

Personnel Policy Reforms of New Uzbekistan

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Annotation: This article examined specific aspects of personnel policy, in particular, personnel policy in the period before independence, staff policy reforms in independent public administration, as well as issues related to personnel policy in the period of New Uzbekistan.

Moreover, the significance of the law “On the State Civil Service” was also analyzed, especially, the guarantees for the activities of a civil servant and effective preventive mechanisms provided for in the fight against corruption in the civil service.

In addition, the scientific work reveals the importance of forming a reserve of new generation personnel – “Future Leaders” among talented youth, the importance of regularly developing their professional competencies and constantly improving their skills, and also examines the issue of transforming the Academy of Public Administration under the President of the Republic of Uzbekistan into an effective training institute for leaders of the new generations.

Keywords: public administration, civil servant, personnel policy, career model, competence, nomenclature of positions, mobile management apparatus, national personnel reserve, efficiency, open selection mechanisms.

I. Introduction

Currently, along with the stabilization of the state, the formation of a loving attitude of the state servant to the society, serving the people, gaining the approval of the people, establishing honesty and justice on a large scale has increased.

In each period, the issue of personnel has been of decisive importance for the fate of countries. Because any social activity, especially public administration, is carried out only through persons with special management potential and special authority.

If we look at history, Jalaliddin Manguberdi, Amir Temur and Babur treated special attention to the issues of appointing personnel in state administration and military campaigns.

In particular, one of the principles that Amir Temur stated: “I ruled my kingdom by conquering countries with the help of twelve things and adorned the throne of the kingdom” is been related to the issue of appointing suitable personnel [1].

Abu Nasr Farabi and Alisher Navai have specially noted in their works that the heads need to be fair in state administration and the ability to unite people towards a common goal as the main criteria of management activity.

The staff, their knowledge, competencies, motivation, values, and work ethics but also the way they are selected and managed (the HRM system) is essential for the

capacity and effectiveness of public administration [2]. In this sense, in each period, policy related with personnel was been considered the driver of reforms, the leading force for realizing changes.

Shavkat Mirziyoyev at the solemn ceremony of his accession to the post of President of the Republic of Uzbekistan in 2016 said: *“The main task is to form a new composition of leaders and officials who have high professional skills and modern thinking, are well thought out, are able to make the right decisions in every possible way, and achieve the set goals”* [3].

His words confirm that the proper formation of state servants, the appointment of worthy persons to positions based on meritocratic principles, and the rational implementation of personnel policy, in general, are the most important for our country. The first processes of independence in Uzbekistan were been connected with the formation of a new head training system that would meet the requirements of independence, realizing the essence of the new socio-political and economic relations.

On January 7, 1997, based on the decree of the President of the Republic of Uzbekistan, the fund “Umid” was been established to support the education of talented young men and women abroad. During 1997-2003, with the support of this fund, a total 828 promising young people studied at bachelor and master courses of prestigious higher education institutions (*USA, Great Britain, Germany, France, Japan, Canada, Italy*) of the world.

However, the modern experience of development has shown that a number of systemic problems and shortcomings which lead to the insufficient supply of state agencies and organizations with qualified specialists, the incompatibility of personnel qualifications with the tasks assigned to them and modern needs, and the low quality of the decisions make it necessary to carry out new reforms demanded in the personnel policy and the state civil service system.

II. New Uzbekistan Personnel Policy

Since 2016, a new historical period has begun in Uzbekistan. The principle “state – society – man”, which has been used in public administration for years, was been replaced to the principle “man – society – state”, which reinterprets the essence and philosophy of the relationship between citizens and the state. It was been confirmed that every reform is primarily for people.

In turn, in these political processes, a new approach appeared to the issue of personnel in the state service. Shavkat Mirziyoyev noted that: “Practical efficiency and realization of public interests must be the main criterion for evaluating the activity of each member of the Government” [4]. Effectiveness can be achieved only through potential personnel who have a deep understanding of their scope of authority and job duties, and have the necessary skills and competencies.

The dynamism of today’s time has also created a need for personnel with leadership, time management, and initiative skills, who can adapt to various changes, make quick and optimal decisions, can think systematically and critically.

Therefore, the personnel policy and the state civil service system were been improved in recent years radically.

In 2019, **the Agency for the Development of Public service under the President of the Republic of Uzbekistan** was established as the responsible agency for the implementation of a unified state policy in the field of personnel management and human resources development in state agencies and organizations in the Republic [5,6].

As the main functions of this agency, the following were defined:

- to coordinate the activities of the agency in the field of state personnel policy, to develop an ideological platform for the transformation of the state civil service;
- to develop programs and projects for its development, to introduce innovative methods in the field;
- to carry out systematic work on the widespread involvement of highly qualified specialists and the most promising personnel in the state civil service;
- the composition and management of the National Personnel reserve.

