Abstract. Developing leadership qualities in young people is ever increasing globally. A process which until now has not been critically analyzed. Leadership is believed to be so widely spread in the career and occupation discourse that developing leadership among the youth opens up unparalleled opportunities in new youth policy efforts, leadership development industry and multifaceted theoretical research of leadership. While researchers of youth leadership note suspended and individual types of discourse, we give them a more precise definition and offer the remaining three (small, independent and semi-independent) as significant for the account of interconnections between leaders, leadership and leadership development. It is necessary to answer the question if the current development of youth leadership creates a substantial leadership potential among individuals, organizations or society.

The article provides a region’s example of the Best Practice personnel training, developing leadership skills, establishing public, collegiate and consultative councils for decision making and building cooperation between the legislature and executive authorities of the Chuvash Republic.

The changing nature and ways of developing leadership competences have unveiled new exciting horizons and prospects as well as practical application opportunities for youth policies which will remain an important theme for researchers, politicians and youth officers.

Keywords: youth, leadership, state, youth leader, leadership potential.

For citation: Filippov I.M. Management model "Expanded Government": regional experience of personnel training

Young people throughout the world are facing new harsh challenges. Trapped in the shadow of merciless pandemic, many young people lost everyday comforts and opportunities to communicate with friends and families. Some of them are helplessly watching their dreams of business, employment and academic achievements become increasingly unattainable whereas others wake up to the horrors of conflicts and confrontations and even fear for their lives.

The youth statistics causes deep concern. According to the International Labor Organization, the number of young people rose from 1 billion to 1.3 billion from 1999 to 2019. In the same period, the number of young people in the labor market went down by 71 million. Other reports underscore the damaging and disproportionate impact of the pandemic on many aspects of young people’s lives. Their disappointment and concern over their future are manifest in the growing number of youth protests.

To radically change the situation, on December 30, 2020, Russian President Vladimir Putin signed a federal law on youth policy whereby the youth age was extended to 35 from the previous 30 years old. A number of countries refer to those under 35 as young people whereas in many others this age is limited to 18. Definitions of the youth age range vary since youth cannot be “defined chronologically as a stage that can be tied to specific age ranges; nor can its end point be linked to specific activities” [Furlong 2013: 2-3]. Youth studies normally apply age classifications following recommendations from the UN or EU. UN defines youth as 15 to 24-year-olds whereas the EU uses the 15 to 29 age range. Considering that the current youth aged 15 to 29 were born in the 1990s, they are referred to as the Digital Natives, or Generation Y. This generation is highly internet-dependent. The 2000s Generation Z was born in the age of the internet and social networks. Generation Alpha (born in the 2010s) is less studied, and social theoreticians are yet to study their features (Council of Europe 2018). These different concepts of the youth are closely related and can be discussed in the same continuum of the youth dependency or independence from various aspects of life, groups or people. When we consider young people as bearers of certain social roles and statuses, we must pay attention to the fact that they depend to a certain degree on social groups and institutions where they play their roles. Throughout the 20th century, young people’s lives were largely conditioned by class, race and gender processes which limited what they could probably do at a mature age. In the contemporary society with fast-growing information technologies and a wide use of internet young people have access to information about possibilities which makes it possible for them to take decisions independently regarding their life, education, employment and participation in political activities regardless of the views of the social groups they are part of. The period of young adulthood is marked by the
transition from ‘dependency to independence’ as European scholars call it.

There are social technologies at present for early identification of creatively and intellectually gifted children and youth at school and ahead of the transition from the basic level of competence to the elite or expert level in any field, which contributed to the emergence of young leaders. Thus, the Tony Robbins Foundation which targets expanding the rights and possibilities for future leaders, offers resources, programs and events contributing to the development of leadership among the contemporary young people. By providing younger generations to change the situation in their communities, youth leadership also encourages others to take part as counselors and coaches[1].

A number of projects on early career counseling for children and young people are underway in the Chuvash Republic based on the youth activities of the vocational educational establishments to ensure necessary conditions for effective career counseling, following the experience of the Republic of Korea. A network of career counseling centers was set up featuring jobs in engineering, transport, catering, construction, municipal services, preschool education, electrical equipment, IT and welding. Such centers comprise a number of rooms (“halls”) with up-to-date equipment where an atmosphere of various professions is created. The job-featuring centers for children and young adults hold career counseling weeks, single days of career counseling, “turnstile-free days” and other events. During practical master classes, young people, under the guidance of experienced tutors, try new social roles, learn about professions and try themselves in a new job for the first time. At present, the Republic has 8 job-featuring centers. All the work is creating conditions for students of comprehensive educational facilities to get their “first” profession as well as to train specialists to meet the needs of enterprises and organizations. Presently, a number of projects are to be launched aimed at independent career choosing and the development of vocation education of the young people meeting the current needs of the Chuvash Republic’s economy.

