

**NATALIA BARANOVA** – Master student of Personnel Management in Ural State University of Economics, Yekaterinburg, Russia

**VLADISLAV KATAEV** – Graduate student in Ural State University of Economics, Yekaterinburg, Russia

## FORCED DIGITALIZATION AND FERTILITY: OVERVIEW OF DISCUSSIONS AND STATISTICS

**Abstract.** This article is devoted to studying the COVID-19 pandemic impact, which caused the rapid development of remote employment based on the labor activities digitalization, on family and parental well-being and fertility. The research problem formulation determines the novelty of the study due to the lack of subject matter knowledge. The purpose of this paper is to summarize discussions, studies and statistics on the remote employment impact on family and parental well-being and fertility. The authors reviewed Russian and foreign sources on the employment digitalization impact on fertility and marriage statistics during the pandemic. There is a decrease in the family institution's role and status as a value-oriented sphere; the key motivation for creating a family is not the demographic aspect, but the socio-psychological one. Forced remote and hybrid employment remain ambiguous factors influencing relationships within families; therefore, a deeper study is needed. We concluded that overcoming negative demographic trends lies in the plane of creating conditions for the parental well-being. It is substantiated that the parental well-being concept needs to be clarified in its content, in addition, it is important to determine the concept and methodology for its measurement and monitoring.

**Keywords:** digital employment; remote employment; family and parental well-being; fertility; family and marriage institution; COVID-19 pandemic; hybrid employment.

**ELENA BEDRINA** – Candidate of Economic Sciences, Associate Professor, Senior Researcher, Institute of Economics, Ural Branch of the Russian Academy of Sciences, Yekaterinburg, Russia

## PENSION REFORM IN RUSSIA: IMPLEMENTATION PROBLEMS AND TRENDS

**Abstract.** The pension reform in Russia updates the scientific research of the Russian labor market in age terms. The traditional overemployment, the high proportion of beneficiaries who have the right to early retirement, pronounced demographic dynamics and the spread of discriminatory practices are factors that have a significant impact on the pension reform effectiveness being carried out in Russia. Under these conditions, an attempt is being made to evaluate, on the basis of available statistical and sociological information, qualitatively and quantitatively the pension reform specifics in Russia, and to identify the main problems and trends. The information base of the study is official statistics on employment by age, including by the type of economic activity, as well as information contained in sociological surveys conducted in the Russian regions. The first part of the study analyzes the world experience of pension reform, the second part - the pension reform impact on the older population employment, and the third part - the employment structure of economic activity by age. The analysis made it possible to identify a slight increase in employment in the labor market as a pension reform result, as well as the presence of discrimination against older people in the Russian labor market, expressed in the employment polarization in types of economic activity by age.

**Keywords:** pension reform; labor market; employment; employment structure; older people.

**BORIS BERZIN** - Doctor of Philosophy, Professor, Leading Researcher of Institute of Economics of Ural Branch of the Russian Academy of Sciences, Yekaterinburg Russia

**ALEXEY KUIMOV** - Master of Psychology of Ural Federal University named after the first President of Russia B.N.Yeltsin, Yekaterinburg Russia

**OLGA PYSHMINTSEVA** - Junior Researcher of the Institute of Economics of the Ural Branch of the Russian Academy of Sciences, Yekaterinburg Russia

## ADAPTATION AND COPING STRATEGIES OF THE POPULATION IN EXTREME SITUATIONS

**Abstract.** The article discusses the theoretical problems of adaptive behavior in difficult life situations, the features of their chosen coping strategies. The theoretical basis of the study was publications on psychological, demographic and sociological areas, investigating the problems of population adaptation through destructive and constructive coping strategies. As a result of the study, it was determined that a unified coping strategies typology has not been developed in modern science; there are difficulties in distinguishing coping behavior from psychological defense and adaptation. The purpose of the article is to show and analyze the consequences of the chosen destructive coping strategy - alcoholization. The production and sale dynamics of alcoholic products, the change in the ranking of countries in terms of alcohol consumption are analyzed. Using the method of statistical analysis, the relationship between alcoholization and structural changes in the morbidity and mortality of the Russian population, its impact on crime and an increase in the number of suicides, and on average life expectancy was revealed. The regions - leaders and outsiders - in terms of alcohol consumption are identified, the Sverdlovsk region's place in the regions' ranking is shown according to the following criteria: the number of organizations producing alcoholic products, the scale of production and consumption of alcoholic products, mortality and crime.