It is noteworthy that another important aspect is that in the new personnel policy has been canceled the previous nomenclature approaches and the “**career model**” which ensures the selection of personnel, the evaluation of the efficiency of the employees’ activities, the improvement of their qualifications, and the promotion of personnel according to their talent, potential and qualifications has been adopted.

Moreover, the principle of “meritocracy” that “refers to the notion that individuals are appointed (or promoted) to positions on the basis of their ability to do the job, and not because of their family background, ethnicity, age, gender, or national origin” [7] began to work through open independent selection mechanisms for entering the civil service established by the Agency.

These new selection procedures have eliminated “familiarity”, “nepotism” and various corrupt factors in the sector. To date, about 1 million candidates have participated in open competitions for vacant positions, and 41,100 citizens have been accepted into the state service [8].

Obviously, through the “vacancy.argos.uz” electronic portal independent contests are being taken, which are equal and open to all, minimize the human factor, and ensure healthy competition of the qualifications and professional competences of each candidate, select the most suitable candidates eliminating someone’s recommendation or subjective opinion.

As the our President stated: “In order for the idea of “for human dignity” to find its expression in the daily life of our people, of course, state agencies must be staffed with knowledgeable, qualified and selfless personnel”.

It is worth noting that open competitions have increased chances for young people and women to enter public service. In particular, around 20, 000 youth leaders in mahallas and women activists in were recruited through active competitions.

A new generation of prospective, qualified personnel is entering the Public Service through this competition system, having been sorted through fair and transparent assessments.

III. Leaders of the Future

According to the initiative of the President of our state with a focus on forming a new generation of reserve personnel – from among the talented youth, based on the results of the 4 stage competition “Leaders of the Future” clubs consisting of a total of 680 of the most worthy young people were been established.

Furthermore, in order to prepare potential young people for the state civil service, to select young personnel, to form a group of young leaders with intellectual potential and an active civic position, who think deeply and have an independent outlook, within the framework of the “Leaders of the Future” program, the most suitable young people were prepared for leadership.

Certainly, the main purpose of this is to manage new generation personnel based on a new system and prepare them for the governing step by step. Frankly, graduates of higher education will have certain theoretical knowledge only in their specialty. Such systems, which prepare promising personnel, serve as a practical school for youth providing them with the necessary skills in public service activity.

Lee Kuan Yew, a statesman and lawyer, stated that Singapore attracted young professionals between the ages of 20 and 30 based on their ability and potential for public service, and that the best high school graduates were sent to study at prestigious educational institutions around the world, which aided the country's development [9].

Attaching young professionals with experienced employees, based on the teacher and apprenticeship traditions, would undoubtedly be a valuable source of experience for young individuals who have recently entered the industry and wish to advance in this direction.

As a result, one of the most important concerns on the agenda is establishing the conditions for teacher-apprenticeship communication, values, and manners between a young specialist and an experienced civil servant worthy of the title "teacher".

IV. The Law "On State Civil Service"

Adoption of the Law "On State Civil Service" [10] provides a strong legal platform for fully realizing the vital concept that "state agencies should serve the people, not the people serve the state agencies".

This law is the primary regulation document of the legal mechanism of the organization of the unified state civil service in general and, establishes the legal status of the state civil servant, the categories of positions and qualification levels, the suitable procedure for entry, transition, and termination of the state civil service, the guarantees of growth in service levels based on the objective and fair assessment of the professional and moral qualities and special services of the personnel.

With new legal norms, a single system of rights, obligations, and specific restrictions relating to the performance of state civil servants at all levels, as well as their legal status, was developed by categorizing public civil positions into "political", "administrative", and "auxiliary" classes.

As a consequence, the legal norms can now become a legal solution to the 30-year-old debate about the legal status and social guarantees of civil servants.

Admittedly, it would be safe to say that the adoption of the law fulfilled the long-awaited dreams of our citizens who devoted their lives to state service.

V. Life Long Learning

Another significant component of the law is that the state civil servant is now required to regularly develop his professional competencies; constant improvement of his qualifications is not his right, but his job obligation. Previously, training of employees was carried out as a rule, now training and developing professional qualities of employees is the main and important factor in the growth of their service ranks.

The effectiveness of the activities of civil service personnel largely depends on their high-quality professional training and regular professional development [11].

Therefore, the Law envisages the introduction of an evaluation system based on the most important performance indicators (KPI) by introducing open and transparent mechanisms in the promotion of state civil servants.

As the amount of information in our quickly changing age grows by the second, absorption of new knowledge and continual improvement in these processes is a necessity of the times. In this circumstance, a training system based on the principle of Life Long Learning is required to develop the essential abilities of managers and employees at all levels.

