

## Summary

**Subject of matter:** Improvement of work with the personnel reserve in customs authorities.

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**Customer organization:** customs authorities

**Topicality of the research:** firstly, the modern stage of the process of administrative reform in the Russian Federation is inextricably linked with the reform of the state civil service, including services in the customs authorities. Secondly, the lack of a harmonious system of work with the reserve of cadres remains an actual problem, Third, in the practice of work there are no established uniform approaches to the reservoir staff.

**Objective:** the aim of the study is to develop practical recommendations aimed at improving this type of activity.

**Object** of the study is the personnel work carried out in the customs authorities.

**Subject** of the study are the managerial relations, regularities and processes of the formation and functioning of the personnel reserve as the direction of personnel work in the customs bodies.

**Results of the research.** The personnel reserve of customs bodies is a group of civil servants and citizens who meet the qualification requirements and have the necessary professional and personal qualities to fill vacant positions of the federal state civil service in the customs bodies of the Russian Federation, formed in accordance with the procedure established by federal law. The personnel reserve has internal (civil servants) and external (citizens who are not in the civil service) source. Its formation is carried out in order to create conditions for the official growth of civil servants of customs bodies and other citizens of the Russian Federation.

The system of work with the personnel reserve can be conditionally divided into four stages:

- The first stage is to build effective work with the personnel reserve ,.
- The second stage is the creation of a legal framework for the application of modern personnel technologies in the conduct of competitive selection in the personnel reserve.
- The third stage is to ensure the development of the professional skills and knowledge of persons who are part of the personnel reserve.
- The fourth stage is to ensure the acquisition by persons included in the personnel reserve of practical experience in the work on the reserved position.

Note that in practice, the implementation of the third and fourth stages have obvious problems.

**Recommendations:** our analysis allows us to state that only processes of enrollment in the personnel reserve and exclusions from the personnel reserve are systematically managed. The very same work with customs officers, located in the

personnel reserve, is not actually regulated, especially with regard to personnel development technologies of this category. The systematic direction of improving the work on the formation of the personnel reserve in the customs bodies, we see the formation of a system for managing the competencies of officials of the customs bodies of the Russian Federation, which should include people in the personnel reserve.

The model of managing the competencies of persons in the personnel reserve is presented in the form of a system based on the processes of transformation of the "input" into the "exit". At the "entrance" the system uses labor resources of two categories (employees and citizens), and at the "exit" we get the improved personnel potential of customs authorities. The system for managing the competencies of persons in the personnel reserve of customs bodies should consist of three interdependent structural elements, each of which acts as a subsystem operating on the basis of the appropriate mechanism: the formation subsystem, the subsystem of functioning and the subsystem of development of the personnel reserve.