

Formation of Personnel Potential through Development of Human Resource for Supply Chain Managements on the Example of Training Program of Government

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Abstract- the main objective of the current research is to present the critical parameters for an effective Human Resources Management policy and potential practical steps for improvements in logistics and supply chain management (SCM). Effective Human resource management is a critical element of successful organizational operations. Planning a training program to support human resources (HR) functions in an organizational setting involves assessing the need, designing the materials to support human resource professionals, developing the training program, implementing the program and evaluating the impact of the program on departmental operational metrics. The state and society are interested in youth as an active social force, involved in public life and as a participant in social progress. The proper human resource management is needed for the supply chain of the training system in government activities. Participation in the political life of the country contributes not only to representing the interests of young people at the level of whole society, but also attracting the younger generation in managing affairs of the region and the state. This will help the most talented and enterprising young people to express themselves, to gain practical management and decision-making skills. This will also create a new generation of managerial personnel, to be replaced with the current leaders. The Resolution of the Moscow Government dated on November 29, 2005 No. 962-PP entitled "On additional measures to improve work with youth and students in the city of Moscow" provided a new impetus for development of youth policy under the human resource policy. Successful implementation of the human resource for supply chain managements in projects such as "Youth Chamber" at

the Moscow City Duma and the "Student Government Doubles", were aimed to harmonize the socially significant interests of young citizens, youth organizations and executive authorities of the city of Moscow to address the economic and social development of the city.

Keywords- Human Resource, supply chain management, Training, Youth Self-Government.

1. Introduction

Training systems can achieve national and international goals only when effective supply chain management is in place. Supply chain management encompasses activities like planning and managing, locating sources and procuring logistics, among others. It also includes coordination and collaboration with channel partners such as suppliers, intermediaries, third party service providers, and customers [1-3]. In order to link the workforce activities to the strategy of an organization strategy, Human Resource Management is the best way. HRM is frequently referred as Strategic HRM. It is clear that, civic participation of young people leads to finding better solutions for social problems in the future, contributes to the well-being and development of young people themselves, and increases their abilities and self-confidence. Youth self-government is a multifaceted social phenomenon. Therefore, it is suggested to study on the youth parliamentary movement, as one of the forms of youth self-government. Support and development of legislative

initiatives by young people, and the formation of their parliamentary culture is one of the peculiarities of such public formations. The main function of these formations is involving the representatives of all categories of young people in legislative activities, promoting the interests of young people in legislative bodies of all levels. Youth parliamentarism is a system of representing rights and legitimate interests of young people as a special social group, based on creation and functioning of a special public consultative and advisory structure of young people, as well as other public institutions for the participation of young citizens in the states [1].

Youth Parliamentary Movement - an activity aimed at the formation and development of public consultative and advisory structures of youth at various levels of the state and municipal government, aimed at attracting young people to actively participate in the life of the state, developing and implementing effective youth policy by representing the legitimate interests of young citizens and their socially significant ideas. An important step taken regarding the development of the youth parliamentary movement included the creation of the Public Youth Chamber at the State Duma of the Federal Assembly of the Russian Federation, the Youth Parliamentary Assembly of the Federation Council of the Federal Assembly of the Russian Federation. The creation of these structures demonstrates the interest of the legislature at the federal level to involve young people in the process of solving their own problems by developing legislative initiatives and recognizing the constitutional right of young citizens to participate in managing state affairs. The developmental trends of youth parliamentarism are also linked to the logic of the necessary participation of young people in the activities of political parties. The experience of working on the field of youth parliamentary organizations is fundamental, since it results in shaping a new range of political leaders in the country [2]. Considering the experience of youth parliaments in Russia, five main areas related to their work can be distinguished, which are as follows:

1. Representing the interests of youth in the government.
2. Involving in lawmaking, especially in the field of state youth policy.
3. Training the young personnel.
4. Conducting socially significant events.
5. Performing educational activities.

