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The Need to Assess The Managerial Potential of Leading Employees of The State Civil Service

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Abstract: This article analyzes the need for assessing the management potential of managerial personnel in the state civil service from a scientific and practical perspective. The tasks set out in the regulatory legal acts of Uzbekistan for assessing the management potential of managerial personnel are studied from a scientific and methodological perspective. A framework of the most important competencies has been developed based on the assessment of the management potential of managerial personnel. Practical proposals and recommendations have been developed for assessing the management potential of managerial personnel when appointing them to positions in the state civil service.

Keywords: State Civil Service, Management Capacity, Core Competencies Framework, National Human Resource Pool, Evaluation Criteria for Leadership

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1. Introduction

The current conditions of globalization require the implementation of a number of studies in this area. The correct selection of managerial personnel in all state organizations and departments is determined, first of all, by the correct assessment of their managerial potential. Currently, in order to achieve management effectiveness in any society, in order to appoint potential personnel to managerial positions, it is necessary to comprehensively assess their professional and managerial competence.

Global transformational changes in public administration in recent years have created the need to form a competitive reserve of managerial personnel in any organization. Today, in order to achieve the effectiveness of management activities, to fully implement the strategic goals and objectives of the organization, it is necessary to radically improve the system of training, retraining and advanced training of potential managerial personnel. It is advisable to appoint personnel who can make optimal strategic decisions to managerial positions in the state civil service.

The criteria for evaluating managerial personnel in the state civil service are determined by their experience, knowledge, qualifications, skills and abilities in management activities. A reserve of managerial personnel with such potential has great potential value for the organization to perform important roles in the future. The importance of assessing candidates with high management potential serves as the basis for their appointment to important positions in the future. The presence of a reserve of personnel with "high management potential" in the state civil service ensures the sustainable development of the organization in the future.

2. Materials and Methods

It is important to improve the methodology for evaluating managerial personnel at all levels on a competitive basis by developing a concept for determining and assessing the managerial potential of candidates in the state civil service based on special competitions. In Appendix 10 to the Decree of the President of the Republic of Uzbekistan dated January 30, 2025 No. PF-16 "On the State Program for the Implementation of the Strategy "Uzbekistan – 2030" in the Year of Environmental Protection and "Green Economy", paragraph 81 of the Action Plan for 2025 on Ensuring the Rule of Law of the Strategy "Uzbekistan – 2030" and Organizing Public Administration in the Public Service sets the task of "Introducing a Competency Model and a System for Assessing Professional Competencies for Leadership Positions in the Republic and Local Executive Bodies" based on this task. Based on this task, it is necessary to develop competency standards across sectors and industries in order to attract personnel with high management potential to leadership positions in the republic and local executive bodies, and these competency standards should reflect a full assessment of their management potential.

Just One Example

Since 2017, the national project "Leaders of Russia", which has been held annually in the Russian Federation, has been implementing a number of measures to identify and support a new generation of leaders and create a human resource pool for the state and business sectors. People with high management potential have common qualities that predict their future success. In many developed countries, the following 3 important aspects are considered to determine "management potential": Intellectual ability: This factor refers to a person's ability to overcome mental difficulties or to professionally perform complex roles in the future. "High intelligence makes a person 12 times more effective in a senior position. However, high intelligence alone is not enough to accurately predict future potential, as individual motivational factors are also important.

Motivation

This is the motivational factor that drives a person to achieve career goals. Understanding motivation is crucial to ensuring that an employee has the strength and drive to use their abilities effectively. People with high motivation and goals are 11 times more likely to occupy leadership positions.

Involvement

This is a factor of long-term loyalty and commitment to the organization. That is, an indicator of the extent to which an employee considers the employer's tasks and objectives to be their own goals and objectives. It indicates the likelihood that a person will use their abilities effectively in the organization. Employees who perform at a high level are twice as likely to stay in the organization, to put in extra effort, and to meet performance expectations[1].

