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

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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

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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

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Federal Treasury Organizational and Staffing Structure (as is)

**CENTRAL OFFICE**

16 Departments

58 Units

**Territorial Agencies**

85 departments in RF entities

18 units

Budget legal status
Sham budget recipient and manager

**Interregional Operations Department**

24 units

Civil and legal status
legal entity

Civil and legal status
legal entity

Budget legal status
Budget recipient

19 units

Federal Public Institution "Russian Treasury Support Center"

Budget legal status
Budget recipient

Civil and legal status
legal entity

18 units

Budget legal status
Budget recipient

**Civil and Legal Status**

legal entity
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
- Legal Department
- Information Systems Department
- Information Confidentiality and Security Department
- Financial Technologies Department
- Public Finance Integrated Information Systems Department
- Systematization and Classification of Social-Economic Information Department

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

Total: 18 units

- Revenue Unit
- Federal Catalogs Maintenance Unit
- Operations Unit
- Expenditure Unit
- Support to Enforcement Agencies Unit
- Administrative Unit
- Budget Operations Accounting and Reporting Unit
- Financial Support Unit
- Internal Control and Audit Unit
- Information Systems Unit
- Cash Management and Budget Execution UWW
- HR Unit
- Cash Management of Extra-budgetary Funds Unit
- Public Purchase Unit
- Confidentiality and Security Unit
- Technological Support Unit
- Mobilization Training and Civil Defense Unit
- Law Unit
Reference: Staffing structure of a specialized territorial unit and its subordinate agency

**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
Federal Treasury Organizational and Functional Model
(AS IS)

Model Department in RF entity

Central Office Model

Interregional Operations Department Model

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.

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

Factors:

1. Building public information system "e-Budget"
2. Systematization of catalogs and classifiers
3. System of contracts in public procurement
4. Budget payments reforms

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.

**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**: 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)

#### Federal Treasury Central Office

- **Management of Single Bank Account**
- **3.1 Budget accounting and budget reporting**
- **3.3 Consolidated budget reporting**

#### FT Departments in RF entities

- **2.1 Open and run a personal account**
- **2.3 Accounting and distribution of revenues**
- **2.4 Support to budget execution of a Union state**

#### Special Interregional Department

- **5.1 Maintaining and updating official websites**

#### Subordinate institutions

- **6.5 Issuance of payment cards**

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**Chart Legend**

- **Dark Green**: Functions currently ensured by the Central Office or FT territorial agencies.
- **Light Green**: Functions currently ensured by both the Central Office and FT territorial agencies.
- **Pink**: New functions of FT.
- **Light Red**: Functions currently ensured by the Central Office or FT territorial agencies, to be transmitted to a FT special territorial agency.
- **Red**: Functions currently ensured by both the Central Office and FT territorial agencies to be transmitted to a FT special territorial agency and subordinate institutions.
Staff Training for the Treasury Territorial Agencies

Extended Professional Training

Professional re-training
When required

Excellence training
When required, but at least once in three years

Staff Training for the Treasury Territorial Agencies

Forms of training

Full-time, off the public service
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.

Part-time
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.

On-the-job, using distance learning technologies
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
- 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

Executors

RF Ministry of Labor and Social Protection
Federal Treasury
Organizers

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