A few years ago, the Career Portal of the Government of Moscow launched the program of "Moscow through my eyes". Interns have been invited to a new format of the youth project, combining study and work, to master the best technologies for city

management, to learn how the huge urban living organism works from the inside, to share their ideas with the city authorities and implement new successful projects. The target audience for the Moscow Government internship project is graduate students, masters; graduate students aged 18 to 25 years old. Their specialty should correspond to the internship direction (under the terms of the program, there are 5 areas: media city, social city, comfortable urban environment, legal space, urban economy). According to this program, young people should have a high motivation to work in the Moscow Government and develop communication skills, be competent in making speech, and have the ability to work in a team. The internship lasts from 7 to 9 months, depending on the set of interns; the number of participants also varies from 70 to 100 people. During the internship period, the intern works on three or four internship sites. The internship at the territorial executive authorities of the city of Moscow is considered as a prerequisite. The bonus includes the increase in the salary (between 20 and 35 thousand rubles, depending on the work schedule: 20 or 40 working hours per week), as well as the entry in the workbook and enrollment in the personnel reserve for the state civil service of the city of Moscow. At the end of the internship, some interns are offered for employment in the Government of Moscow. So that, among the last 3 streams of interns, about 80 graduates of the internship program were employed. The purpose of the study was to understand the impact of HRM on SCM which in turn also impacts organizational performance (OP) and customer satisfaction (CS) in training system of the personnel's in government.

2. Statement of the problem

The term Supply Chain Management (SCM) was first used in the early 1980s to describe an emerging management discipline [3]. SCM has been acknowledged as one of the most effective tools for companies to improve their competitive advantage and firm performance and an effective management tool for maintaining business stability, growth and prosperity [4-6]. We can define supply chain as the "network" of organizations that are involved, through upstream and downstream linkages, in the different processes and activities that produce value in the form of products and services - in the hands of the ultimate consumer - to recycling used products. Currently, there are many youth projects and programs, and each of them has its own characteristics and specifics, and they reflect and generate the interest of young people individually. The formulated conclusions can be used by structural units of the city with respect to further interaction

with young employees and the development of youth projects. Youth parliamentarism as a socio-legal phenomenon has been reflected in the studies by Kochetkova A.V., Zubok Yu.A., Chuprova V.I., Pastukhova L.S. Issues of youth self-government as a form of attracting young people to participate in managing the affairs of the state, its regions and municipalities have been studied in the studies by Noskovoy OS, Kochneva S. V., Grishina E. A., Kovaleva A. I., Levichheva V. F., Lukov V.A., Toshchenko Zh. T., [3]. Western authors have developed various models of youth participation in public life at the local and regional levels including S. Arnstein introduced the “Ladder of civic participation” [4], R. Hart introduced the “Ladder of youth participation” [5], and also, M. Yansum and K. Becker proposed the “Model of youth participation” [6]. The conceptual results of this study, either theoretical and practical, can be used to develop youth participation in the public and political life of the region, to promote personnel renewal in the state and municipal services, to promote political adaptation of young people, to promote participation with civil society and public and municipal authorities, and finally improving the quality of life of the population.

3. Research Question

1. What will young people get if they participate in urban projects?
2. What consequences are brought for the city as a result of the participation of young people in its projects?
3. How should we form and develop the country's human resources management?

4. Purpose of the study

In modern conditions, the expansion of the range of opportunities for self-realization of young people, both in political and other spheres of public life, is of particular importance, and it is a prerequisite for developing partnerships for young people with power, a condition for stability and sustainable development of society and the state [7]. The process of political interaction between the authorities and the youth implies the formation of their worldview based on democratic principles, pluralism and norms, reflecting modern political conditions. Consequently, there is a need for educating young people in terms of responsibility, civic duty, social and political initiatives [8]. Young parliamentarians express the interests of young citizens, formulate problems at the district and city levels, and also work out solutions and take an active part in their implementation, as well as influencing the legislative process in the interests of young people. Any active and not

indifferent young resident will be able to join the youth chamber of his district.

5. Research methodology

Human resource is a cross cutting issue that touches all aspects of functions in the supply chain management. That is perhaps why attention is needed to be drawn in this study to the current status of human resources involved in the personnel training supply chain management in the Russia. The informational basis of the research included federal and regional regulatory legal acts, statistical data and informational and analytical materials of the Moscow Government based on the human resource management; papers from leading periodicals, materials of scientific conferences and seminars, thematic Internet pages. Among the individual methods used in the study, Gertzberg's motivational test stands out, which helped to determine the structure of the motivation of graduates of internship programs and to highlight the actual factors of satisfaction or dissatisfaction with work; as well as T. Eles tests of “Motivation for success” and “Motivation for avoiding failures”, which diagnosed the trainees' personal motivation orientation towards success and assessed the level of personal protection, motivation for avoiding failures, fear of unhappiness, and finally the method of E. Zharikov and E. Krushelnikov called “Diagnosis of leadership skills”, designed to assess the ability of a person who wants to be a leader. The empirical base of the study consisted of materials of sociological studies conducted by the authors between 2016–2018 in Moscow, in which 74 young trainees of the internship program of the Moscow Government aged 14 to 30 years old were surveyed. The purpose of this survey was to determine the structure of the motivation of interns, the degree of satisfaction (dissatisfaction) with their work and recording the qualitative individual different manifestations of achievement motivation.