Of course, by correctly and accurately assessing the management potential of personnel in the civil service, a reserve of personnel with high intellectual and management potential will be created, as well as an opportunity for them to rise to high positions in public administration. An institutional basis will be created for appointing talented personnel to leadership positions across sectors and industries. Personnel exchange between the state and the private sector will also be established.

The framework of the most important competencies developed for assessing the management potential of management personnel in the civil service should be amended and supplemented based on state policy, transformational and technological changes in the field. The knowledge, qualifications and skills of civil servants should also be improved in accordance with the changes that are taking place.

The 2020 report "Leadership for High-Performance Public Services" by the Organization for Economic Cooperation and Development (OECD) emphasizes the need

to enhance the management capacity of civil service leaders by assessing their core management competencies (values-based leadership, open inclusiveness, organizational empowerment (i.e., caring for the organization), and cross-functional collaboration).[2].

In Uzbekistan, systemic reforms are being implemented to develop leadership skills in leading personnel working at all levels of public administration and appoint them to leadership positions based on their potential.

Paragraph 18 of the Action Plan for 2024 in the direction of ensuring the rule of law and organizing public administration in the service of the people of the "Uzbekistan - 2030" strategy sets the task of "Increasing the number of candidates for leadership positions in the national personnel reserve." In this regard, practical measures are being taken to increase the number of qualified candidates included in the national personnel reserve to at least 500 people based on the results of the selection of candidates for leadership positions based on the meritocracy principle within the republic.[3].

The implementation of these measures, along with the formation of a reserve of personnel with high management potential in the state civil service, is an important step towards the transition of state administration to a modern, effective and human resources-based model.

Literature Review

Scientific research shows that the management ability of managerial personnel directly affects the overall efficiency of the state service. Highly capable personnel are selected through a clear and objective evaluation system, which helps to modernize the state administration system. Assessing the management potential of managerial personnel is necessary for the efficiency, transparency and public trust of the state service. Regular assessment of the potential of personnel in the state civil service ensures the stability of state institutions. Qualified managerial personnel are of decisive importance in forming public trust in state bodies.

In accordance with the Resolution of the President of the Republic of Uzbekistan No. 3755 dated May 30, 2018 "On measures to create a modern system for the competitive selection of promising management personnel", the task of selecting promising management personnel in 16 areas, as well as creating a reserve of managerial personnel in the system of state and economic management bodies, local executive authorities, other state bodies and organizations, was set. In this regard, the level of managerial skills of the competition participants, systematic thinking, leadership qualities and adaptability to changes were established as their evaluation criteria. However, based on the advanced experience of developed countries today, it can be concluded that the establishment of a system of continuous professional development of employees operating in each sector and industry based on the assessment of their managerial competence will ensure high efficiency. Russian economist A. Bakhtairov emphasizes in his research that in order to develop methods for assessing the process of personnel evaluation, it is necessary to take into account the characteristics of each industry and sector. "Based on the construction of a logical sequence of using the design features of various methods, a general assessment process was developed, which includes the following stages: 1) preparatory - formation of job requirements; 2) organization and conduct of personnel evaluation (obtaining assessment results for each employee); 3) comparison of personnel evaluation with job requirements; 4) final - processing of assessment data, formation of reports and recommendations"[4].

The main direction of the research conducted on the assessment of the management potential of senior personnel in the civil service is the development of a methodology that allows for an objective comprehensive assessment of employees and, based on the results obtained, the formation of individual recommendations for employees and the resolution of personnel-related problems.

In general, when developing a methodology for assessing the management potential of senior personnel in the civil service, it is necessary to develop criteria for assessing them based on professional and psychological indicators. Also, when introducing competency models for senior personnel in each sector and field, it is necessary to clearly define the list of competencies required for each leadership position (for example, strategic thinking, initiative, ability to manage a team).