**Keywords:** adaptation; coping behavior; coping strategy; alcoholization; mortality; crime; alcoholic beverages.

**ELENA BOGDANOVA** - Northern (Arctic) Federal University named after M.V. Lomonosov, Arkhangelsk, Russia

**MEDEA IVANOVA** - Kola Science of the Russian Academy of Sciences, Apatity, Russia

**LUDMILA VORONINA** - Northern (Arctic) Federal University named after M.V. Lomonosov, N. Laverov Federal Research Center for Integrated Arctic Research of the Ural Branch of the Russian Academy of Sciences, Arkhangelsk, Russia

**TATYANA CHETVERIKOVA** - Northern (Arctic) Federal University named after M.V. Lomonosov, N. Laverov Federal Research Center for Integrated Arctic Research of the Ural Branch of the Russian Academy of Sciences, Arkhangelsk, Russia

## THE EVOLUTION OF SCIENTIFIC APPROACHES TO STUDYING THE INDIGENOUS PEOPLES' TRADITIONAL ECONOMY IN THE RUSSIAN ARCTIC: FROM HISTORY TO THE CONTEMPORARY

**Abstract.** Over half of the total number of Indigenous Peoples of the North live in the Russian Arctic, the study of their lifestyle becomes a specific object of scientific research. The purpose of this article is to systemize the scientific approaches to the study of the Indigenous Peoples' traditional economy in the Arctic zone of the Russian Federation. The main research method was a comparative analysis of publications from the beginning of the XXth century to the contemporary period, both by Russian and international scientists doing research on the Indigenous Peoples' traditional economy in the Russian Arctic. The publications' analysis was carried out in all available branches of scientific knowledge, not limited to a strictly economic

focus, since the traditional Arctic economy is inextricably linked with technology, technical and organizational equipment for managing the economy and other areas. A high research activity in the research field has been revealed, especially since the prioritized attention of state authorities to the development of the Arctic territories. However, there is the lack of the comprehensive approach to studying the development of the Indigenous Peoples' traditional economy in the Russian Arctic.

**Keywords:** traditional economy; Indigenous Peoples; Russian Arctic; sustainable development; comparative analysis.

**ALEXANDER BUYANOV** - Founder of the online store imkosmetik.com, e-commerce business coach, Chelyabinsk, Russia

## THE ROLE OF MARKETPLACES IN THE DEVELOPMENT OF E-COMMERCE

**Abstract.** The article explores the marketplaces' rapid development as an e-commerce business model during the past two years, when their dominant place in the market became obvious. The purpose of the article is to identify trends in the e-commerce development in the near future, to create a basis for analyzing the advantages and disadvantages in making practical decisions for entrepreneurs and participants in the e-commerce market. The objective of the study is to identify the factors and drivers of the marketplaces share growth in the electronic commerce. The object of the study is the market of Russian marketplaces against the entire e-commerce industry background in the B2C segment. The statistical analysis method was used to study the online retail market, its dynamics, distribution of shares and volume indicators. Synthesis, analysis, grouping, and comparison methods were used as a systematic approach. The relevance of the topic is related to the online retail development in general, as well as the growth of new participants from among small businesses and startups. The results of the study can be useful for choosing a business development strategy in the online trading.

**Keywords:** e-commerce; marketplace; online store; online platform; end user; startup; online retail.

**ALEXEY ILYUKHIN** - Cand. Sc. (Econ.), Associate Professor of Economic Theory and Corporate Governance Department in Ural State University of Economics, Yekaterinburg, Russia  
**SVETLANA ILYUKHINA** - Cand. Sc. (Econ.), Associate Professor of Information Technology and Statistics Department in Ural State University of Economics, Yekaterinburg, Russia

## INSURANCE MARKET ECONOMICS: KEY INDICATORS' MODELING

**Abstract.** The insurance market protects the property interests of economic agents and is a factor of social stability. The balanced insurance market development, based on modeling and forecasting, ensures the sustainable economy development. To optimize the insurance market economy, an attempt has been made to develop its main indicators forecasting models on the example of the large industrial region's insurance market (Sverdlovsk region). The hypothesis of the relationship between personal insurance market key indicators and the employee' wages is investigated. The purpose of the study is to develop and substantiate the main trends forecast in the insurance development in a large industrial region, based on modeling its key indicators. The scientific novelty of the study is to predict the insurance development in a large industrial region using the variation coefficient for hypothesis' statistical testing in determining the model stability. The object of the study is the insurance market economics of the Sverdlovsk region, most of the patterns of the such a market evolution are the national insurance market characteristic. To determine the insurance market development trends, the authors have developed medium-term

insurance market forecasts of the Sverdlovsk region for 2025. Forecasting the economic processes in the insurance market is based on the construction and evaluation of the developed statistical model based on the initial time series for 2005-2021. The presented statistical models can be used by regional government bodies and insurance companies. The proposed models allow to develop a new strategy for the insurance market progress in the interests of not only insurance companies, but also potential policyholders. In further research, it is necessary to study banking statistics and labor statistics for a more complete and in-depth insurance market key indicators' analysis.