6. Collected data

If the complicated terminologies are sidestepped for a minute, supply chains are nothing but people. The entire chain is a group of organizations which work in downstream or upstream flows of services and products to deliver the final product to the customers. This ‘group’ of organizations can be within a single company where delivery or supplies and production of products occur or can also be a very complex network of 3rd party suppliers, distributors, sales outlets and service providers. SCM aims to enhance the overall performance of the supply chain along with that of individual firms. While several organizations have now started recognizing how important SCM is, most of them are yet to understand

the fact that successful SCM relies on the people who are part of the supply chain. It is on the basis of the efficiency of the members of the supply chain that the supply chain would function.

The Moscow Government issued Resolution No. 241-PP on internships for young citizens in the executive bodies of the city of Moscow, the Office of the Mayor, and the Government of Moscow based on the human resource management for the suppliers. In order to attract young qualified specialists to the state civil service of the city of Moscow, the Department of Territorial Executive Authorities of the City of Moscow, together with the Office of Public Administration and Human Resources of the Government of Moscow, presented a list of the authorities, institutions and organizations in which young citizens undergo the training. The categories of participants were also defined, the students included those who studied in educational institutions of higher education selected according to educational programs of higher education undergraduate programs, specialties, magistracies and graduate students and graduates of educational institutions of higher education; active participants in youth projects of the city of Moscow [9]. Participants of the program underwent the competitive selection, consisted of several types of assessment: individual interview, questioning, group discussions, writing an essay, testing, solving practical problems (cases), business games and other assessment activities. A fixed-term employment contract was concluded with the participants of the program. After that, participants who were in the program were sent to the city authorities, institutions, and organizations, with the aim of passing the duration of the internship [10]. At each stage of the internship (consisting of at least two participants), by order of the head of the authority an internship supervisor is appointed, whose duties include managing the internship and monitoring the implementation of the individual's internship schedule. This project allows trainees to realize themselves in one of the promising areas of the management system. As noted, the program provides the possibility for combining work with study, gaining diverse experience, including professional experience. Work in the Government of Moscow is attractive with interesting tasks providing the opportunity to implement large-scale urban projects. Over the 7 years since the development of this program, more than 600 people became graduates accounting for 9 streams of interns. Following each new set of interns, innovations were also appeared in the program, which only led to the improvement in its conditions:

- streams of interns differed from each other regarding the number of participants (from 20 people – in the first set of interns selected during a multi-stage competition, which its internship began in 2011, up to 200 people – in the last and ninth set of interns);

- Internship directions varied from 4 to 9 directions (the fifth stream interns had 12 directions), during 2018–2019. There were 5 directions: the media city, the social city, the comfortable urban environment, the legal space and the urban economy;
 - The internship period also varied from 7 to 12 months: for the first intern set, the program lasted for exactly one year, for the fourth one, it lasted for almost two times less – i.e. seven months, and during 2018 – 2019, the period lasted for nine months;
 - From December 2017, participants were divided into 2 groups: those who were trained 20 hours a week, and those who were trained 40 hours a week. Accordingly, the salary of these 2 categories ranged from 22 000 r. and 38 000 r in 2018;
 - In 2017, interns, in addition to their job as the main workplace mentors, oversaw groups of interns in internship areas, and in 2018, interns actively developed social projects to introduce themselves into the urban space;
 - In 2016, there was a tradition to participate in exchange internships with St. Petersburg and Kazan, as well as being a host for delegates from other cities. Today, the first graduates of the program occupy leadership positions in the urban environment: district heads of administrations, directors of cultural sites, managers of city projects and programs. There is a kind of continuity among the generations of interns, and stronger ties are strengthened in the Alumni Club, established in March 2017.
- The desire to become an intern at the Moscow Government is formed due to many factors: some consider it prestigious, others compare the program with a career bridge, others attend it for achieving experience and new knowledge, others want to understand whether they should link their lives with the state or municipal sphere, regardless of the reason for participating in the program, it is noteworthy that, there are thousands of people in the program (the number of applications submitted reaches 7,000), among which only a few people succeed - those who have successfully passed a careful selection and are serious about active work. Vyacheslav Shulenin, First Deputy Head of the Office of the Mayor and the Government of Moscow states: “The goals of internships are always the same. The trainee gains experience, the employer is looking for bright specialists. The specialty of the internship in the Government of Moscow is concerned with training of the youth in several places within the framework of their professional direction. In fact, interns by their own personal experiences can determine their interest grounds of activity including executive bodies, territorial bodies or in subordinate state institutions. At the end of the internship, a young specialist is