The 2024 "Public Administration Reviews" of the Organization for Economic Cooperation and Development (OECD) provides recommendations for the introduction of a more modern, effective and strategic public administration in Uzbekistan[5]. Based on these recommendations, it can be said that a comprehensive assessment of the management potential of personnel in the selection of civil service leadership positions is of great importance. In this regard, it is advisable to pay attention to the following aspects:

First, introduce merit-based principles into the appointment process for leadership positions (the main criteria for selecting candidates for leadership should be their knowledge, experience, qualifications and previous achievements, not their personal connections or political affiliations);

Second, develop a clear competency model for civil servants and adapt job descriptions to this model (it is necessary to form a competency model that defines the skills and qualifications required for each leadership position);

Third, strengthen the selection criteria for the national human resource pool (the main focus should be on the professional competence and leadership potential of candidates);

Fourth, ensuring openness and transparency in the process of selecting managers based on the assessment of their management potential (full reporting on appointments to management positions, internal promotions and external competitions, maintaining documents on whether the appointed person meets the required competency standards, etc.).

3. Results and Discussion

Currently, the lack of systematic assessment of the management potential of managers in the civil service affects their effectiveness. In some areas and sectors, the lack of management potential (management skills, strategic thinking, decision-making, team management) in managers leads to irresponsibility in the implementation of the tasks assigned to them. As a result, the scale of social, economic, environmental, organizational and legal consequences of incorrect decisions made by managers is high. Analysis and practice show that currently there is no single scientifically based, systematic approach to assessing the management potential of managers. Subjective approaches prevail in selecting, promoting, or assessing personnel qualifications. This leads to the underdevelopment of personnel potential and a decrease in the efficiency of public administration. Therefore, it is advisable to conduct fundamental, applied and innovative research on the implementation of the strategic goals set in this regard.

Goal 81 of the target indicators for 2025 in the direction of ensuring the rule of law and organizing public administration in the service of the people of the "Uzbekistan - 2030" strategy establishes measures to "Organize the state civil service based on the principles of meritocracy, honesty and professionalism", and based on the measures, a target indicator is set to increase the number of candidates for leadership positions in the national personnel reserve to at least 1,000 in 2025.

To implement this target indicator, it is necessary to develop a framework of the most important competencies based on assessing the management potential of management personnel and determine measurement indicators, see Table 1.

Table 1. Framework of the most important competencies based on assessing the management potential of management personnel [6].

Competencies	Definition
Adaptability	Flexibility / adaptability is the ability to effectively adapt to changing behavior, work to schedules, and achieve goals or change situations. The ability to maintain balance even when situations become challenging.
Analytical thinking	Uses available facts and information to develop logical conclusions. Distinguishes important from unimportant details, identifies inconsistencies between facts and figures, and draws valid conclusions from data. (Includes differentiation, comparison, connection, and research)
Analyzing trends	Conducts research, analyzes and extracts relevant information to solve problems, and draws logical conclusions and recommendations that support business decisions. Analyzes data and statistical models and identifies, interprets, and uses them to demonstrate the relevance of those analyses in the future.
Building effective teams	Clearly understands and uses work processes required of the team to achieve goals; brings people into the team when needed; shares victories and successes; uses open communication; creates a strong spirit and spirituality in his team; determines the success of the entire team; instills a sense of belonging in the team.
Managing conflict situations	Quickly reads the situation and resolves it effectively; approaches conflicts and sees them as opportunities. Finds a common approach and cooperates without interfering in workflows or conflict situations.
Making decisions	Makes the best decisions based on the results of combined analysis, knowledge, experience and timely judgment. Approaches a problem rationally and creatively to determine the unknown cause. Takes the most appropriate action according to the situation, ensures the implementation of the solution to the problem, monitors how it works. Calculates and evaluates the long-term results of the decision.
Controlling	Evaluates and monitors client commitments and work progress, work, and assignments, and uses little or no leverage to ensure timely and successful completion of assigned tasks
Influencing	Expresses opinions and persuades others to do so; gains support and commitment; motivates people to action; achieves effective agreement
Management skills	Communicates with others in a current, direct, complete, effective, positive, and constructive manner; does not repeat everything that needs to be said; always lets people know where they stand; gets to the root of the problem quickly and accurately.
Managing through different systems	Develops design practices and procedures that allow for remote management; is comfortable with getting things done without interruption; gets things done without being interrupted by others.
Motivating others	Inspires the desire to do difficult things through clearly set, effective goals, sets high expectations, takes advantage of achievements, and performs in a positive manner. Encourages and encourages others by expressing gratitude for a job well done and communicating this to others.
Organizational skills	Has knowledge of how organizations work; knows how to do things formally and informally; understands the reasons behind policies, practices, and procedures; maneuvers through complex business challenges with appropriate contingency plans.
Personal responsibility	Is dependable; takes responsibility; knows when things are tough; is willing to speak up or take control of the situation despite potential conflict; assumes a winning and leadership mindset or position; does not misdirect blame on others or the situation.
Personal effectiveness	Uses time productively and effectively; sets priorities; values time; distinguishes a few critics from a large number of positive individuals and focuses on their actions accordingly; does not waste others' time; achieves goals; meets commitments.