Since 2020, Young Leaders Team and Managing Team republican contests are being held in the Chuvash Republic arranged in accordance with Executive Order of the Head of the Chuvash Republic Oleg Nikolayev of February 10, 2020. The contests select regional leaders under the Presidential Academy similar to the flagship project Leaders of Russia competition by ANO Russia the Land of Opportunities.

The above republic-wide contests target improving public administration, attracting young specialists under 35 with salient leadership properties and management competences, as well as incumbent managers with at least three years’ experience, to managerial positions.

Currently work is ongoing to upgrade the procedures for forming, training and using the managerial personnel reserve of the Chuvash Republic.

The managerial personnel reserve of the Chuvash Republic is a group of highly qualified managerial personnel and ambitious persons with a leadership or management experience who have a successful record in professional and/or public activity with necessary professional, business and personal qualities and high responsibility which makes them likely candidates for managerial positions.

The commission is to select staff from the personnel reserves to fill the positions of heads of organization within the jurisdiction of the executive authorities of the Chuvash Republic.

Anyone with at least three years leadership or management experience, a university degree is eligible for the inclusion in the reserve provided they are not under the limitations of the reserve.

The experience of the effective management invokes interest among other constituent entities of the Russian Federation as well as parliamentary parties, students of Russia’s top universities including the Russian Presidential Academy of National Economy and Public Administration (RANEPA).

On October 21-23, 2021, as part of on-site internship, Master’s students of the Institute of Public Service and Management majoring in Parliamentary Cooperation, studied, in the Expanded Government format, the region’s experience as well the interaction established between the legislative and executive bodies of power in the Chuvash Republic.

The students learned about the operation of the State Council and the executive office of the Head of the Chuvash Republic, its Civic Chamber, the administration of the city of Cheboksary and Mariinsky-Posad district. They also took part in the work of the Committee on Budget, Finance and Taxes of the State Council of the Chuvash Republic.

Professor Valery Bakushev of the Department of Parliamentarism and Inter-parliamentary Cooperation at the RANEPA’s Institute of Public Service and Management stressed the importance of such meetings for would-be managers, “It is a very interesting, useful and crucial experience for the students to learn about the ‘expanded government’ format pursued in Chuvashia as well as about the close alignment of the executive and legislative bodies.”[2]

The newly-elected members of the State Council of the Chuvash Republic will also work in the Expanded Government format. The experience of the Expanded Government public institution can be translated to the country’s other regions as the best practice. The interaction format between the legislative and executive bodies of the Chuvash Republic is beginning to yield a substantive effect on the development of the region and, importantly, on the wellbeing of the republic’s population.

Head of the Chuvash Republic Oleg Nikolayev announced earlier a new management initiative about solving the region’s development task in the Expanded Government format[3] with participation of the members of the Federation Council of the Federal Assembly and federal and regional MPs. The logic of the approach lies in joint drafting of the projects to promote them both in Chuvashia and beyond. The key is to synchronize them for a maximum effect. The Chuvash Republic’s State Council members are give a
significant role in ensuring a two-way movement towards getting information and direct communication with Chuvashia residents. The head of the region told the Master’s students about the principles and instruments of such a format of interaction between MPs and the executive bodies: this approach provides for an expansion of the team, greater people’s involvement and achievement of the best results from project implementation. The head of the republic also shared his experience in establishing the High Economic Council[4] in charge of the Expanded Government interaction format which has streamlined the operation of most coordination and advisory bodies, the implementation of the comprehensive program of the region’s socioeconomic development in 2020-2025 and the strategy of the republic’s socioeconomic development up to 2035.

The High Economic Council (HEC) of the Chuvash Republic is a permanent collegiate consultative and advisory body set up to assist executive bodies of the Chuvash Republic and local councils in solving meaningful socioeconomic issues by attracting expert community and also in ensuring conditions for academic community to actively take part in the development of the Chuvash Republic.

HEC was established for the purposes of conducting a comprehensive analysis of the socioeconomic situation in the region; drafting grounded proposals on priority areas in socioeconomic development, and solving current issues of economic, financial and social policy.