prepared who understands how the city management system works and how it works generally” [11]. Since 2017, all graduates of the internship program for 3 years have been credited to the personnel reserve for the state civil service of the city of Moscow. During this time, those who have not been employed in the structure of the Moscow Government after the end of the program had the opportunity to become state-run without competitive procedures for selection of employees. Graduates who had determined other areas of life development for themselves, dropped out of the personnel reserve after three years. The practice of changing jobs during the internship is effective as participants of the program gain experience in city departments, committees, subordinate institutions, prefectures, councils, which allows them to thoroughly study the work of the Moscow Government from within, learn from the experience of colleagues, and get acquainted with the best practices of city management. Such a project significantly “rejuvenates” the team of the Moscow Government and allows young people to receive job offers from three or four city executive

bodies. Employment offers are considered as a frequent practice, and as a part of the project, almost every intern receives such an offer and many of them are managed to become part of the Mayor’s team, and some even have to say goodbye to the program a little earlier to become a full-fledged employee of the organization, in which he has already shown himself as an excellent specialist. The government of Moscow is a large structure, thanks to which about 23 thousand civil servants work in the city, about 500 people work in the mayor’s office. Over the past 5 years, the Moscow Government has been refreshed and looked younger: 43% of civil servants are under the age of 35. The personnel project called “Internship in the Government of Moscow” continues to promote these age-related changes [12]. As a result of implementing this program, more than 70% of interns participated in the program during the last 3 years were employed, more than 40% of the total number of graduates work in the structure of the Government of Moscow. Details of the analysis regarding the employment of interns are listed in Table 1.

Table 1. Employment of the trainees of the Government of Moscow (2016-2018) [8]

Internship period	Total amount	Number of employed	Employed in the structure of the Government of Moscow	Employed in commercial organizations
November 2015 - May 2016	100	83	34	49
February - October 2016	100	72	44	28
November 2016 - May 2017	100	76	38	38
April - October 2017	100	69	48	21
December 2017 - August 2018	70	33	30	3
TOTAL	470 (100%)	333 (71%)	194 (41%)	139 (30%)

This table shows that not all interns are employed after the end of the program; this is justified by a logical explanation. The program involves students who continue to study and do not plan to work after completing the internship, because of the impossibility of combining studies with work. There are also cases where interns after internship, change their place of residence, and personal priorities (get married, go on maternity leave, change the scope of activities)

Here are the reasons why trainees are not employed in the structures of the Moscow Government:

1. A graduate at the end of the internship decided that he was not ready to continue working in the state structure.
2. There are no vacancies in a particular authority which is related to the graduate interest to work.

3. The graduate is not satisfied with the working conditions (work schedule, salary, deadlines, additional privileges, etc.).

4. The graduate is incompetent in a number of issues (he does not know a foreign language, has no work experience in an electronic document circulation program, does not have work experience in a particular field).

5. The graduate does not have a higher education; he is still a student – as employees with incomplete higher education are not hired into the public sector.

6. Education degree of the graduate does not match the scope of activities in the organization.

7. Some positions require work experience at least for 1 year, and not every internship graduate has such work experience.