Reskilling and upskilling today's civil services will play a crucial role in retaining valued talent and knowledge, overcoming talent shortages and enhancing public services [12].

Steps to Fight Against Corruption

The subject of eliminating corruption, which is currently the most significant impediment to country growth, is also represented in the law. Special procedures for the prevention of corruption for state agencies are defined, as are a number of requirements and restrictions for state civil servants.

For example, persons who have committed crimes related to corruption and are included in the open electronic register should not be admitted to the state civil service, the state civil servant must comply with the rules of etiquette, not allow conflicts of interest, be impartial and objectively, not use their service position for personal purposes, within the time limits set by law and obligations such as submitting a declaration about their income and property are being established.

In addition, **effective preventive mechanisms** are being introduced to prevent corruption, such as mandatory rotation of state civil servants who occupy positions with a high risk of corruption.

In this, the term of office of state civil servants belonging to the "political", "administrative" and "auxiliary" groups, as well as specific rules for their vertical and horizontal rotation to another position are defined. Legal and social guarantees of rotated state civil servants are being introduced. According to it, the obligation to provide housing and family members with work or education to state civil servants assigned to positions in other regions on the basis of rotation is being legally strengthened.

Presently, clearly defining restrictions on state servants, such as not engaging in business, not organizing business entities through trusted representatives, not receiving gifts from interested parties, and not owning property in foreign countries - will serve to prevent corruption-related offenses in the field, as well as to implement preventive measures in a timely manner, and provides to form a culture of civil servants' loyalty to their profession, impartial and dignified subservience.

VI. The Guarantees Of The Activity Of Civil Servants

President Shavkat Mirziyoyev established the comprehensive system of fundamental reform of the state civil service and defined 5 main directions that make up this system [13].

On the basis of this new system, openness and transparency in personnel selection, appointment, placement, and career, the mechanism of "growing a civil servant from the mahalla to the Republic" improving the quality of service based on radical changes in the workflow, ensuring the guarantees of the civil servant's activity, and training and improving the skills of employees, two completely new models were founded.

The president of our country emphasized that the basis of this model determines not only the requirements for civil servants, but also the expansion of his performance guarantees, as well as the

amount of money, effort, and time required to train each staff member and turn him into a subject of skilled management.

Furthermore, the importance of improving the employee's financial conditions, paying additional allowances and annual bonuses, providing life and health insurance, and supplying guarantees of a dignified retirement for civil servants who have worked honestly and properly, all of which are important aspects in expanding civil servants' powers.

As a result, it is these possibilities that create the conditions for the civil servant's activities directly related to his profession to be guaranteed. As our President specifically stated, performance guarantees place the following principles on the agenda as necessary tasks:

- ✓ to make working by pleasing people the content of one's activity;
- ✓ conduct activities honestly, cleanly, in compliance with the rule of law, conscientiously and fairly;
- ✓ to serve public policy, people's interests with loyalty and dedication;
- ✓ considering high professionalism, mutual cooperation, implementation of activities in a transparent manner, ensuring efficiency and quality of work as the main indicators of their activity.

Conclusion

In all times and places, the fate of countries is closely related to the activities of management personnel, and therefore this direction remains a decisive aspect of state policy. After all, **each field should be implemented by mature individuals with special professional competencies and spiritual and moral qualities.**

In today's Uzbekistan, the state's personnel policy includes the transformation of the role and influence of this historical heritage, as well as the fundamental reform of the goals, principles, and practical content that determine the content and direction of civil servants and leading personnel selection, training, and placement.

Noteworthy, building this process on a systematic basis, focusing the development of National personnel reserve head competencies on innovative education and training for candidates for management positions, serves to constantly update the professional knowledge and competencies of personnel, continuous improvement and retraining of their qualifications. Building this activity on a deep scientific and practical basis will further optimize the management of human resources in state organizations and agencies.

Currently, the training of leading personnel, young civil servants into national-modern leading personnel in accordance with the requirements of the development of New Uzbekistan is one of the conditions of the fierce competitive struggle in the world. In order for this activity to bear its fruit, it is very important to achieve a harmony of world and national experience – **to scientifically study, restore, modernize the traditions of teacher-apprenticeship in the training of leading personnel, and to create modern management values.**

In conclusion, by ensuring the effective implementation of the norms of the Law “On Public Civil Service” aimed at solving systemic problems that have not been solved for 30 years in the public civil service, a unified procedure will be formed that meets advanced international standards in the field of public service regulation, and qualified personnel will be formed for the public civil service. The necessary legal conditions will be created for active participation, increasing their

potential and educating them as selfless, people-friendly and competitive employees. Therefore, this will be proof that now the personnel policy of the New Uzbekistan will be based on a solid legal foundation!

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