Federal Treasury's Experience in Building Functional and Organizational Model and Staff Training

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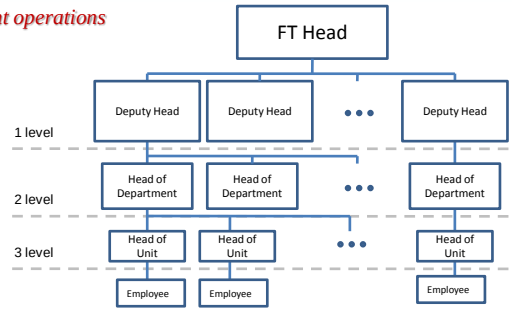
Types of the Federal Treasury Organizational Structure

Current operations

Type: ***linear-functional***

Principles:

- hierarchy of management levels
- correspondence of powers and responsibilities of Department employees to a place in hierarchy
- division of labor into individual functions and specialization of employees by functions they execute

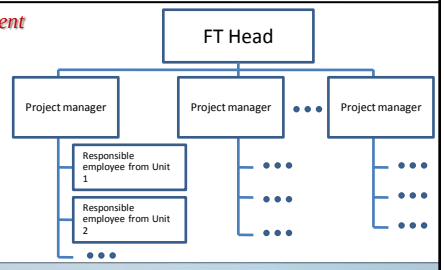


Project Management

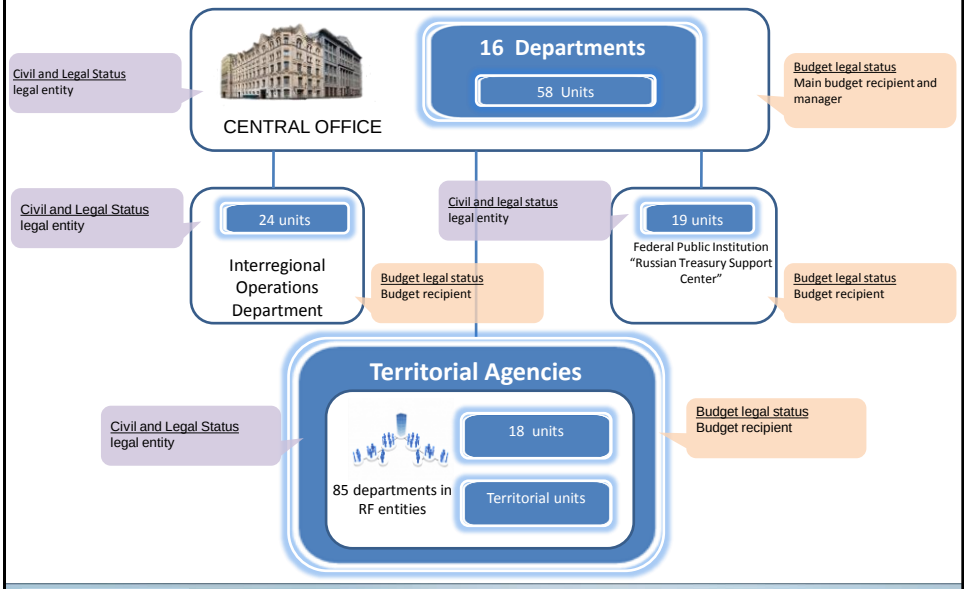
Type: ***matrix (project)***

Principles:

- one project owner
- invitation of specialists from other structural units possessing the required competences
- making decisions binding to all project participants



Federal Treasury Organizational and Staffing Structure (as is)



Reference: Staffing structure of the Federal Treasury Central Office

Total: **14 Departments**

- Budget Payments Development Department
- Budget Accounting and Reporting Department
- Support to Federal Budget Execution Department
- Fiscal Operations Department
- Functional Competence Building Department
- Internal Control (Audit) and Performance Evaluation Department
- Administrative Department
- Financial Department
- Information Systems Department
- Information Confidentiality and Security Department
- Legal Department
- Public Finance Integrated Information Systems Department
- Systematization and Classification of Social-Economic Information Department
- Financial Technologies Department