8. Low motivation to work.

Regarding the topic of motivation, a whole study was conducted resulted in finding a direct relationship between the motivation and personal qualities of the graduate program. 74 graduates of the internship program took part in our study. Among which, 12

were male (16%) and 62 (84%) were female. 2 people aged 20 years old (3%), 12 people aged 21 years old (16%), 36 people aged 22 years old (48%), 22 people aged 23 years old (30%), and 2 people aged 24 years old (3%). (Fig. 1)

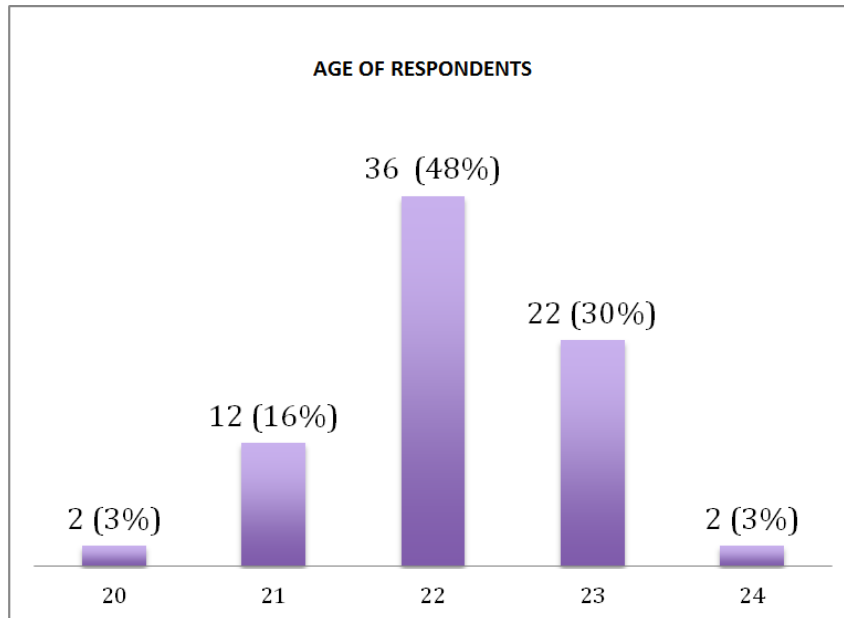


Figure1. Age of respondents

The leading factors which are considered to be important for interns in the workplace were public recognition (19.94%), financial interest (19.94%) and responsible work (19.15%). The least important factors for interns were the collaboration in the team (13.67%) and the relationship with the management

(13.67%). The remaining indicators including achievement of personal success (13.67%), career (16.53%) and content of the work (15.42%) were not found as the priority for the subjects and were not so pronounced. Motivation factors for graduates of the internship program are presented in Figure 2.

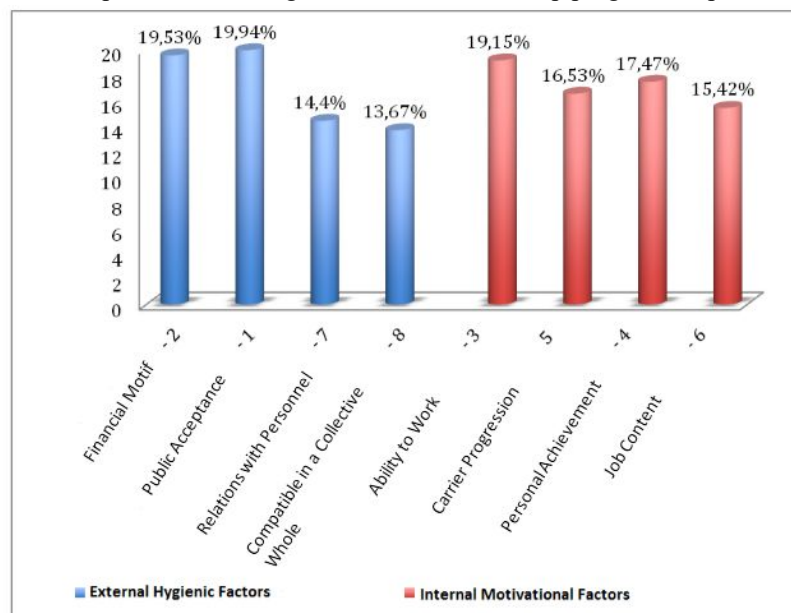


Figure2. Motivation factors for graduates of the Moscow Government internship program

Figure 3 illustrates that the majority of respondents showed a high indicator regarding the level of motivation for success (40% is considered as a moderately high level of motivation and 30% is considered as a too high level of motivation). This

indicates the graduates' inclination to reasonably assess the situation, to make well-considered and verified decisions; they are also characterized by a moderately high level of claims, regardless of the effectiveness of their activities. The percentage of

graduates with a low level of motivation to succeed was found to be only by 3%, which means that these

individuals show self-doubt in the workplace. Difficult tasks cause them discomfort [13].