**Keywords:** insurance market economics; insurance market; insurance market key indicators; modeling of economic indicators; insurance market forecasting.

**INNA KULKOVA** – Doctor of Economics, Professor, Leading Researcher of Institute of Economics of Ural Branch of the Russian Academy of Sciences, Yekaterinburg, Russia

#### CORPORATE SOCIAL RESPONSIBILITY AS AN INSTITUTIONAL MECHANISM TO PROMOTE THE POPULATION ADAPTATION TO DYNAMIC ECONOMIC CHANGES IN RUSSIA

**Abstract.** The article is devoted to the corporate social responsibility (CSR) as a mechanism by which the social institution of entrepreneurship contributes to the population adaptation to social and economic dynamic changes. The theoretical basis of the study is the corporate social impact theory. In the article, the author proves that CSR affects the adaptation of not only this company's employees, but also the entire population of the territory where the company operates. CSR consideration as a mechanism of assistance in the population adaptation is quite new. The author analyzed the annual reports on corporate social responsibility of five large Russian companies: MTS, Sberbank, Russian Railways, Severstal and RusHydro for 2021 using the typological method of studying documents, and identified measures that contribute to the company employees' adaptation, as well as measures that contribute to the population adaptation to dynamic transformations in economics. The article also uses the results of the sociological survey conducted by the author in the Sverdlovsk region at the end of 2021, about the mechanisms for adapting the population to dynamic socio-economic changes. The author proposes to purposefully study the population needs of assistance in adaptation for the implementation in CSR policy.

**Keywords:** corporate social responsibility; population adaptation; dynamic economic changes; social institution of entrepreneurship; annual CSR report.

**LARISA MIERIN** – Doctor of Economics, Professor, St. Petersburg State University of Economics, St. Petersburg, Russia

**LYUBOV KHOREVA** – Doctor of Economics, Professor, St. Petersburg State University of Economics, St. Petersburg, Russia

#### SOCIAL INNOVATION STRATEGIES AND THE RISKS OF IGNORING THEM

**Abstract.** The article describes the main trends that determine the innovative development features of the Russian economy; it is shown that there is a paradigm shift in the innovation system: the social innovations' role is increasing in comparison with technological ones, the social business responsibility importance in solving social problems is increasing. Based on the analysis of various approaches to understanding the social innovations essence, their characteristics are given, the most significant social innovations features are highlighted, a social innovations model is proposed, and a scheme is developed that describes the social innovations paradigm. Further, the authors systematize the main restrictions that arise when forming a strategy for the innovative economy development, which hinder its development. The most important asymmetries types in

the national economy are systematized and ways to reduce some of them negative impact are proposed based on: protecting the family institution value, as well as overcoming problems caused by the asymmetry of commercial interests and public goals, using ESG practices. The author's express analysis results of the using ESG standards practice of ten large Russian companies are presented, which showed that the ESG approach is not yet a priority. In conclusion, a system of factors that determine the risks' structure is given, and the risks of ignoring the ESG usage practices by companies are structured.

**Keywords:** sustainable development; social innovation; innovation strategy; corporate social responsibility; ESG strategies; risks.

**GALINA TROFIMOVA** – PhD in Economics, Associate Professor, Department of Business Informatics and Economics, Vladimir State University named after A. G. and N. G. Stoletov, Vladimir, Russia

