

## IMPROVING THE MECHANISMS FOR TRAINING AND APPOINTMENT OF MANAGERIAL PERSONNEL IN THE PUBLIC ADMINISTRATION SYSTEM OF UZBEKISTAN

Furkat Khodjaev<sup>1</sup>

*Received:*

June 13, 2025

*Revised:*

July 17, 2025

*Accepted:*

August 15, 2025

*DOI:*

10.56289/ijcsrp.196

### ABSTRACT

This article explores current challenges and prospects for the training and appointment of managerial personnel in the public administration system of the Republic of Uzbekistan. Existing mechanisms are analysed, their shortcomings are identified, and proposals for improvement are presented, considering contemporary requirements, digitalisation, and the need to enhance the effectiveness of public governance.

*Keywords:* public administration, personnel policy, managerial personnel, Uzbekistan, reforms, appointment mechanism, personnel training.

### INTRODUCTION

The key resource for state development is qualified managers who can effectively implement state policy and reforms. Modern management is increasingly based on the concept of 'lifelong learning' and innovative personnel development. In recent years, Uzbekistan has undertaken a large-scale reform of the system for training and appointing managerial personnel: the "*Taraqiyot*" competition for promising personnel was launched in 2018, the Academy of Public Administration is being reformed, and new retraining programmes are being developed in line with global practices. This article examines the theoretical foundations of training managers (through the views of M. Weber (1958), P. Drucker (2000), and G. Mintzberg (1973)), the current situation in Uzbekistan, leading foreign practices (France, Singapore, Japan, Korea, etc), and offers proposals for improving the mechanisms for developing personnel in the republic's public administration.<sup>2</sup>

### THEORETICAL REVIEW

Classic works on management theory are very relevant for the public sector. Max Weber described the bureaucratic model of management as rational-legal domination, where officials have clearly defined competencies and serve on a contract basis. This implies a system of formal personnel training, qualification requirements, and career growth through the ranks. Peter Drucker introduced the concept of "knowledge workers" and emphasised the importance of focusing on results, knowledge, and personnel development. According to him, a strong manager creates value through employee development and continuous learning. Conversely, Henry Mintzberg<sup>3</sup> classified 10 management roles into three groups (interpersonal, information, and communication), emphasising the variety of skills required by a manager. These theories comprising a combination of disciplines such as economics, law, and leadership, as well as the development of strategic, analytical, and communication thinking form the basis for the training of managers.

<sup>1</sup> Doctoral Candidate, Academy of Public Policy and Administration under the President of the Republic of Uzbekistan. E-mail: [Furqat1980f@mail.ru](mailto:Furqat1980f@mail.ru).

<sup>2</sup> See also "How to become a strong leader: The stories of Peter Drucker". VTB.ru. (11.01.2024). <https://vtb.ru>

<sup>3</sup> 10 managerial roles, according to Mintzberg. Rossingol, N. (19 December 2022). Runn blog. <https://runn.io>

## ANALYSIS OF THE CURRENT SITUATION

Over the past decade, Uzbekistan has introduced a competitive system for selecting promising individuals as managers. For instance, the "*Taraqqiyot Competition*" (2018) attracted the attention of young people to the civil service: winners receive a substantial bonus (50 times the minimum wage), and all finalists are included in the personnel reserve. Winners undergo three-month training under the "Presidential Management Training Programme" with the participation of local and foreign experts and are appointed to senior positions in government agencies.<sup>4</sup> Thus, the system provides for talent and **merit-based selection**, post-training, and retention of managers in the required areas.

In 2025, the personnel training system was further reformed by Presidential Decree No. UP-78. The Academy of Public Administration was renamed the **Academy of Public Policy and Management**, defining its objectives as follows: developing programmes based on best international practice, regular retraining of civil servants, training managers in Master's and postgraduate programmes, which focus on competencies recommended by the OECD. These programmes actively use **digital technologies and AI** in training. According to the new approach, three training areas are organised within the Academy: short-advanced training courses (up to 1 month), medium-term retraining programs (6 months), and a Master's programme (18 months). The plan is to improve the qualifications of about 7,000 civil servants annually, with special attention being paid to the development of strategic thinking, ethics, innovation, and management skills.