Planning	Uses systematic methods to assess opportunities and barriers to work; clearly defines the duration and complexity of tasks and projects; sets goals and objectives; integrates planning with the work of other groups as appropriate. Anticipates and adapts to problems and obstacles. Measures performance against goals. Evaluates results by observing and evaluating results.
Problem solving.	Asks good questions and uses all sources in answering; sees the most important or hidden root of an issue; does not shy away from the obvious and does not stop at the first answer; understands why a problem arises and uses logic and methods to analyze it well; generates and implements creative solutions; finds economical and effective solutions.
Professionalism	Makes a positive first impression. Demonstrates high performance both internally and externally by developing strong professionalism, accountability, and pride.
Project management	Effectively utilizes the company's systems approach to planning, organizing, managing, controlling, and implementing project requirements and activity goals to achieve goals. Balances requirements within the constraints of schedules and budgets.
Quantitative analysis	Conducts research and analyzes and synthesizes relevant information to solve problems, draws logical conclusions, makes recommendations, and supports business decisions.
Results-oriented	Is relied upon to achieve and excel at goals; consistently leads; Drives self and others to achieve their goals based on following the system.
Teamwork	Works effectively with a team to achieve organizational goals. Acts in a manner that is responsive to the needs and contributions of others. Helps create and maintain a strong sense of spirituality, morale, and belonging. Shares experiences and successes; acts as a true champion for the success of the entire team. Collaborates with team members to solve or achieve problems.
Long-term vision and goals	Creates a compelling and inspiring vision or sense of purpose; sees opportunities that are not currently available; creates supportive signals behind the vision; communicates through a clear strategy, action plan, and goals that maximize competitive advantage. Inspires and empowers all departments or organizations to embrace the concept.

One of the urgent tasks of today is to develop personal development programs for managerial personnel based on the assessment of the competencies required to manage changes in the field of management. The need to assess the managerial potential of managerial personnel, along with their appointment to appropriate positions, is explained by the implementation of management activities in accordance with the organization's strategy.

Conclusions and proposals (Concussion/Recommendations) The basis for building an effective management system in the state civil service is determined by the availability of a database on the organization's overall labor potential, the need for managerial personnel with the necessary qualifications, the level of professional qualities of each employee, etc. A set of such data can only be obtained through a comprehensive assessment of employees. The results of the assessment, if systematized in a certain way, allow for the adoption of informed management decisions on their appointment to positions and serve as the basis for the development of personnel measures.

4. Conclusion

It is advisable to pay attention to the following aspects when assessing the management potential of senior civil servants in the state civil service:

- a. Develop additional comprehensive curricula and development programs to improve the management potential of candidates for the national human resource pool;
- b. Improve the criteria and indicators for assessing the management potential of senior civil servants in the state civil service based on changes in state policy;

- c. Take into account the behavioral qualities of national reserve personnel when assessing their management potential, use interviews based on best practices, situational questions (case studies) and simulation exercises;
- d. Increase transparency by disclosing the personnel selection and assessment process (publishing information on vacancies, requirements for the position, and the number of candidates for each position in this process);
- e. Pay attention to inclusiveness in assessing the management potential of civil servants, and enhance cooperation between state bodies and institutions in the assessment process;
- f. It is desirable to introduce a system of coaching and mentoring based on the results of evaluating the management potential of state civil servants.

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