#### ECONOMIC INEQUALITY: COORDINATION OF MEASUREMENTS WITH MACROECONOMIC ANALYSIS METHODS

**Abstract.** The article is devoted to methodological approaches to the economic inequality study, distribution processes of the produced national product and national wealth. An inequality study by structural and logical analysis methods of macroeconomic balances is proposed. The research tool is a unit square with one-functional Lorentz curves inscribed in it. The single-functional Lorentz curve replaces the traditional, but not confirmed hypothesis of logarithmically normal income distribution by household groups, the Lorentz curve function is determined on the basis of structural and logical analysis of macroeconomic balances as non-random, homogeneous, nonlinear, smooth, symmetrical. Either the Pareto distribution point or the angles of Lorentz curve inclination at the starting and ending coordinates points (0; 0) and (1; 1) are "responsible" for the inequality degree. Preliminary calculations based on the inequality structure analysis revealed the possibility of constructing a complete Lorentz curves map for all possible Pareto distributions, and a ready-made table of inequality indicators for each curve. The set of indicators is able to accommodate any used inequality indicators: any funds coefficients, income shares of various top groups (from decile to one millionth), the ratio of median income to average per capita, and many others used by different researchers' schools. Based on these sets of indicators, the inequality levels according to the society stability degree are systematized – from a favorable level (Pareto distribution 60-40) to a threshold level (Pareto distribution 70-30), beyond which society moves to an unstable existence type (for example, Pareto distribution 80-20). The marker distributions presence allows to create an inequalities map. It is proposed to use the map as ready-made Lorentz curves templates and sets of inequality indicators to them, for setting up and conducting microeconomic studies (household surveys). The proposed method is relevant to eliminate gaps between microdata and macroeconomic indicators in Distributive National Accounts - DINA.

**Keywords:** inequality; total national income; per capita income; Pareto distribution; Distributional National Accounts; analytical square; Pareto distribution point; Lorentz curve map; system of national accounts; unit square Lorenz curves; summary table of inequality indicators.

**EVGENIYA TUKHTAROVA** – Candidate of Economic Sciences, Researcher at the Center for Economic Theory Institute of Economics, Ural Branch of the Russian Academy of Sciences, Yekaterinburg, Russia

#### NATURAL EXPERIMENTS IN ECONOMICS

**Abstract.** In the field of economic research, the most significant changes over the past few decades have occurred in the methodological tools' development. The need for its expansion and the new methods and techniques' development is associated with the emergence of new phenomena caused by more frequent crisis situations in the global economy, which are difficult to explain, to identify cause-and-effect relationships in them, as well as to assess their impact on the labor market and economic development. The labor market, which has undergone major changes due to the pandemic in 2020-2021, is the subject of close attention and study in scientific circles today. For this reason, the Nobel Memorial Prize in Economics awarding in October 2021 looks logical, since all three researchers are studying the labor market on the basis of natural experiments in economics. The article presents the Nobel laureates works' analysis, examines various points of view on this works. Methods of analysis and synthesis and comparative analysis are applied in the work. The methodological basis of the research was made up of scientific articles presented in international and Russian databases. Based on the analysis results, it can be concluded that the award took place, since it is of a scientific and debatable nature in the general scientific economic field. The proposed methodological tools by the Nobel laureates allow expanding the scope of testing theoretical hypotheses, identifying and describing new relationships in the economy. In turn, this contributes to a more balanced state policy in the labor market regulation, education, investment, etc. In addition, the Nobel laureates' results can also be useful for private business in terms of forming strategies for their enterprises development, taking into account new knowledge about the relationships in the economy.

**Keywords:** natural experiment; labor market; method of difference of differences; instrumental variables; Nobel laureates; prize in economics.

**LUDMILA F. SHAYBAKOVA** – Doctor of Economics, Professor, Professor of the Competition Law and Antimonopoly Regulation Department in Ural State University of Economics, Yekaterinburg, Russia

**DENIS S. MIRONOV** – Candidate of Economics, Associate Professor of the Chess and Computer Mathematics Department in Ural State University of Economics, Yekaterinburg, Russia

**DARIA I. IVANOVA** – Student of the Institute of Economics and Finance in Ural State University of Economics Yekaterinburg, Russia

#### ECONOMIC ASPECTS OF INCREASING THE PASSENGER TRAFFIC EFFICIENCY: URAL AIRLINES CASE STUDY

**Abstract.** This paper presents the analysis results of external and internal factors that largely determine the main directions for increasing the air transportation efficiency. With the help of general scientific and economic methods and indicators, the analysis and evaluation of the transportation efficiency in the airline "Ural Airlines" was carried out on the basis of a multi-criteria approach. The article analyzes such indicators of financial performance as revenue, cost, profit, including net profit, air services profitability, organizational assets and liabilities, the expenses dynamics. The indicators of passenger traffic and passenger seat occupancy were also studied. Despite the steadily growing passenger traffic, the main problems of the company's activities were identified: depreciation of the aircraft fleet, high costs for fuel and lubricants, a flight delays high level, as well as their transfers and cancellations. Based on the obtained results, ways to improve the passenger transportation efficiency were determined, and an economic justification for some measures in solving this practical problem was carried out. During this study, systemic and institutional approaches' elements, the methods of systemic, logical-structural, economic analysis, decomposition, graphical and textual modeling, and expert assessments were used.

