

## **PRIORITÄTEN DER AUSWAHL VON PERSONAL IM ÖFFENTLICHEN DIENST, BILDUNG UND VERBESSERUNG IHRER RESSOURCEN**

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**Zusammenfassung:** Dieser Artikel untersucht die Prioritäten bei der Bildung der Personalreserve im öffentlichen Dienst. Außerdem wurden die Umsetzungsstadien der Technologie der Personalreserve im öffentlichen Dienst analysiert und Vorschläge und Empfehlungen zur Verbesserung des Arbeitssystems mit der Personalreserve gemacht.

**Stichworte:** Öffentlicher Dienst, Personalreserve, Personalverwaltung, Reservekriterien, Führungspersonal.

## **PRIORITIES OF SELECTION OF PERSONNEL IN THE CIVIL SERVICE, FORMATION AND IMPROVEMENT OF THEIR RESOURCES**

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**Abstract:** This article examines the priorities of forming the personnel reserve in the civil service. Also, the stages of implementation of the technology of the personnel reserve in the civil service were analyzed, and suggestions and recommendations were made to improve the work system with the personnel reserve.

**Keywords:** civil service, personnel reserve, personnel management, reserve criteria, management personnel.

### **Introduction**

In his speech at the joint session of the Oliy Majlis, President of the Republic of Uzbekistan Shavkat Mirziyoyev critically assessed the activities of the current personnel system, he said “Currently, in many cases, the use of human resources in state and government agencies, the division of their responsibilities and powers is not rational and effective. Worst of all, this situation is hampering our work. If you look at an office, hundreds of people are working on behalf of it. If you look at another office, there is a lot of work, a lot of tasks, but the person who works, there is a shortage of staff. It's time to put an end to this unfair division of labor”[1]

It is obvious that one of the main requirements today is the development of a targeted program, which includes the formation of a practical reserve of personnel, important issues of their training and retraining.

The Action Strategy for the five priority areas of development of the Republic of Uzbekistan for 2017-2021 "Priorities for improving the system of state and society building" sets the task of attracting modern-minded, enterprising, responsible, professionally trained personnel to the civil service. Therefore, based on the social necessity of reforms in the system of formation of the personnel reserve, first of all, the adequate formation of the legal basis for the formation of the personnel reserve; secondly, it is necessary to introduce a single method and approach in the system of selection and inclusion of candidates for the reserve.

In the Address of the President of the Republic of Uzbekistan Shavkat Mirziyoyev to the Oliy Majlis said "Today, life itself requires us to form an effective system of professional, efficient and effective public service, to develop an effective system for innovative, enterprising, loyal to the people" □2□, it is requires scientific and practical study of the priorities of the formation of human resources in the civil service

Decree of the President of the Republic of Uzbekistan No. PF-5843 of October 3, 2019 "On measures to radically improve the personnel policy and the system of civil service in the Republic of Uzbekistan", noted, there is no competent body for civil service, a unified personnel policy in government agencies and organizations, effective personnel management and human resource development, the formation of a competitive reserve of qualified personnel and their timely admission to vacant positions of civil servants.

Therefore, The Agency for Civil Service Development under the President of the Republic of Uzbekistan has been established to formation of an effective reserve of professionally trained personnel at the national, republican, sectoral and regional levels, the active involvement of private employment agencies and the use of modern outsourcing to select the most qualified candidates for public service, management of national personnel, maintain the register, as well as to coordinate the organization and maintenance of a single open portal for vacancies of civil servants.

On the basis of the decree, a program of priority measures to radically improve personnel policy and the civil service system in the Republic of Uzbekistan was developed to form a database on the national personnel reserve, vacancies and competitions for their appointment, quantitative and qualitative composition of government agencies and organizations. The task is to create a single electronic information-analytical system of the civil service. Also, the organization of competitive selection to add prospective personnel to the national personnel reserve. Formation of the national personnel reserve based on the results of competitive selection and integration of personnel resources of state bodies and organizations. Tasks for the implementation of national and sectoral programs for prospective civil servants and persons included in the national personnel reserve, including the organization of foreign internships 3.

### **Analysis of the relevant literature**

Search, selection, study, evaluation, training and nomination of specialists in the civil service is one of the main links in the formation of management staff. Proper organization of work with the personnel reserve in the civil service will allow

attracting young people to public administration.

A number of studies have been conducted on the procedure, forms and methods of formation of the personnel reserve in the civil service.

From the historical point of view, there are a number of views and approaches in this regard in the "City of Noble People" by Abu Nasr Farobi and "Temur's Statutes" by A. Temur.