Reference: Staffing structure of the Federal Treasury Department in RF Entities

Total: **18 units**

- Revenue Unit
- Operations Unit
- Support to Enforcement Agencies Unit
- Budget Operations Accounting and Reporting Unit
- Internal Control and Audit Unit
- Cash Management and Budget Execution Unit
- Cash Management of Extrabudgetary Funds Unit
- Confidentiality and Security Unit
- Federal Catalogs Maintenance Unit
- Expenditure Unit
- Administrative Unit
- Financial Support Unit
- Information Systems Unit
- HR Unit
- Public Purchase Unit
- Technological Support Unit
- Law Unit
- Mobilization Training and Civil Defense Unit

Reference: Staffing structure of a specialized territorial unit and its subordinate agency

FT IOD

- Web-portal Maintenance Unit
- Information Systems Unit
- Public Purchase Unit
- Federal Budget Execution Reporting Unit
- Revenue Unit
- Procedural and Reference Information Support Unit
- Financial Support Unit
- Consolidated Budget Accounting Unit
- Cash Budget Execution Reporting Unit
- Operations Unit
- Technological Support Unit
- Budget Operations Accounting and Reporting Unit
- Budget data Reconciliation Unit
- Consolidated Reporting Unit
- Expenditure Unit
- Automated Treasury Management Systems Unit
- Mobilization Training and Civil Defense Unit
- Services to Enforcement Agencies Unit
- Internal Control and Audit Unit
- Confidentiality and Information Security Unit
- Administrative Unit
- HR Unit
- Law Unit
- Foreign Payment Unit

Total: **24 units**

FPI RTSC

- Finance and Accounting Unit
- Technical Exploitation of Buildings Unit
- Marketing, Planning and Public Orders Organizations Unit
- Logistics Unit
- Automated Management System Unit
- Capital Repairs and Construction Unit
- Law Unit
- Administrative and Logistics Unit
- Information Protection and Communications Unit
- Payroll Estimate Unit for the Federal Treasury Territorial Agencies
- Labor Protection, Mobilization Training and Civil Defense Unit
- HR Unit
- Motor Transportation Unit
- Special Unit

Total: **14 units**

Design of Organizational and Functional Model of the Federal Treasury

IDENTIFICATION AND VISUALIZATION OF RESPONSIBILITIES

Federal Treasury Staffing Structure

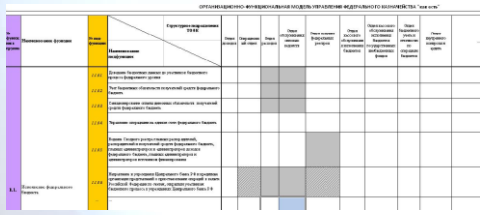
Organizational and Functional Model

List of functions of the Federal Treasury

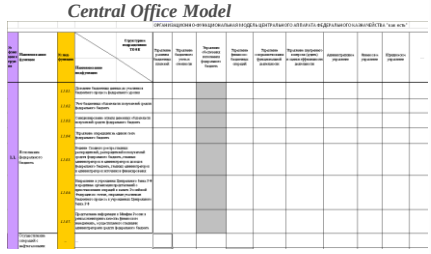
№ функции в группе	Наименование функции	№ под-функции	Наименование подфункции	Структурное подразделение ТОФК	Отдел доходов	Операционный отдел
3.1.	Учет и распределение поступлений	3.1.0.4.	Учет поступлений в бюджетную систему Российской Федерации и распределение поступлений между бюджетами бюджетной системы Российской Федерации			
		3.1.0.3.				

Federal Treasury Organizational and Functional Model (AS IS)

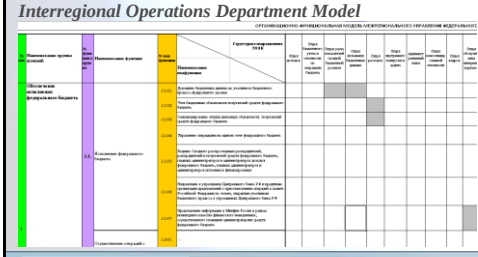
Model Department in RF entity



Central Office Model



Interregional Operations Department Model



Factors (Reasons) for Modernization

New requirements to the level of information openness of the executive authorities

1. BUILDING PUBLIC INFORMATION SYSTEM "E-BUDGET"

- Standardization, unification and automation of public finance management and reporting procedures
- Integration of finance management processes with financial and economic activities
- Improved access to information on financial activities of public authorities, public (municipal) entities, budget results, public (municipal) property

2. SYSTEMATIZATION OF CATALOGS AND CLASSIFIERS

- Improving systematization and encoding of information to allow its solid identification in any information system. Enabling digital access of all stakeholders to information resources provided by Russian classifiers, registers and catalogs