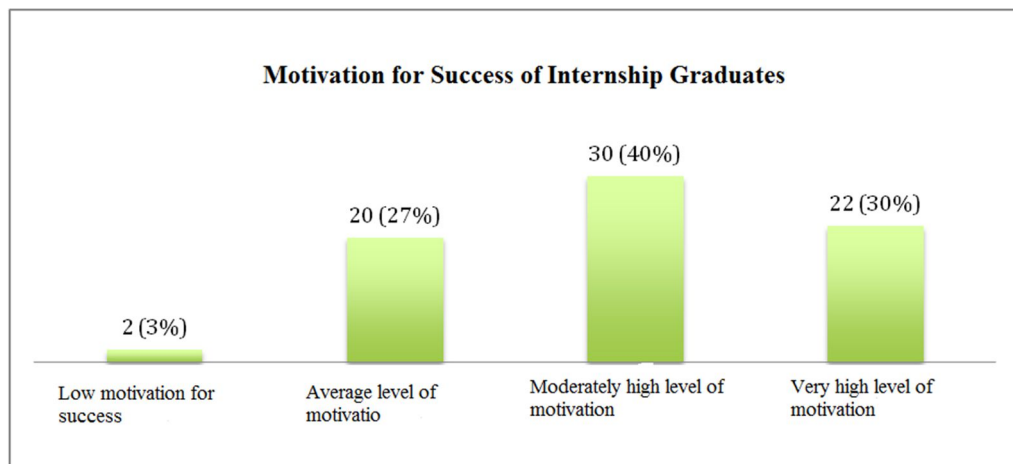


Figure3. Motivation for success in internship graduates of Moscow Government internship program. The diagram of “Motivation for avoiding failures” (Figure 4) displays that, 43% of respondents in the group of subjects included in the category of an average level of motivation to avoid failures. This may indicate that in certain situations, these trainees are able to correctly assess their capabilities, but they may be hesitant in making decisions and afraid of criticism.

Studies have shown that people with a high level of motivation (22% - a high level of avoidance of failures and 19% - a too high level of avoidance of failures), accompanied with feeling afraid of

accidents, are more likely to get into such trouble than those who have a high motivation for success. They prefer small, or, on the contrary, excessively large risk, such that their prestige is not threatened by the failure. They weigh their capabilities carefully, hesitate when making decisions and feel afraid of criticism.

Only 16% of trainees showed low motivation to defend, suggesting that they properly assess their capabilities, have an adequate level of claims and do not have the fear of failure.

