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Title **Vertical and Horizontal Inter-regional Cooperation in Russian Civil Service Best Practices Distribution**

Abstract Russia as the federal state consists of regions that are the subjects of Russian Federation. As number of such a regions is pretty big (over 80), it is impossible to limit the civil service management just by patterns "from above", from Federal center. The regions have strong necessity to share their practices and to adopt some of it. The distribution of best regional practices concentrated mostly on the topics (but not limited by this topics), as: evaluation of effectiveness of civil servants; management of civil service; requirement for civil service and required competencies; motivation of cadres; promotions policy and reserve of cadres; exchanges of cadres among regions on temporary base (rotation); anti-corruption procedures and professional culture of civil servants; informatics for civil service. Two main forms of distribution of best regional practices that are formed in last 3-4 years will be discussed in the presentation:

- Vertically moderated exchange of best regional practices (organized by Ministry of Labor of Russia, and by some Federal bodies).
- Horizontally organized exchange of best regional practices produced by regions themselves on their territories.

If to describe the types of events inside the vertically moderated exchange of best Russian regional practices of civil service, it should be mentioned, that the main Government bodies where such an events are going on, are: Ministry of Labor of Russia (4 years history of moderation of best practices, over 200 participating representatives of regional and municipal bodies for every event, once a year, expert panels and evaluations of the quality of presented practices according to main sub-fields, system of distribution of best practices via the site of Ministry of Labor); Apparat of State Duma of Russia (2 years experience, participation of some subscribed regional representatives of the Departments of civil service in classes, location in Moscow headquarters of State Duma); Over 10 Federal ministries that are sharing their practices with other participants from regions. Second type of exchange that is organized by regions themselves, mostly looks as the sessions with goal to elaborate the new

approaches based on some regional practices. One of such a sessions that was organized by Administration of Jaroslavl oblast as the Subject of Russian Federation, will be described in my presentation as the good example of such an events (statistics of participation; elaborated recommendations, main topics will be presented).

If to discuss Russian experience of exchange of best HR (for civil service) practices, the idea that for the countries and EU as the community of countries the horizontal cooperation should be mediated by some vertically shaped mechanisms is clearly visible. Secondly, in case of pure horizontal cooperation the exchange of best HR practices is converted into elaboration of some synthetic practices collectively, in specially organized brain storms, discussion panels, cases detailed analysis, etc. This activity should be repeated regularly, with involvedness of top level HR managers of regional bodies.