3. SYSTEM OF CONTRACTS FOR PUBLIC PROCUREMENT

- Improving public visibility of information on public and municipal procurements

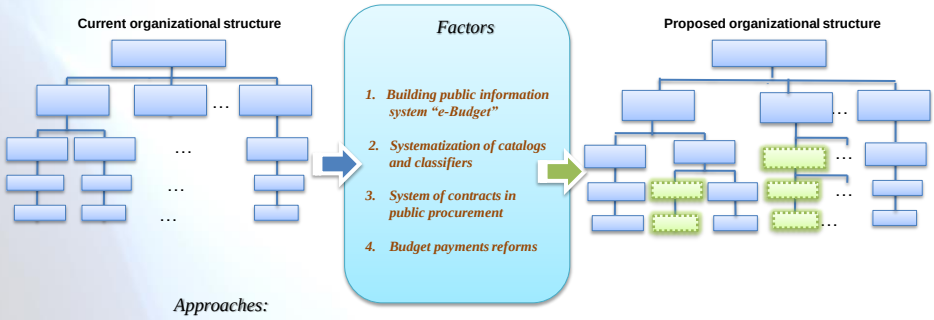
4. BUDGET PAYMENTS REFORMS

- Federal Treasury is a participant of the Russian Bank payment system. It supports transactions of public-legal entities through its single bank account opened in the Russian Bank payment system. It offers access of customers to all transactional services through a system of balance accounts.

Approaches to a New Organizational Structure of the Federal Treasury

Characteristics:

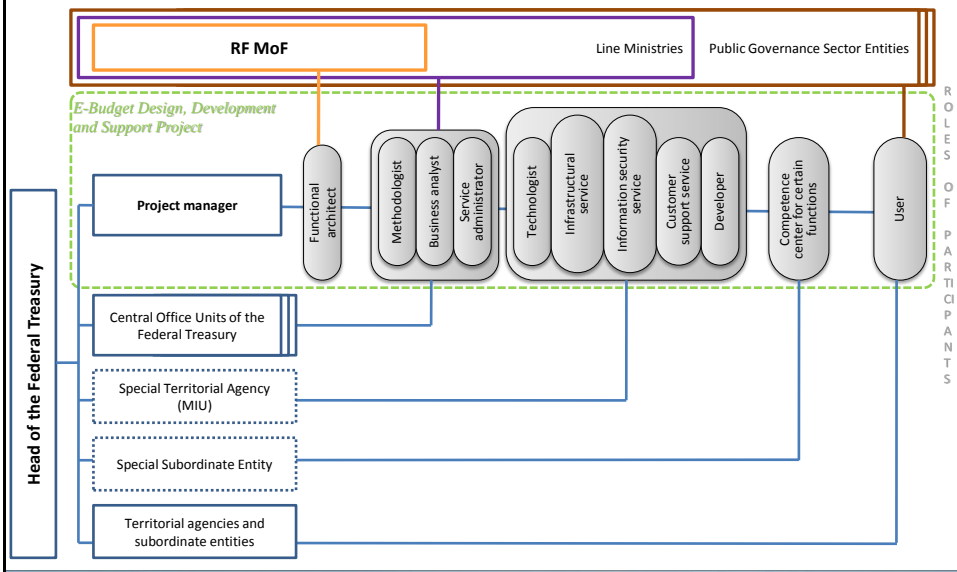
1. Number of structural units
2. Name of structural units
3. Functions of structural units
4. Staffing of structural units
5. Interaction between structural units



Approaches:

1. Review the current organizational structure
2. Study new tasks and functions
3. Identify a list of structural units and assign new functions to them
4. Define procedures for interaction with other structural units

Roles of different organizational elements of the Federal Treasury in implementation of the e-Budget project



Roles of Participants in E-Budget Project

Functional Architect: defines system requirements, coordinates formulation of requirements. Coordinates draft procedures and technical documentation.

Methodologist: develops procedural documents (draft procedures).

Business analyst: reviews procedures, develops business-processes. Formulates functional requirements to subsystems.

Technologist: formulates technical requirements to the system (subsystems) in compliance with procedures and business-processes.

Operator

- ***Infrastructural Service:*** ensures faultless function of software and hardware.
- ***Customer support service:*** handles user requests.
- ***Information security service :*** ensures security of system information.

