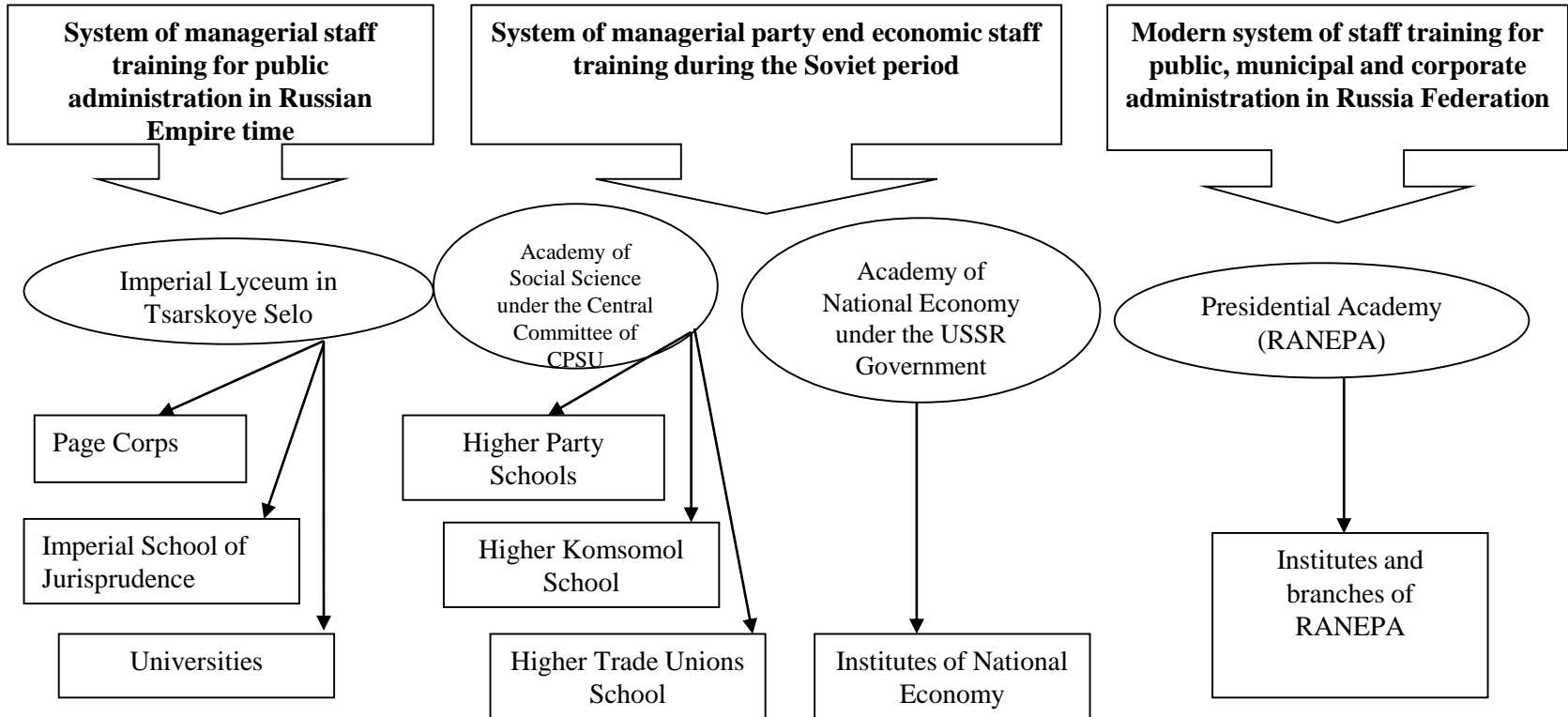
New approaches to managerial staff training for public administration system: North-west Institute of Management of RANEPА experience

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RELEVANCE OF THE ISSUE

- modernization of the Russian Federation, creation of conditions for its proactive socio-economic development are the key tasks recognized by both Russian citizens and government;
- its achievement derives from the quality of public administration, primarily from the staff composition of public managers whose professional development and motivation complies with the country's development goals;
- direct correlation between the quality of public and municipal administration's human resourcing and the efficiency level of governmental policy aimed at social and economic development of the country arises the need for the academic discussion on the approaches towards managerial staff training for public and municipal administration

TRADITIONS OF STAFF TRAINING FOR PUBLIC ADMINISTRATION SYSTEM IN RUSSIA



MODERN REQUIREMENTS TO THE MANAGERIAL STAFF TRAINING FOR PUBLIC ADMINISTRATION SYSTEM

- transition from object-based, knowledge-based paradigm that forms a responsible performer with high level of “ordinary intelligence” (IQ) to the skills-based one that develops communicative, analytical and entrepreneurial skills in the graduates, i.e. soft-skills;
- formation of a special type of managerial thinking and competences. They characterize the decision-making skills in the limited time and information conditions taking into account contradicting social interests. This performer is psychologically stable, able to survive in aggressive environment, able to express substantiated point of view, retain logical structure of statement and engage into negotiations with different groups of stakeholders;

MODERN REQUIREMENTS TO THE MANAGERIAL STAFF TRAINING FOR PUBLIC ADMINISTRATION SYSTEM

- focus shift from training civil servants-performers to training professionals able to ensure information and analytical support to the processes in the sphere of public and social management, as well as support interaction between public administration, business and social institutes;
- interdisciplinary nature of managerial staff training for modern public sector: combination of elements from management science, economics, sociology, management, psychology, competence development in the spheres of Public Program Evaluation, Decision Analysis, Machine Learning and Data Mining.