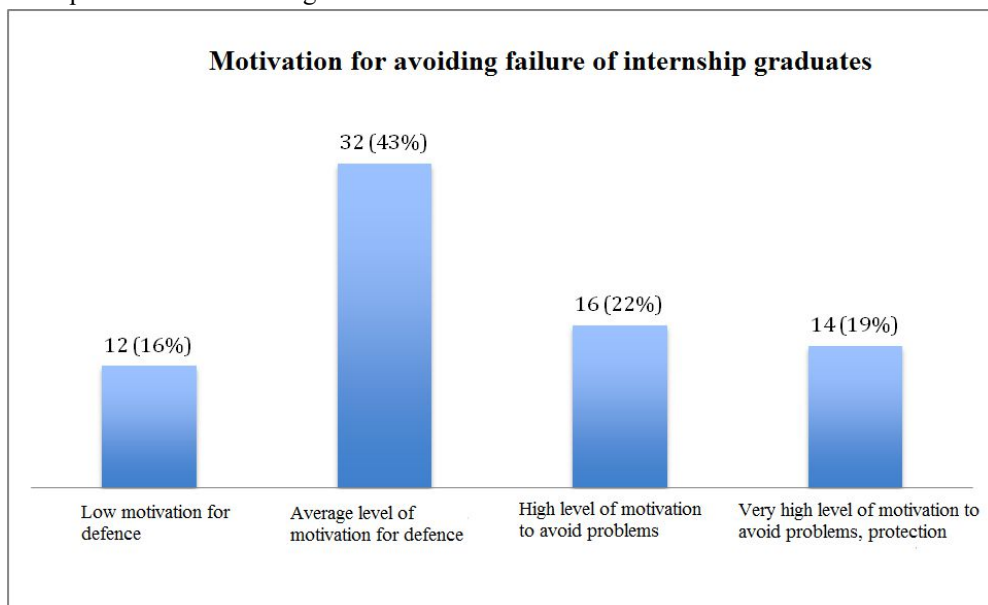


Figure4. Motivation for avoiding failure in internship graduates of the Moscow Government of internship program. Using the diagnostics of leadership abilities proposed by E. Zharikov and E. Krushelnitsky, the degree of severity for leadership qualities was revealed in graduates of the internship program (Figure 5). 19% of respondents showed strong leadership skills, such graduates have high organizational skills and strong communication skills, and they are valued in the organization and ready to become a part of the Moscow Government team. 57% of respondents showed moderately marked leadership qualities, meaning that motivational factors are not fully developed. 24% of young people showed poorly defined leadership qualities, which is not considered to be a positive characteristic for an employee of the Government of Moscow, indicating that motivational factors are poorly expressed. Those

with moderately and poorly defined leadership qualities must be helped to develop their leadership

and motivational qualities.

Severity of leadership qualities of graduates in the internship program of the Government of Moscow

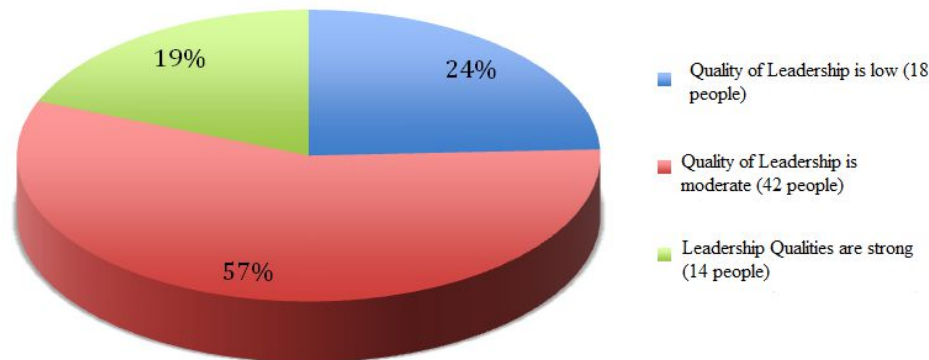


Figure5. The severity of leadership qualities of graduates in the internship program of the Government of Moscow. Summing up, it was found that following the entry of each new set of interns in the internship program of Moscow Government the project has been modernized; all changes have a positive effect on its participants and the urban environment. The project is structured such that during the internship the participants not only receive experience and knowledge, but also revealing their identity from different angles, the interns achieve a complete understanding of what they want to do in the future.

7. Conclusion

With new educational systems now focusing on SCM to gain a competitive edge, improvements to HRM seems to be an efficient way to directly improve the supply chain and gain added benefits with respect to organizational performance and customer satisfaction. Despite various efforts made to implement initiatives that increase the supply chain efficiency over the past years, marked inadequacies still characterize the system. In simple words the HRM is defined as employing, maintaining and compensation the people in time with the job and organizational need. Human Resource Management is a managerial function which usually concerned with hiring, motivation and maintaining people. Its main focus in any organization is people. In modern conditions in Russia, higher education, career and professional growth are considered as priorities in life [14]. Today, youth policy is considered, firstly, as an activity to create conditions for the preparation of young professionals who are able to find adequate answers to the internal, external and global

challenges of present time, and are able to effectively and in a civilized way solve those challenges.

Parliamentarism is a form of youth self-government. There are 5 main directions of parliamentarism in Russia, which are as follows:

1. Representing the interests of youth in government.
2. Participation in lawmaking, especially in the field of state youth policy.
3. Training the young personnel.
4. Conducting socially significant events.
5. Performing educational activities.

The desire to become an intern at the Moscow Government is formed due to many factors: some consider it prestigious, others compare the program with a career bridge, others attend for achieving experience and new knowledge, others want to understand whether they should link their life with the state sphere, regardless of the reason for attending the program, thousands of young people participated, among which a few people succeed - including those who have successfully passed a thorough selection and are serious about active labor activity. Participation in youth projects provides an opportunity for self-realization, maximizing the potential regarding the interests for the development of the society, as well as actively participating in the formation and implementation of the state youth policy implemented in the field of interests of young people. As a result, young people gain theoretical knowledge and practical skills, employment opportunities [15- 17]. The city, interacting with the younger generation, acquires a personnel reserve

regarding the formation of potential employees, new ideas, and innovative solutions to develop proposals for the implementation of the main directions of the state youth policy and the continuity of generations.

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