**Keywords:** air transportation; passenger transportation efficiency; economic performance indicators; Ural Airlines; civil aviation development.

**KHALED GHAZY** – PhD student of Ural Federal University named after the first, President of Russia B.N.Yeltsin, academic of Faculty of Tourism and Hotel Management, Helwan University, Cairo, Egypt

**ALENA FEDOROVA** – candidate of sciences (econ.), PhD in Management, Associate Professor, Ural Federal University named after the first, President of Russia B.N.Yeltsin

#### THE EVOLUTION OF WELL-BEING APPROACH WITHIN THE INDUSTRY 5.0 CONCEPT

**Abstract.** Well-being is one of the main factors in the success of organizations and creating a positive and prosperous society that allows individuals to grow, develop, and innovate. As technology and business grow more interconnected, technology has become able to support and improve corporate welfare, significantly impacting the work environment and employees. In addition, the concept of Industry 5.0 presents a new vision that aims to go beyond productivity and efficiency as single goals but instead focuses on the social role and placing employee well-being at the center of the production process. The development of mobile digital technology aligns very well with Industry 5.0's human-centric perspective. Wearable technology and portable sensors help monitor employees' physical, mental, and psychological changes, allowing managers to intervene to make immediate and accurate decisions to improve workplace wellness. This article discusses some conceptual aspects regarding employee well-being under the industry 5.0 concept. It also highlights the state of well-being pillars within the new technological environment.

**Keywords:** Industry 5.0; Well-being; Digital Wellness; Human Resource Management; Digitalization.

**EDUARD GASANOV** – Ufa State Petroleum Technical University, Ufa, Republic of Bashkortostan, Russia

#### DIGITAL ECONOMY DEVELOPMENT ASSESSMENT IN THE CORPORATE BUSINESS ENVIRONMENT

**Abstract.** The digital agenda for the modern society development makes the research topic relevant. relevance of the research is due to the. Digitalization processes actively implemented in all spheres of public life require their effectiveness evaluation, the logical result of which is expected to be the digital economy formation in the Russian Federation. The speed of digital transformation and its development level directly depend on the conditions and environment in which these processes are implemented. The corporate business environment is the most promising and most important component of the economic basis for the modern business development in the digital economy. Accordingly, the digital economy development analysis in the corporate business environment involves the use of various indicators reflecting the ongoing digitalization processes, taking into account the peculiarities of the corporate business environment. Based on the study and generalization of various scientific publications and sources on this subject, the theoretical and practical aspects of assessing the digital economy development in the corporate business environment are considered in the article. The author's approach to assessing the digital economy development in the corporate business environment is proposed, based on an integral index calculated by weighing integral sub-indices reflecting the digital development of corporate business environment elements level. The advantages of the proposed approach are the validity, accessibility, simplicity of calculations and application in the practice ease.

**Keywords:** digital economy; corporate business environment; development level; digitalization; assessment of development.

**MARIIA PLUTOVA** – Candidate of Economic Sciences, Associate Professor of the Labor Economics and HR-Management Department, Ural State University of Economics, Yekaterinburg, Russia

#### DEGRESSION DIRECTIONS OF GLOBAL ECONOMIC AND SOCIAL THREATS TO ACHIEVE THE SOCIO-PSYCHOLOGICAL EMPLOYEES' WELL-BEING

**Abstract.** The article is devoted to the specification of social, economic and managerial directions that contribute to reducing the negative global economic and social threats impact on the employees' psychological safety and socio-psychological well-being. The problem of human well-being formation and strengthening is one of the most urgent humanities' problems. The professional world is characterized by an increasing need for professionals with a pool of qualities that allow them to be mobile and highly effective in the changing conditions of the professional environment, which also has a significant impact on the socio-psychological well-being level. First of all, the author determines the term "human well-being" definition, analyzing its various approaches, and reveals its ambiguity. The study of advanced theoretical and empirical research in the field of assessment and formation of employees' psychological safety and well-being allowed to outline the solutions' areas: increasing employees' economic education; employee stereotypes destruction; employer's concern for the employees' well-being; social tools popularization for achieving well-being; employees' psychological safety and socio-psychological well-being actualization as self-worth. For each of the selected decisions areas, the article provides a rationale for its importance based on the mechanism of influence disclosure.