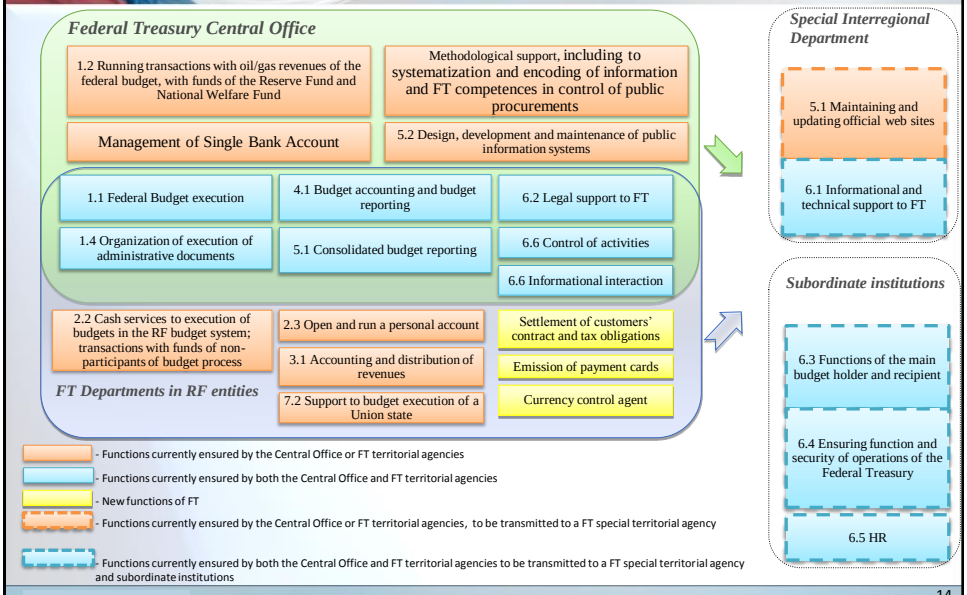
Developer: develops subsystems, changes and fine-tunes software, develops technical documentation.

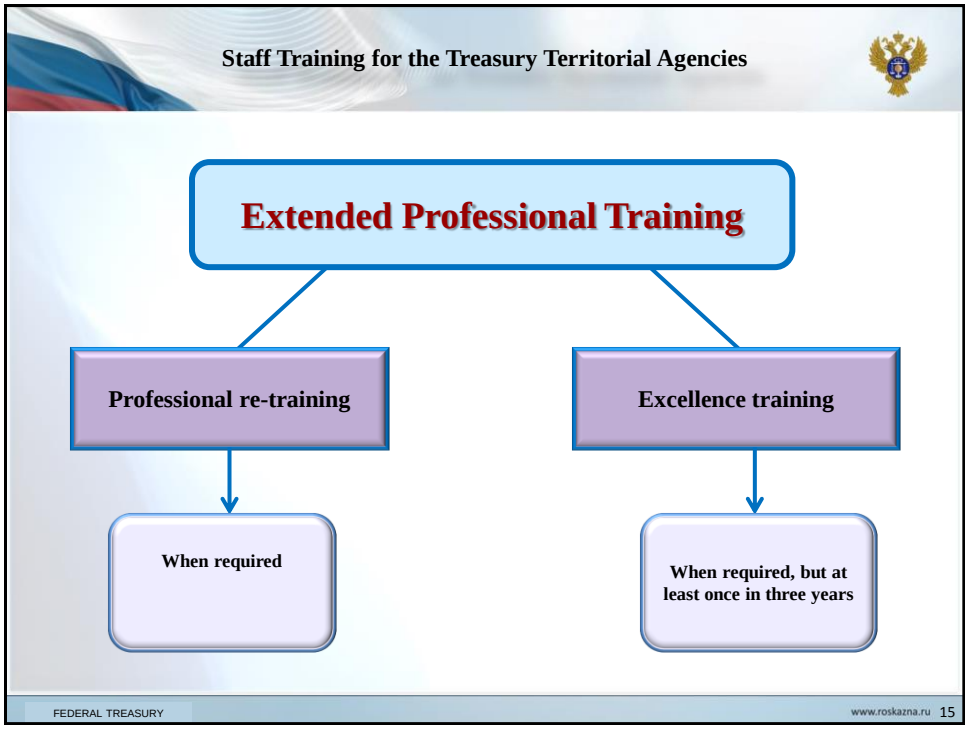
Service administrator: ensures methodological and organizational support (maintenance) of administered service.