A.Tukhtaboev 4, KH.Abdurahmanov Sh.R.Kholmuminov, N.K.Zokirova 5 and D.S.Kasimova<sup>6</sup> from Uzbek scientists studied the issues of personnel management, formation of personnel reserve.

Among foreign scholars studied V.V. Travin, V.A. Dyatlov 7, Richard Daft 8, T. Yu. Bazarova 9. Also, P.V. Juravlyov 10, A.Ya. Kibanov, I.B. Durakova 11 researched personnel management and production relations, Wandel French 12 studied human resource management in the process of personnel management, D.Maister 13 and Fernandes-Araos, Claudio 14 studied the principles and practices of personnel management

According to the young researcher JK Yusubov, "the work of public authorities with the personnel reserve is carried out in several stages, from the selection and formation of the reserve, to the timing and methods of their retraining, direct preparation for management and recommendation of the reserve candidate to management positions. is increased. In general, the following methods of training the reserve of personnel for management positions have been formed: the existing reserve of personnel; promising (short-term and long-term) human resources "[15].

FR Ravshanov, a scientist who conducted research on the selection and selection of leading personnel, said "Personnel reserve is a group of employees who are to be recommended for a managerial position after appropriate targeted training. The reserve will serve as a reliable basis for the systematic training and preliminary examination of future leaders, as well as the continuity of the process of selection of candidates for leadership positions and reduce the period of their adaptation" □ 16□.

Researcher T.Sagatov made a comparative analysis of the landscape of positive changes in the implementation of the principles and strategy of personnel management during the years of independence with the period of the totalitarian regime [17].

Economist I. Toirov, conducting research on the technology of personnel selection, notes that the correct selection of candidates is the most important process in working with personnel, and timely certification and rotation are important factors in ensuring the effectiveness of work [18].

### **Research methodology**

The methodological basis of the research is the works of foreign and Uzbek scientists who have conducted research on the fundamental laws of management and personnel management, personnel reserve systems, as well as priorities in the formation of human resources in the civil service, speeches and speeches of the President of the Republic of Uzbekistan Sh.M.Mirziyoev. Scientific research methods such as system analysis, institutional analysis, content analysis, functional analysis, comparative analysis, analysis and synthesis were used in this research process.

The practical significance of the research results can be introduced in the development of measures for the formation of human resources in local government, the introduction of clear criteria and procedures for the rational use of human and human resources.

The theoretical significance of the research results is that the proposals and recommendations put forward in the dissertation can be used in the teaching of such disciplines as "Strategic Management", "Personnel Management", "Local Government", "Fundamentals of Leadership".

### Analysis and results

The technology of formation of the personnel reserve should be aimed at improving the ability of people to express themselves, to realize that they are intelligent and professional.

It is expedient to introduce democratic principles of personnel management in the formation of the personnel reserve in the civil service. At the same time, it is important to take into account the relationship between personnel management and the direction of work with the reserve (Figure 1).

Calculation of the demand for personnel, analysis of personnel potential - analysis of the personnel situation in the region, organizational design, personnel diagnostics, labor evaluation, attestation	knowledge of personnel reserves, reserve calculation, formation of reserves, planning of work with reserves	career planning, preparation program, motivation program, rotation programs
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**Figure 1. Interrelation of personnel management and work with the reserve in the civil service**

Personnel reserve in the civil service is a group of promising civil servants, candidates with professional skills, hardworking, and ethical and psychological qualities, well-versed in various positions, well-trained and able to hold the next position, specially formed and based on criteria . That is, the personnel reserve is a group of managers and specialists who meet the requirements of this or that proposed position, have the ability to manage selected management activities with systematic targeted training.

Personnel reserves can be divided into several types (types of activities, rate of change of positions, level of training, etc.). Depending on the purpose of the personnel reserve in the civil service can be divided into the following area:

1. By type of activity. Development reserve is a group of specialists and managers who prepare for work in new areas (in diversification of production, development of new goods and technologies). They can choose one of two career paths or leadership. The operating reserve is a group of specialists and managers who will ensure the effective operation of the organization in the future. These employees