For the personnel reserve (350 people), 6-month specialised courses have been introduced: courses on the instructions of the President (on the topics of geopolitics, economics, sustainable development, etc), the *Women Leaders* programme, and *Leaders of the Future* programme for young people, as well as training courses on strategic planning and regional development. These measures are aimed at creating the image of the civil service and training managers with the necessary set of competencies.

It is also worth noting the reform of the scholarship system of the *El-Yurt Umidi* Foundation. Grants are now issued on a targeted basis without additional exams to those admitted under quota to leading universities. The Foundation itself has also been transformed, and, together with the Academy of Public Administration, are planned to be integrated into a single cluster for personnel training. The government is progressively implementing **open competitions** for executive appointments, including domestic and international internships, and electronic selection systems (the ONE.ID portal and others). The system includes over 80 regional centres and retraining institutes, coordinated by the Academy, to cover over 70 thousand civil servants at various levels of public administration. This set of measures indicates a transition to a **systemic approach** focused on the continuous development of human capital and compliance with the standards of the "New Uzbekistan".

## INTERNATIONAL EXPERIENCE

Leading countries have long utilised special institutes and programmes to train managers. For instance, France has preserved the tradition of the **National School of Public Service** (INSP) - successor to ENA - where future top officials are trained. The INSP, implements annually, in Strasbourg and Paris, international courses: (i) a long basic course for young managers and (ii)

---

<sup>4</sup> Republic of Uzbekistan. (n.d.). Law "On public civil service" (with amendments and additions).

an advanced course for experienced managers.<sup>5</sup> When selecting candidates, academic and professional experience are taken into account, and a competitive examination and an interview are held. The French model emphasises the importance of a **broad outlook and internships**: for example, National School of Public Service (INSP)-programme participants undergo internships in various ministries and institutes and can also combine their studies with an MBA at prestigious universities. All this allows for the attraction of talented young people to the civil service and the formation of an internationally oriented management corps.

Following the example of France, many countries are focusing on targeted training. In Singapore, the Civil Service College provides continuous training for civil servants: courses on public service ethics, management innovation, and leadership, and even offers "contract training" programmes to increase personnel mobility. The system is based on clear requirements and high responsibility, and civil servants are given opportunities to exchange experiences in the Asia-Pacific region. In Japan, the National Personnel Agency (NPA) systematically organises multi-level training programmes by job profile and special courses (e.g., dispatcher training), supporting the careers of civil servants at different stages.

Global experience also emphasises the need for flexibility in personnel policy. The OECD recommends strategic mobility and a culture of continuous learning: managers should not only facilitate the training of subordinates but also participate in training themselves. Organisations create internal universities, competence centres, and promote electronic educational platforms. In South Korea, for example, the Korea Development Institute (KDI) combines education and research in public administration. As part of the 2025 reform, the Uzbekistan Academy is proposed to follow the KDI model, which focuses on linking science and practice, international accreditation of programmes, and regular updating of content.

Thus, best practices include: competitive selection (in addition to France and Japan, this is also typical for China and others), targeted internships abroad (Fulbright Program, Chinese scholarships), one-year international courses (USA, UN), and an emphasis on ethical standards and innovation (Singapore). All these elements can become the basis for the development of the Uzbek system so that the training of managers meets the challenges of the digital economy and the transformation of the contemporary social environment.

## SUGGESTIONS FOR IMPROVEMENT

Based on the analysis of the situation and international experience, the following recommendations can be put forward:

- *Developing competencies:*

Based on the President's instructions, it is necessary to formalise the "competency model" of government managers. Competencies (strategic vision, digital literacy, ethics, etc) should form the basis of training programmes and personnel assessment (as per OECD recommendations).