NORTH-WEST INSTITUTE OF MANAGEMENT OF RUSSIAN PRESIDENTIAL ACADEMY

The history of educational traditions of the North-west Institute of Management of RANEPA dates back to the establishment of the Imperial Lyceum in 1810. Establishment of the Lyceum in the beginning of Alexander I reign was closely connected to the plans of Russian state transformation. The new school should not have trained ordinary civil servants, blind executors of their superiors' will, but the people that are inspired by the spirit of changes and could incarnate these ideas. They should have been notable for broad knowledge, thinking skills, patriotism and will to work for the fatherland well-being.

This educational institution (moved in 1843 to St.Petersburg, Kamennooostrovskiy av.) is the leader in the sphere of young Russians' managerial capacity development for more than 200 years.

INNOVATIVE MODEL OF STAFF TRAINING FOR PUBLIC AND SOCIAL MANAGEMENT IN NWIM RANEPA

According to the Strategy and Road-Map of NWIM RANEPA development, decrees of Director and Academic Council, an innovative system of staff training for public and social management was consecutively introduced in the Institute. In its core lies **life-long learning** and **complex and systematical approach**.

Its main elements are:

- 1) institutionalization of new structure – Heads of educational programs (HEPs) that are responsible for development and implementation of the whole complex of educational sub-programs (bachelor or specialist education – master education – PhD) within the educational Program (Public and Municipal Administration, Economics, Management, Law etc.). They are now responsible for professors' academic workload formation, professors arrangement, definition of topics and supervisors of degree papers.

INNOVATIVE MODEL OF STAFF TRAINING FOR PUBLIC AND SOCIAL MANAGEMENT IN NWIM RANEPА

2) transition of “gravity centre” in managing educational process from the “producer” of academic and educational product (department), that usually fronts for лоббирующей зачастую narrow-subject interests of ensuring workload of specific lecturers to the level of governing bodies of a “business unit” (dean and HEP), whose efficiency assessment (KPI) is bound to the end indicators of quality of students intake, graduation and job placement;

3) growing share of electronic education technologies in the curriculum of bachelor and master programs. That means that a student can familiarize with the course through the means of the electronic (distance) course available in HEI’s intranet instead of hearing in in the class. This allows not only optimize the price of the created educational product, but also growing quality of direct contact work with the professor, who has to work with an already-prepared student during practical classes. Also now it is possible to broaden the students range by attracting students from other Russian regions and former Soviet states.

INNOVATIVE MODEL OF STAFF TRAINING FOR PUBLIC AND SOCIAL MANAGEMENT IN NWIM RANEPA

4) accent shift in public and social management specialists' training from theorization and ideologization (inherent for former party schools system) towards practice-orientation and project approach. This means targeting to training practical specialists who know methodology and have skills for interacting with public governance and local governance bodies, know technologies of public-private partnerships organization and can use social technologies in favor of public governing bodies;

5) early discovery of young leaders who have capabilities for the public policy and formation of their universal professional competitive competences throughout all stages of education;

6) creation of a unique environment for developing research activity of creative students and youth and producing in collaboration with them of new intellectual activities' outputs that are in demand by public and municipal bodies and business;

INNOVATIVE MODEL OF STAFF TRAINING FOR PUBLIC AND SOCIAL MANAGEMENT IN NWIM RANEPA

7) formation of innovative approach towards system of vocational education and training integrated into the system of higher education and adopted its achievements, best practices and teaching methods;

8) practice-oriented approach towards teaching technology aimed at setting up optimal professional competences and rational pragmatism in future professional activity (“workshops of public and municipal management” established in partnership with Institute’s partners who are ready to supervise specific students’ groups, help them in internships and out-of-class activities related to acquiring professional and other competences. “Students’ municipality” – a unique project, where students of the Faculty of State and Municipal Administration are gaining basic skills of municipal entity employees during 7 months);

INNOVATIVE MODEL OF STAFF TRAINING FOR PUBLIC AND SOCIAL MANAGEMENT IN NWIM RANEPА

9) efficient out-of-class student activity aimed at developing omnifaceted skills of public activity, their integration into public life of the Institute, city and country, formation of a “patriotic core” of future civil servant through the means of high social engagement of students and efficient morale building;

10) well-developed system of advanced training (e.g. within the professional retraining program “Development of Regional Teams” made up of several modules. In the course of this program the students sharpen their managerial skills, prepare (with the use of RegionSim simulator) and unveil their projects of a specific Russian region development. In addition NWIM RANEPА is the only federal platform that forms effective knowledge and necessary competences in the field of public procurement).