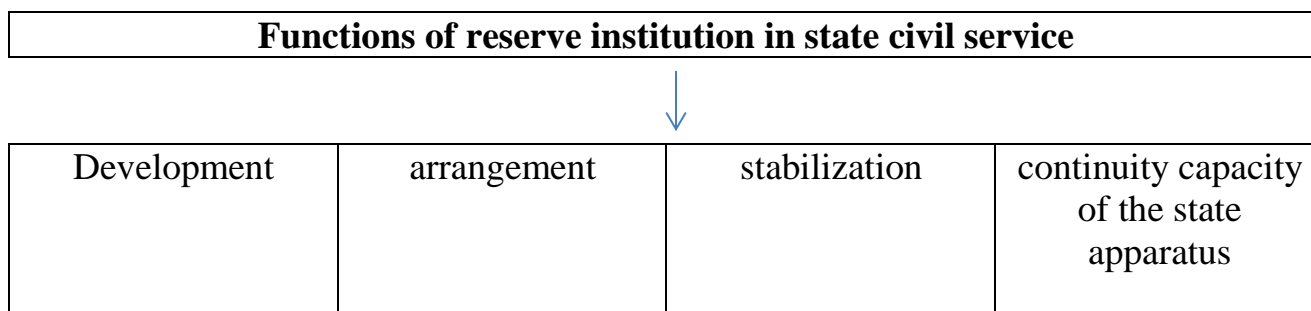
are those who are focused on a management career.

2. By appointment time.

Group A - candidates who can currently be appointed to senior positions;

Group B - candidates whose rise is planned in the next 1-3 years.

The main purpose of the formation of the personnel reserve in the civil service is the effective, professional implementation of tasks and issues relevant to the service of public administration, ready for selection, selection, placement, training and promotion in the civil service in the process of democratic change. In this case, it is important to fully perform the functions of the reserve institute in the civil service (Figure 2).



## 2 pic. Functions of the reserve institute in the civil service

The formation of the personnel reserve is based on the following principles: 1) the urgency of the reserve - the need to change positions must be real; 2) the suitability of the candidate for the position and the type of reserve - to meet the requirements for the qualifications of the candidate to be hired for a particular position; 3) Candidate's prospects - orientation to professional growth, demand for education, age, in general, length of service, health status and career dynamics (career dynamics is an indicator of the employee's career path, which provides information on how quickly he climbed the hierarchical ladder).

In improving the organizational and legal framework for the formation of the personnel reserve in the civil service, it is expedient to pay attention to the following aspects:

- 1) the procedure for conducting the competition for filling vacancies;
- 2) the procedure for forming the personnel reserve;
- 3) staff rotation;
- 4) training of personnel and professional skills;
- 5) creation of a single interdepartmental modern information system "Personnel";
- 6) ensuring transparency, efficiency, impartiality and fairness in the appointment of regional leaders..

Reserve of personnel for senior positions in the civil service requires the implementation of systemic reforms in this area. To this end, it is necessary to constantly study the staff, to ensure the inclusion of talented, enterprising, knowledgeable and promising personnel in the reserve. Reserve lists are required to be considered first when appointing to positions.

Based on the decision of the President of the Republic of Uzbekistan dated October 3, 2019 "On measures to organize the activities of the State Service Development Agency in the presence of the President of the Republic of Uzbekistan" No. the task of maintaining the state register of civil service positions, as well as establishing and maintaining a single open portal of vacant positions of civil servants. The implementation of these tasks should also take into account the criteria for the formation of personnel reserves in the state civil service (Table 1).

**Table 1**  
**Reserve criteria**

<b>Reserve type</b>	<b>Criteria</b>	<b>Indicators of reserve formation criteria</b>
Potential	Socio-demographic requirement	Level of education, practical work experience and experience of working with people, age (according to the personal document)
Initial	Management Quality	Expert assessment of the professional and personal qualities of the candidate in the reserve (survey and test results)
Final	Final results	Final results in production activities (as a result of performance of assigned tasks), consent of the candidate to hold a certain managerial position

The basis for the formation of the personnel reserve in the civil service is: 1) The personnel reserve should take into account large and multifaceted issues and for this purpose collect a large amount of information; 2) Since the creation of human resources is a complex process, the intended purpose is variable, it should be taken into account; 3) Relying on professionals, ie business people, with a certain experience and special training, in the creation of human resources; 4) The technology of formation of the personnel reserve should be aimed at improving the ability of people to express themselves, to be intelligent and professional; 5) A large-scale work aimed at the continuous development of professional skills and abilities in the formation of the personnel reserve should be developed as a system by the persons responsible for this work (enterprise management, heads of personnel departments and responsible employees); 6) regular assessment of the health and efficiency of employees in organizations, enterprises and government agencies.

Given that we are currently considering the option of a relatively short (expeditious) preliminary solution of personnel issues in the civil service in our country, one of the urgent tasks today is a systematic analysis of the preparation of candidates for future vacancies. Therefore, the following steps should be taken into account in the implementation of the technology of formation of the personnel

reserve in the civil service:

Step 1. It is necessary to analyze what vacancies will be created in the organization in the next year (retirement, transfer to another job, etc.). It is also discussed with the management whether changes in the organizational structure are planned in the next 1-2 years, whether new production programs are planned to expand activities, whether it is planned to change the structure of the management apparatus, etc. discuss issues;

Step 2. It is necessary to assess whether there is a current specialization of positions for vacancies or jobs where staff transfer is planned. If positions do not have a clearly defined specialization, they should be developed with the help of specialized professionals as well as direct supervisors. Requirements for the professional level, personal qualities, work results, work ethic of employees should be defined in the specialty. There may be certain restrictions (education, work experience, age, etc.) in the selection of candidates for certain positions.

