

## Summary

**Subject matter:** Personnel policies in state bodies of the regional level (based on the materials of the Ministry of Healthcare and Resorts of Kabardian-Balkar republic of the RF).

**Author:** Kaskulova Violetta Vladimirovna.

**Supervisor of studies:** Alieva S.V., doctor of sciences (sociology), professor of the Chair of creative-innovative management and law.

**Customer organization:** the Ministry of Healthcare and Resorts of Kabardian-Balkar republic.

**Topicality of the research:** Among the numerous problems of state management the most important is the problem of personnel, i.e. the lack of willingness (professional and moral) of the large part of state employees to work effectively in the new conditions. As a result, the implementation of management strategies of state bodies, including those of the regional level, largely depends on the change of the value system of state employees, which are the essence of the management culture. Thus the problems of the development of the individual and group competence, which determines the quality of the personnel potential, the effectiveness of its use.

**Objective of the research:** to study the theoretical foundation of the state personnel policies, the current state of the personnel policies in the Ministry of Healthcare and Resorts of Kabardian-Balkar republic and to draw up the guidelines on their improvement.

**Tasks:** to research the meaningful essence of the notion “personnel policies” and to determine its peculiarities in the system of state service; to study the mechanism of the implementation of the personnel policies in the state bodies of the Russian Federation; to summarize the peculiarities of organizing the personnel work in some foreign countries; to characterize the organizational and legal aspects of the implementation of the personnel policies in the Ministry of Healthcare and Resorts of Kabardian-Balkar republic; to analyze the practice of the

implementation of the personnel policies in the Ministry of Healthcare and Resorts of Kabardian-Balkar republic; to devise the ways for the improvement of the forms and methods of the implementation of the personnel policies in the Ministry of Healthcare and Resorts of Kabardian-Balkar republic.

**Theoretical significance of the research:** summarizing the existing theoretical research in the sphere of the formulation and implementation of the state personnel policy in the system of state civil service of the federal and regional levels.

**Practical significance of the research:** the proposed model of the state employees' competence, developed on the basis of the analysis of practical experience of the implementation of the personnel policies of the Ministry of Healthcare and Resorts of Kabardian-Balkar republic can be used when developing the conception of the active personnel policies both in the Ministry itself and in other executive bodies of the regional level.

**Results of the research:** the state personnel policies are the objective social phenomenon. Personnel policies are the combination of the well-reasoned and objectively needed measures, taken by the state bodies of the Russian Federation and aimed at the personnel potential with the purpose of its formation, development and improvement.

The peculiarities of the state personnel policies in the system of state civil service are reflected in their objective and structure.

The structure of the personnel policies in the system of the state civil service includes: the principles, functions, subjects, objects, forms, methods and mechanism of the personnel policies.

The analysis of the practical aspects of the implementation of the personnel policies in the Ministry of Healthcare and Resorts of Kabardian-Balkar republic showed that the functions of the Department of State Service and Personnel of the Ministry, virtually, are limited to the documentation of the personnel decisions of the management. There is no system of management in the Ministry, which

supports the professional development of state employees on the basis of the modern methods of personnel appraisal and career planning, effective use of professional skills, personality traits and competences.

**Recommendations:** The key way of the improvement of the personnel policies implementation in the Ministry can be the development of the “competence model” of state civil employees. The proposed model of the competence of the Ministry’s state civil employees has nine clusters and is comprehensive.