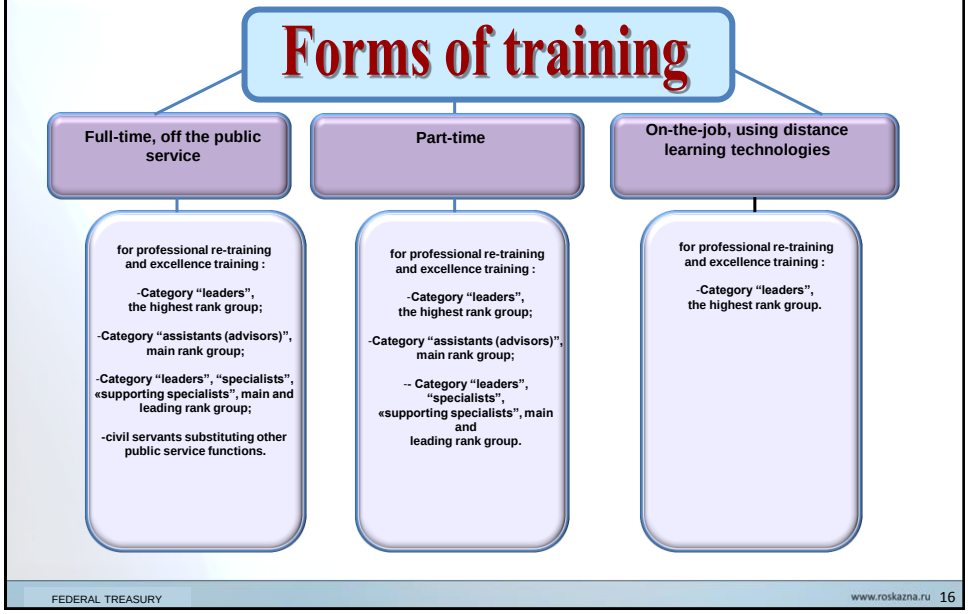
User

- ***User:*** an entity using the system to execute its functions.
- ***Competence Center for certain functions :*** an entity using the system to execute some received functions.

Federal Treasury Organizational and Functional Model (to be)




Extended Professional Training
Professional re-training
Excellence training
When required
When required, but at least once in three years


Forms of training
Full-time, off the public service
Part-time
On-the-job, using distance learning technologies
for professional re-training and excellence training :
-Category "leaders", the highest rank group;
-Category "assistants (advisors)", main rank group;
-Category "leaders", "specialists", «supporting specialists", main and leading rank group;
-civil servants substituting other public service functions.
for professional re-training and excellence training :
-Category "leaders", the highest rank group;
-Category "assistants (advisors)", main rank group;
-- Category "leaders", "specialists", «supporting specialists", main and leading rank group.
for professional re-training and excellence training :
-Category "leaders", the highest rank group.

Staff Training for the Treasury Territorial Agencies

Extended professional education programs

- •Public Finance Management
- •Public Finance Control and Audit, International Standards of Financial Reporting in Public Sector, Specific Functions and Protection of Information Systems in the Federal Treasury
- •Implementing new HR Technologies in Public Service
- •Functions of the Federal Public Entities HR Service Units Relating to Prevention of Corruption and Other Offences

- •WTO related Programs organized by the RF Ministry of Labor and Social Protection, including the issues related to association and participation of the Russian Federation in WTO and Customs Union (Russia, Kazakhstan, Belarus)
- •Implementation of the Public National Policy
- •Better Quality of Public Service Delivery
- •Legal Support
- •Public Procurement Management
- •How to deal with open data in public authorities

Staff Training for the Treasury Territorial Agencies

Organizers

- Federal Treasury
- RF Ministry of Labor and Social Protection

Executors

- FPBEI HPE "RF Government Financial University" (and its branches)
- FPBEI HPE "RF President Russian Academy of Economy and Public Service" (and its branches)
- FBPEI HPE "Russian Public Social University"
- FBPEI HPE "M.V. Lomonosov Moscow State University"
- Magadan Economic Institute
- National Research University "Higher School of Economics"
- PEI HPE "Ingush State University"
- FBPEI HPE "St-Petersburg University of Architecture and Construction"

Thank you!