- *Strengthening competitive selection:*

Supplement the existing competitions (Taraqiyot) with regular competitive recruitment for central and regional offices. Transparency of procedures is important (online portal, open assessment methods, independent

---

<sup>5</sup> Civil servants around the world: Get trained in France to prepare yourselves for tomorrow's public policy challenges! Institute National du Service Public official communication (07.10.2024).

commissions). Incentives for winners with training grants (as was the case in 2018 (50 x the minimum wage) stimulate the quality of applications.

- *Continuation and expansion of the training programmes:*  
Increase the number of participants in short- and medium-term courses (from 7,000 to 10,000 people per year). Introduce new modules on international management experience (systemic thinking, sustainable development, big data). Use hybrid formats (online, hybrid) and create a "Digital Academy" (LMS platform) for distance courses.
- *Development of a personnel reserve:*  
Expand the "Women Managers" and "Leaders of the Future" programmes to other age and professional groups. Introduce mentoring of competition winners by experienced officials (mentor programmes) and subsequent monitoring of their careers (assessing the effectiveness of training).
- *International partnership:*  
More actively involve foreign universities and international institutes in joint programmes. Uzbek managers can do internships or study under long-term programmes at INSP (France), Civil Service College (Singapore), and U.S. universities (the best MPA/MPA programmes). These exchanges will bring advanced approaches to the country. Within the country, business NGOs (as consultants) should be actively involved in training in order to enrich the curriculum with practical cases.
- *Automation and AI in HR:*  
Implement modern HR analytical systems for the selection and assessment of candidates. Nowadays, it is possible to use automated tests for logical thinking and language skills at the selection stage, and beyond, AI tools for individual training of managers (personal growth plans based on the analysis of training results).
- *Institutional changes:*  
Establish a board of trustees for the Academy (as prescribed by the decree), strengthening its role in strategic planning of personnel training. Increase the autonomy of the Academy, simplify the accreditation procedure for new programmes (together with foreign institutions), and secure funding through government procurement and commercial services for businesses.

In general, these initiatives should lead to a systemic approach to managerial training in Uzbekistan, focused on the genuine development of competencies, rather than just obtaining diplomas. This will ensure personnel renewal and professionalisation of the civil service, which is critically important for the implementation of the "Uzbekistan - 2030" Strategy<sup>6</sup>.

## CONCLUSION

Amidst dynamic reforms, the bolstering of state administrative institutions is contingent upon the availability of high-quality personnel. Analysis indicates that Uzbekistan is already undertaking decisive measures: a unified training cluster reporting directly to the President

---

<sup>6</sup> Presidential Decree № DP-158 (11.09.2023) on "Action strategy for the five priority areas of development of the Republic of Uzbekistan Strategy 2030".

has been established, alongside the implementation of international internships and extensive professional development programmes. By drawing upon global experience and management theory – encompassing figures such as Weber and Drucker, through to contemporary HR practices – the nation ought to further intensify its managerial training initiatives, integrating them with competitive selection processes and innovative methodologies. A holistic enhancement of the mechanisms for cultivating and appointing managerial personnel will facilitate the emergence of an effective state administrative apparatus capable of addressing contemporary challenges and societal demands.

## REFERENCES

- Drucker, Peter P. (2000). *Management Practice*. M.: "Williams".
- Mintzberg, G. (1973). *The Nature of Managerial Work*. New York: Harper & Row.
- OECD. (2023). *Public employment and management 2023: Towards a more flexible public service*. OECD Publishing. <https://doi.org/10.1787/9789264300000-en>
- OECD (2024). *OECD Public Governance Reviews: Uzbekistan: Towards a More Modern, Effective and Strategic Public Administration*, OECD Public Governance Reviews, OECD Publishing, Paris, <https://doi.org/10.1787/2f36d8ec-en>.
- Ogoltsova, E. G., and Kosyakova, P. S. (2022). The phenomenon of bureaucracy in the works of M. Weber. *Young Scientist*, (50), 459–461.
- Weber, M. (1958). The three types of legitimate rule. *Berkeley Publications in Society and Institutions*, 4(1), 1–11.
- Zokirova, N. K. (2025). New opportunities and prospects for the development of human resource management in the Republic of Uzbekistan. *Leadership and Management*, (3), 481–492.