**Keywords:** threats; socio-psychological well-being; psychological safety; depression; solutions; employees.

**TIMUR TUMAROV** – Postgraduate of Saint Petersburg State University of Economics, St. Petersburg, Russia

#### HUMAN RESOURCE MANAGEMENT FEATURES IN THE PROJECT ACTIVITIES OF INNOVATIVE ORGANIZATIONS IN THE POST-CRISIS PERIOD

**Abstract.** This article is devoted to the human resource management in the innovative organizations' projects in the post-crisis period. It is innovative companies that are the most vulnerable during crisis periods, but such organizations have significant potential in their development at the time of the economic situation normalization. Today, human resources are one of the most important issues in management activities; the company's efficiency depends on the quality of management. Innovative organizations require innovative solutions in the human resource management. In this paper, modern problems and trends in the human resource management development in projects at the innovative organizations level are studied. The elements of the management system and the features of human resource management in innovative organizations are identified, innovative areas in human resource management are identified: leadership, talent management, corporate culture and employee involvement. The problems of human resource management in the post-crisis period in the innovative organizations were analyzed using statistical data: an analysis was made of the main innovation indicators in the Russian Federation and the staff involved in research and development turnover, and a set of measures to improve management in the post-crisis period was identified.

**Keywords:** human resource management; staff; personnel potential; post-crisis management; innovative organization.



**KSENIYA USTINOVA** – Candidate of Economic Sciences, Senior Researcher, Head of the Innovative Economics Laboratory in Vologda Research Center of the Russian Academy of Sciences, Vologda, Russia

#### THEORETICAL ASPECTS OF TECHNOLOGICAL ENTREPRENEURSHIP RESEARCH

**Abstract.** The relevance of the research is due to the low entrepreneurial activity both at the country and the region level. This makes it necessary to solve the problem of the factors contributing to and hindering the entrepreneurship development. The article deals with the "technological entrepreneurship" concept and the factors determining it. The study is aimed at identifying the role of educational and institutional factors in the entrepreneurial activity implementation and technological entrepreneurship. The results of the study are related to the technological entrepreneurship consideration, on the one hand, as a phenomenon that has the features of entrepreneurship as such, on the other hand, as a phenomenon that has specific features, which consist in the orientation on the design activity, the technological solutions implementation. The parameters influencing entrepreneurship are distinguished by spheres - economic, social and cultural, by the influence nature - positive and negative. The paper draws attention to the debatable nature of the individual parameters influence on entrepreneurship. It is shown that the need for in-depth research on the institutional factors impact (public policy, support measures for universities, innovation and entrepreneurship systems, etc.) on the creation and subsequent development of new technological enterprises is relevant.

**Keywords:** entrepreneurship; technological entrepreneurship; educational factor; institutional factor; factors of entrepreneurship.

**VALERY I. SHARIN** – Doctor of Economics, Professor of the Labor Economics and HR Management Department of The Ural State University of Economics, Yekaterinburg, Russia

**ANNA M. POLESHCHUK** – Master's student of the Ural State University of Economics", Yekaterinburg, Russia

#### MUNICIPAL STAFF RESERVE: PROBLEMS OF FUNCTIONING

**Abstract.** The problem of the staff reserve formation and functioning is saved in the state civil and municipal service, affecting the authority's activities effectiveness and the staff motivation. The research is aimed at studying the staff reserve implementing problem in the Russian Federation at the municipal level. Researchers give ambiguous estimates of the causes and factors that negatively affect this process. Therefore, the purpose of the analysis is based on the study of the staff reserve formation and functioning practice in the municipal authority to identify factors that reduce its role, to propose measures to improve the staff reserve efficiency. The study was conducted by a set of general scientific methods, such as system analysis, generalization and systematization of theoretical and practical data. The empirical base is the data of the Kalinin Department of Population Social Protection of the Chelyabinsk City Administration for 2020-2021. The obtained results allowed to conclude that the factors reducing the staff reserve effectiveness in the municipal service are: a formal approach to its formation, the lack of officials' advanced training and professional development, and as a result, the vacant positions replacement by external candidates, the lack of career prospects for reservists, which leads to unreasonably high turnover among the reserved officials.

**Keywords:** state civil service; municipal service; staff reserve; improving the reserve efficiency; officials' professional development.