The Council is made up of deputies of the State Duma of the Federal Assembly of the Russian Federation, representatives of the executive bodies of the Chuvash Republic, members of the State Council (legislature) of the Chuvash Republic, members of the Civic Chamber of the Chuvash Republic, and experts in sociology and economics, public figures and heads of organisations.

The key tasks of the Council are drafting proposals on priority areas of Chuvashia’s socioeconomic development including in pursuance of the Law of the Chuvash Republic ‘On the Strategy of Socioeconomic Development of the Chuvash Republic up to 2035;’ drafting proposals on increasing the efficiency of the public finance management; identifying systemic risks for the economic development, forecasting their emergence and preparing proposals on thwarting and minimizing their aftermath; analyzing the results of performance in particular sectors of the economy, identifying problems affecting sustainable development and technological renovation and preparing proposals on resolving them; drafting proposals on the development of the territories inside the Chuvash Republic; analyzing the results of the most important economic transformations, identifying problems that impede them and drafting solutions; analyzing and assessing draft laws and other legislation of the Chuvash Republic, plans and programs aimed at ensuring development and reforming of the economy as well as predicted practical results of their implementation; assistance in training and skill improvement of the personnel in the economy, conducting scholarly economic research, designing proposals to support this area and expert evaluation of the measures being taken.

Overall, the Council had 14 meetings in 2020-2021 to discuss proposals concerning the development of the Chuvash Republic, implementation of investment and infrastructure projects and also covering issues which regulate land, housing and labor relations.

Over 3,000 comments and suggestions were received via digital feedback platforms. They were the basis for the Comprehensive program of socioeconomic development of the Chuvash Republic in 2020-2025 (hereinafter – Comprehensive Program) which was approved at the Council’s meeting on July 24, 2020. The program, in turn, was reflected in Strategy 2035.

The key drivers of economic growth in the Chuvash Republic in the forthcoming years will be processing industry, agro-industrial complex, cluster structures, IT sector, tourism and construction when implementing investment projects and infrastructure development projects. The major emphasis is laid on training highly qualified personnel and revealing skills and competences in young people.

During a video conference chaired by Deputy Prime Minister of Russia and Presidential Envoy to the Volga Federal District Igor Komarov, Head of Chuvashia Oleg Nikolayev presented six projects of the head-on strategy designed to have the most positive impact on the socioeconomic development of the Chuvash Republic.

“Chuvashia is a region with high innovative potential and serious competitive advantages, therefore, head-on strategy projects will largely make it possible to boost their practical use in particular areas and become attractive for investments. In the case of successful implementation, investments will reach around 607.8 billion rubles including 313.4 billion from outside the budget funds. In additions, over 30 enterprises will be launched and 40,000 additional jobs created.

For example, the project ‘Cheboksary Agglomeration Cluster: The Territory of Opportunities. International Creative Digital Economy Center’ project is set to create three attraction points in three locations. The first project is the revitalization of the currently idle industrial facilities of the former Aggregate Plant and turning them into Chuvasha EXPO center of creative industries; setting up a creative economy business center with a studio to produce original multimedia content as well as the construction of international-level eco-campuses CHU-DO (Chuvash Valley).

The second attraction point project is ‘Chuvashia as the center of the Runic Path brand-name tourism route’ comprising a long and short routes. The shorter route running through Chuvashia will serve as a pilot venue to work out the design technology, branding and promoting tourism and guided tours. The longer route is to bring together 12 regions of Russia which preserved cultural artifacts pertaining to runes including archeological monuments and nature landmarks.

The second attraction point project is ‘Chuvashia as the center of the Runic Path brand-name tourism route’ comprising a long and short routes. The shorter route running through Chuvashia will serve as a pilot venue to work out the design technology, branding and promoting tourism and guided tours. The longer route is to bring together 12 regions of Russia which preserved cultural artifacts pertaining to runes including archeological monuments and nature landmarks.
The third project, “AGPRORARY inter-industry ecosystem,” will establish a research and laboratory complex with a genome selection and embryo transplant laboratories, erection of a second-order hi-tech stud farm to produce hatching eggs as well as forming a digital system for pedigree livestock farming with animal tagging.

The next project, ‘The Digital Energy-efficient Region’ project presupposes the implementation of the strategic program in Chuvashia’s electrotechnical cluster as a potential Industry 4.0 driver and the establishment of the Volga Valley innovation research and technology center.