Step 3. It is necessary to determine the level of reserve provision for each position. If the organization is large, it is possible to assess the level of backup availability of the same group of positions. It is sufficient to train at least one person as a reserve for normal positions, and at least 2-3 employees for management positions. Based on previous experience, it is necessary to analyze the outflow of individual employees from the personnel reserve (those who did not complete the individual training program, did not pass the next certification, relocated, etc.).

Step 4. Criteria for selection of candidates as well as selection methods should be developed. The transfer of employees from one position to another within the organization also requires assessment procedures to analyze professional suitability and suitability for the planned position. It is important to assess the behavior of candidates for management positions and their suitability for corporate, professional and managerial competencies (development-oriented, leadership, organizational, emotional stability, systematic thinking, decision-making, etc.).

Step 5. It is necessary to analyze the effectiveness of the work of the head of the organization, their work on the adaptation of new employees, their contribution to staff development. Motivational programs, as well as staffing regulations, may need to be revised or employee career planning regulations introduced.

Step 6. It is necessary to assess the "problematic aspects" of the reserve. It is necessary to analyze whether a training program has been implemented for this purpose, whether individual staff development programs have been implemented, whether their leaders and the public have expressed good opinions. If an expansion of the production program or any changes in the structure are planned, it is necessary to discuss with the specialists what additional knowledge and skills the employees may need. Based on this analysis, it will be easier to use the proposed approaches and to put into practice the technology of training personnel.

Compared to the Japanese experience in creating the personnel reserve, Uzbekistan has not created a full system of external personnel reserve as a result of the principle of lifelong recruitment of civil servants, but there are elements, ie candidates who successfully pass the promotion exams are registered separately.

Appointment occurs with a probationary period - after which a formal appointment is made if the results are good.

The opinion of President Sh.M.Mirziyoev that "it is necessary to critically analyze the state of work with personnel" [19] requires studying the existing system of training of managers and management staff, raising it to a qualitatively new level

In order to systematically organize the work in this area, to systematically select promising management personnel in public and public administration, socio-economic, judicial and other spheres, as well as to promote their continuous professional development in public and economic administration, the Republic of Uzbekistan Presidential Decree No. PQ-3755 of May 30, 2018 "On measures to create a modern system of selection of prospective management personnel on a competitive basis" was adopted, according to which the republican competition "Development" was organized [20].

### **Conclusions and suggestions**

1. In order to achieve the provision of highly qualified personnel in the civil service, it is necessary to effectively use the institute of personnel reserve. The following proposals and recommendations have been developed to improve the system of work with the personnel reserve in the civil service:
2. It is necessary to systematically and critically analyze the work carried out in the civil service in the formation and strengthening of management competencies, corporate values (attitude to citizens, organizations) in the reserve management staff;
3. Devotion to the work of personnel in the civil service, strengthens the sense of belonging and loyalty to the community, forms such qualities as corporate patriotism, the desire to put the interests of the organization above personal interests, emotional concern for corporate problems, conscious condemnation of betrayal of public interests;
4. Digitization of the system of selection and formation of reserves at all levels of public administration, the introduction of a system of integrated implementation of the study and assessment of the qualifications of employees, their business, personal and other qualities;
5. Establishment of a reserve personnel bank through the introduction of a segmented distance learning platform for all executive bodies, forecasting the growth prospects of young managers, the introduction of a system of continuous independent training, currently, the Civil Service Development Agency under the President of the Republic of Uzbekistan in order to determine the level of knowledge of civil servants in the field of political, legal, economic, information and communication technologies and spirituality, as well as to create a "psychological portrait" of them - " - a special test system (<https://test.argos.uz>) has been developed, but this system is not aimed at a comprehensive assessment of the potential and performance of promising managers;
6. Referral of specialists included in the database of personnel reserves to the relevant training and retraining institutions for training and advanced training in the field;
7. Based on the monitoring of managers appointed from the reserve, the development of plans for their future promotion to higher positions, the "career trajectory";



8. Digitization of the system of continuous monitoring of personnel appointed to management positions and included in the reserve;
9. Establish an integrated system for the creation, selection, training and recommendation of a pool of potential leaders in line with the requirements of a market economy and democratic development;
10. In the context of the global pandemic, it is expedient to introduce innovations in the formation of human resources in the civil service.

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