RESULTS OF THE NEW MODEL OF MANAGERIAL STAFF TRAINING FUNCTIONING IN NWIM RANEP

As a result of the reorganization of educational process the Institute has achieved new quality in:

- **educational process** – educational plans are reformed, open lectures of governmental bodies heads and St.Petersburg Administration departments are included into the curricula, the number of graduation papers prepared according to the governmental bodies assignment has increased. In 2017 the Institute started the creation of integrated educational products that form additional competences in graduates of main educational programs on bachelor and master level. Deans of Faculty of Advanced Professional Education and Faculty of State and Municipal Administration have elaborated individual educational plan of a graduate of bachelor and master programs that allows for significant increase in his or competitiveness on the labour market in the context of the transition to professional standards system. In 2018 the graduates have received the certificate on the advanced training within the program “Public and municipal procurement management” along with their higher education diploma (bachelor or master);

RESULTS OF THE NEW MODEL OF MANAGERIAL STAFF TRAINING FUNCTIONING IN NWIM RANEPА

- **human resourcing of academic activity** – previously the lecturing staff of the Institute was a “closed corporation”, now its refreshment has begun. The following sources of staff are the primal target for NWIM RANEPА while hiring the new lecturers:

a) active and former practitioners (with big experience in governing bodies) according to the profiles of the subjects taught and academic projects;

б) young (under 45 years old) lecturers with academic title and experience in other “high-quality” St.Petersburg HEIs that are coming to NWIM RANEPА for full-time work;

в) NWIM RANEPА graduates that have successfully defended their PhD theses and have showed inclination to research and teaching activity

RESULTS OF THE NEW MODEL OF MANAGERIAL STAFF TRAINING FUNCTIONING IN NWIM RANEPА

- project activity with participation of students, applicants and academic staff:

- NWIM RANEPА is one of the regional operators of the Russian National Cup “Manage!” – competition between students of higher education and vocational education institutions that tests their knowledge and skills in a form of business role-play game;
- NWIM RANEPА students regularly place high on team-based intellectual competition “Managerial multiathlon” organized by the Committee for civil service and personnel policy of the St.Petersburg Government within the St.Petersburg International Forum;
- International competition “Innovative development strategies” organized by the Strategists’ Guild, Centre for Strategic Research of Lomonosov MSU and NWIM RANEPА is taking place since 2017. The goal of this competition is promotion and methodology development of strategical thinking and skills of strategist through attracting students and pupils into multi-functional system of professional interaction

RESULTS OF THE NEW MODEL OF MANAGERIAL STAFF TRAINING FUNCTIONIONG IN NWIM RANEPА

- vocational guidance work with enrollee, students and graduates:

- "Educational lecture" successfully operates and expands the scope of activities since 2016;
- A unique school of young strategists is opened on the basis of the gymnasium №622 of the city. The head of the School of young strategists is the famous economist of world name, a foreign member of the Russian Academy of Sciences, Kvint Vladimir Lvovich. High school pupils participate in discussions of the Strategy for the Development of St. Petersburg (Strategy 2030) and share their proposals with experts of the Committee for Economic Policy and Strategical Planning of the city;
- Interaction with the Council of high school pupils of St. Petersburg;
- Basic school at the North-West Institute of the Presidential Academy, which allows to form a unique for St. Petersburg innovative educational environment is opened. Educational environment of the school integrates one of the most advanced education management systems in Russia, with the unique resources of the Presidential Academy and the historical traditions of the Imperial Tsarskoye Selo Lyceum.

RESULTS OF THE NEW MODEL OF MANAGERIAL STAFF TRAINING FUNCTIONING IN NWIM RANEPА

- **scientific and congress activity** - Since 2016, the socio-scientific congress "Gorchakov Readings" has been held at the NWIM RANEPА. The brand of the congress allows to position the North-West Institute of the RANEPА in the external environment as an educational organization that builds its history to the Tsarskoye Selo Lyceum, one of the most outstanding graduates of which was the State Chancellor of the Russian Empire, A.M. Gorchakov. The format of the conference is aimed at achieving synergy and increasing the scientific significance of the event. It is planned to reject the practice of organizing conferences for individual faculties and departments with predominantly distance participation of their own teachers, but, on the contrary, uniting, within the framework of one event, the efforts of most faculties.

CONCLUSION

The solution of the complex task of improving the efficiency of the system of training of managerial staff at the level of a huge country begins with a specific organization, specific "beacons ", with the specific experience of effectively operating the training of the organization of higher education



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