

DEVELOPING MANAGERIAL COMPETENCIES OF CIVIL SERVANTS: ADVANCED PRACTICES AND IMPLEMENTATION PROSPECTS

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Abstract: This paper examines advanced approaches to developing managerial competencies among civil servants, drawing on the experiences of South Korea, the United Kingdom, and Canada. It analyzes key aspects of personnel selection, training, and rotation systems, as well as the roles of digitalization and international cooperation. The study emphasizes the assessment of managerial skills through assessment centers, inclusive approaches, and the integration of international practices. The conclusion offers recommendations for adapting these experiences to the context of Uzbekistan.

Keywords: managerial competencies, civil servants, digitalization, rotation, international cooperation, training, competency assessment.

Annotatsiya: Ushbu maqolada Janubiy Koreya, Buyuk Britaniya va Kanada tajribasiga asoslangan davlat xizmatchilarining boshqaruv kompetensiyalarini shakllantirishning ilg'or yondashuvlari ko'rib chiqiladi. Kadrlarni tanlash, o'qitish va rotatsiya qilish tizimlarining asosiy jihatlari, shuningdek, raqamlashtirish va xalqaro hamkorlikning roli tahlil qilinadi. Assessment markazlari orqali boshqaruv ko'nikmalarini baholash, inklyuziv yondashuvlar va xalqaro amaliyotlarni integratsiya qilishga e'tibor qaratiladi. Xulosa qismida ushbu tajribani O'zbekiston sharoitida moslashtirish bo'yicha tavsiyalar beriladi.

Kalit so'zlar: boshqaruv kompetensiyalari, davlat xizmatchilari, raqamlashtirish, rotatsiya, xalqaro hamkorlik, o'qitish, kompetensiyalarni baholash.

Аннотация: В данной работе рассматриваются передовые подходы к формированию управленческих компетенций государственных служащих, основанные на опыте Южной Кореи, Великобритании и Канады. Анализируются ключевые аспекты систем отбора, обучения и ротации кадров, а также роль цифровизации и международного сотрудничества. Уделяется внимание оценке управленческих навыков через ассесмент-центры, инклюзивным подходам и интеграции международных практик. В заключении предложены рекомендации для адаптации этого опыта в условиях Узбекистана.

Ключевые слова: управленческие компетенции, государственные служащие, цифровизация, ротация, международное сотрудничество, обучение, оценка компетенций.



INTRODUCTION

The development of managerial competences of civil servants is a key factor in improving the efficiency of public administration. Many developed countries of the world have gained rich experience in this area, which can be adapted to national realities. This paper analyses advanced approaches to training and development of managerial skills of civil servants in South Korea, Great Britain and Canada. Their peculiarities, strengths and prospects of application in the conditions of Uzbekistan are considered.

South Korea's experience

South Korea has built its personnel management system on the principles of career, meritocracy and citizen orientation. The Ministry of Personnel Management (MPM) is in charge of personnel policy management.

The main features are:

1. Multi-level personnel selection system: The civil service has 9 levels for which centralised selection is carried out.
2. Competency assessment through Assessment Centres: For promotion, managerial and professional skills must be assessed.
3. Training and Development System: The National Institute for Human Resource Development organises trainings, internships and thematic courses for civil servants.
4. Staff Rotation: Every 2-3 years, civil servants are transferred to new positions, which promotes the development of multi-faceted competences.

Advantages of South Korea's system include a high degree of digitalisation of processes, strict adherence to meritocracy and the application of modern evaluation and training methods.


UK Experience

The UK emphasises leadership training through a combination of theoretical knowledge and practical experience.

Features:

1. National School of Government (NSG): Provides comprehensive training for all levels of civil servants, including leadership skills development.
2. Fast Stream Programmes: Focuses on training future leaders by combining rotations, mentoring and international internships.
3. Adoption of Agile Management Practices: The use of Agile and Scrum allows for faster response to change and improved service delivery.
4. Focus on inclusion: There is a strong focus on equality of opportunity for women and people from different social groups.





The UK system is highly adaptable to modern challenges and emphasises individualisation of learning and professional development.

Canadian experience

Canada is an example of successful implementation of cross-sectoral approaches in the training of public servants.

1. Canadian School of Public Service (CSPS): The main body responsible for training public servants focuses on practical skills related to digitalisation and project management.

2. Integration of international expertise: Canada actively cooperates with international organisations through joint training and internships.

3. Cultural Diversity: Employee training includes the development of skills to work in a multicultural environment.

4. e-learning: CSPS online platforms allow public servants to complete training at their convenience.

The advantages of the Canadian system are the emphasis on innovation, the development of flexible skills and the introduction of sustainable development principles.

Common features and prospects for Uzbekistan

The experience of these countries shows that successful development of managerial competences of civil servants includes the following elements:

1. Digitalisation of processes: Introduction of e-learning and assessment platforms, as in South Korea and Canada, allows for easier access to educational resources.

2. Rotation and career planning: Rotation systems and long-term career planning, as in South Korea and the UK, promote the development of well-rounded skills.

3. Individualisation of learning: Taking into account the personal needs and career trajectories of each employee, as in the UK, enhances the effectiveness of learning.

4. competence assessment: The use of Assessment Centres, as in South Korea, provides a transparent process for selection and promotion.

5. Integration of International Experience: Canada demonstrates how borrowing international practices can improve the quality of management.

Recommendations for direction development


1. Establish a national training centre for civil servants focused on digitalisation of processes and the use of modern methodologies.

2. Introduce rotation and long-term career planning systems to develop multilateral skills.

3. Organise Assessment Centres for objective assessment of managerial competencies.

4. Develop international co-operation to adapt best international practices.





5. Strengthen inclusiveness and take into account cultural diversity in educational programmes.

Conclusion

The development of managerial competences of civil servants requires a systematic approach that includes digitalisation, rotation, international cooperation and individualisation of training. The experience of South Korea, the UK and Canada shows that the integration of these elements contributes to the creation of an effective and adaptive public administration system. Uzbekistan can learn from this experience and implement it in the national context to improve the quality of its public service.

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