

## SUMMARY

**Subject matter of the dissertation:** Foreign Experience and Native Practices of Assessment of Effectiveness of State and Municipal Officials (by the Example of the Pyatigorsk Administration).

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**Customer organization:** Administration of the municipality of Pyatigorsk

**Topicality of the research:** In the current conditions of growing social uncertainty, the quality of management decisions taken at all levels is the cornerstone of the stability of the social and economic system of any state. In particular, this is relevant for the system of state and municipal government in the Russian Federation nowadays. The increased turbulence of the geopolitical situation, the need to defend national interests and the difficulties arising in connection with this raise new demands on the effectiveness of the system of state and municipal management.

Economic sanctions, along with the political pressure exerted on the foreign economic activities of residents of the Russian economy and the investment activity of foreign strategic investors on Russian territory complicate the already difficult situation in the economic life of our state. In the context of a reduction in the revenue side of the budget and the need to fully fulfill social obligations, the possibilities for accelerating the modernization of the social and economic system of the Russian Federation have significantly decreased. The lack of resources to catalyze economic growth forces us to take a fresh look at the problems of efficiency of state and municipal officials.

Moving the attention vector to the internal environment, to the system of state and municipal management is a reasonable response to the challenges of the time. Due to the reduction in the flow of resources, especially financial resources,

it is necessary to distribute the existing ones more rationally, on the one hand, to maintain the stability of the socio-economic system, and on the other, lay the foundation for the coming transformations.

The modern economy is developing very dynamically, the rate of change of technological structures continues to accelerate: technologies that previously guarantee a competitive advantage are now becoming infrastructural and are hygienic – without them there is no question of entering civilized markets. All this makes special demands on the concept of catch-up modernization currently being implemented in the Russian Federation. Significant amounts of national wealth are concentrated under the management of state corporations, the budget system and extra-budgetary funds accumulate significant financial resources, the competent management of which creates prerequisites for economic growth. In such conditions, increasing the efficiency of state and municipal employees is an essential resource for improving the quality of management.

The implementation of management of the efficiency of state and municipal officials implies its qualified assessment as a basis for the formation of certain decisions in this area. Throughout the world the considerable experience has been accumulated in the implementation of the evaluation function for state and municipal employees. Its assessment, systematization and refraction on Russian practice is an important task. A scientific view of this problem will allow us to formulate recommendations that will be very relevant in the light of the tasks facing the state and municipal management.

**The Objective of the Research** is to work out the mechanism of improving the assessment of the effectiveness of state and municipal officials by the example of the Administration of municipality of Pyatigorsk.

**The Tasks of the Research:**

- to research the basic concepts and provisions of the assessment of civil officials;
- to examine the effectiveness of civil servants as a subject area of performance evaluation;

- to identify the essential features of the assessment of civil officials within the Anglo-Saxon administrative model;
- to study the peculiarities of the assessment of civil officials within the continental administrative model;
- to analyze the specifics of the assessment of municipal officials in the Administration of the municipality of Pyatigorsk;
- to work out a mechanism of improving the assessment of the effectiveness of municipal officials in the Administration of the municipality of Pyatigorsk.

**Theoretical and practical significance of the research.** Theoretical analysis of the role of the assessment of state and municipal officials in the effective management of social processes allows us to consider the effectiveness and productivity through the prism of state and municipal management. The main findings of the study can be used as a theoretical basis for further study of the mentioned problems, as well as in teaching activities within the disciplines of the group “State and municipal management”. The practical importance of the study is to work out the recommendations aimed at improving the effectiveness of the assessment of state and municipal officials of modern Russia (by the example of the Administration of the municipality of Pyatigorsk).

**Results of the Research.** Nowadays the effectiveness of state and municipal management is one of the key factors of sustainable development of society in a particular area. This conclusion is fair for the entire civilized world, which enters a new stage of development, characterized by high turbulence and the dynamics of change in all subsystems of society. Measures to improve the efficiency of state and municipal management have to be systematic. This fact makes the procedure of assessing the effectiveness of officials one of the key aspects in the discourse of improving the quality of governance in the institutions of public authority.

These problems are highly relevant to the municipality of Pyatigorsk. This is largely due to the place this municipality occupies in the socio-economic and political life of the Stavropol Territory and the NCFD as a whole. Assessment of the effectiveness of municipal officials in the Administration of the municipality of

Pyatigorsk is carried out through the organization of attestation procedures and qualification examinations. The functioning of the assessment institute in the municipality is ambiguous and it is possible to single out a number of problematic issues, including the lack of systematic approach to the organization of assessment procedures, the disproportion in the emphasis (mainly the knowledge of legislation is being tested, and the capacity for creative solution of complex problems is ignored), the formal nature of the assessment and the unrelatedness of the results of attestation with career processes, as well as closure of the subjective database, which is manifested in a very limited use of public control.

This argumentation makes it possible to conclude that there is a need to further improve the methodology and forms of assessment of municipal officials through the introduction of modern HR-technologies aimed at the mutual alignment of career processes and the assessment of professional activities.

**Recommendations:**

- to depart from the universal process of assessment and differentiate it;
- to identify three basic groups of posts (senior employees, middle managers and employees of non-executive positions), it is necessary to form three evaluation subsystems with a unique set of evaluation criteria and methods, performance categories and formats, and with the frequency and formalization of the consequences of positive and negative evaluations;
- to implant the public assessment of activities that can be carried out through the infrastructure of social networks, conducting sociological surveys and posting reports on the included observations.