‘The Special Economic Zone in Novocheboksarsk’ is the fourth project which will establish at its first stage a special economic zone of the industrial and manufacturing type in the city of Novocheboksarsk and at the second stage to incorporate the Cheboksary agglomeration into the zone. The SEZ will specialize in chemical industry and deep waste processing.

‘The Volga as an ESG Environmentally Breakthrough Region,’ the fifth project, is meant to support a pilot project of transforming carbon dioxide in the air-water system by building a carbon range and a carbon farm inside and on the shores of the Cheboksary hydro power plant reservoir.

The proposed projects are aimed to make every resident of the republic feel positive changes, get opportunities for self-attainment and be healthy and successful. The Chuvash Republic faces a big challenge of preserving the population and decrease the migration outflow as well as creating a comfortable and safe environment.

Following the approval of the projects, the population will be surveyed to get a feedback. According to preliminary estimates, Chuvashia’s foreign trade turnover rose by 15 percent in the nine months of 2021 to $432.9 million with exports going up 29.2 percent and imports 5.4 percent. Chuvashia has 96 countries as trade partners. At present, the bulk of products goes to Kazakhstan whereas China is the biggest importer. Chuvashia’s main exports are chemicals, means of transport and foods. Original products should be mentioned which are exported only by Chuvashia. They are heterojunction solar cells produced by Khevel Group from Novocheboksarsk. Among other unique products are CHETRA industrial tractors, Chuvash hop anti-hail missiles. In addition, Chuvashia is home to Russia’s only manufacturer of plastic turbo wind ventilators. According to forecasts, 2021 exports from Chuvashia will exceed $250 million whereas imports can amount to $300 million.

Therefore, the republic focuses on personnel training and developing professional skills among the young. Professionally trained youth must become the strategic resource and carrier of the innovative development potential to solve the current and emerging problems in the Chuvash Republic. It can become competitive both in economic relations and on the political arena and remain among the strongest and most successful by effectively employing the youth potential, a professional approach to training and the innovative resource of the development.

The uncovering of the youth leadership potential and the entire set of measures to form effective leadership will contribute to a qualitative renewal of the Chuvash Republic. This is why identifying and grooming professional and leadership qualities is to start as early as in school with a special focus given in colleges and universities to ensure their early integration in the state-oriented life of the society.

Professional universities such as the Presidential Academy, are reliable partners for the republic. RANEPA’s faculty and staff teach young people, hold advanced training courses and seminars for municipal administration heads, legislature deputies, as well as special events to assess and develop personnel. The Academy is an institution of public service development and that of overall public management.

While researching youth issues, it is crucial to focus on the need to build structures based on broad involvement and to enhance trust between the youth and the institutions, and also a more active engagement of the potential. Different youth groups may have differing definitions of politics and different forms of political expression. Therefore, it is necessary to apply research methods which are responsive to studying new trends in the engagement in politics, methods which take account of distinctions in ethnic, regional and local contexts in Europe. Researchers have to design concepts which are more perceptive also to political aspects of such forms of youth engagement as leisure. In addition, the area of research method application should be expanded to study the youth and participation/engagement models which are currently overwhelmingly quantitative.

Youth organizations generally represent a certain category of youth and consequent must not be treated as representative of all young people. Since the internet has become another innovative resource for youth involvement, it should be taken into account when planning and performing youth activities. The area of work with the youth must be expanded: youth officials must understand the youth interests and demands and jointly report that to decision-makers.

Thus we can conclude that it is active, ambitious and innovation-driven youth with leadership qualities that the state will rely on as it will become a source of development for modern competitive digital economy, will help establish a stable socially-oriented society and will organize, promote and lead other members of society capable of resolving urgent issues of the state and the most ambitious challenges.

Importantly, at present both the state and the entire society are concerned about identifying and training as many active persons as possible who will bear the responsibility for the dynamic progress of the state and further strengthening of international relations as well as the processes inside the country. We believe that the creating conditions for successful social engagement and possibilities for independent and effective decision-making by young people will contribute to the interconnected improvement of the quality of living of
the younger generation and the country’s progress on the whole.

Thus, the formation of creative energies of the youth is among the priorities of the youth policy in the Russian Federation that will increase the young people’s contribution to increasing the country’s wellbeing and competitiveness in the global arena as well as socioeconomic wealth of the entire population.

References
1. https://www.thetonyrobbinsfoundation.org
4. Decree of the Head of the Chuvash Republic dated February 20, 2020 No. 49
5. Arnett J. J. (1997). Young people’s conceptions of the transition to adulthood, available at
27. Merriam-Webster, retrieved 6 November 2012.


