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MODERN METHODS OF EVALUATING THE PERFORMANCE OF CIVIL SERVANTS

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Annotation

In this article, describes some modern methods of evaluating the performance of civil servants. In this process, the need to choose evaluation methods that are suitable for the specific characteristics, conditions and goals of the employees' activities was analyzed in each case separately. Also, in order to ensure a high level of objectivity of the assessment, considerations on the possibility of achieving the expected result by combining several methods are presented.

Key words: civil servant, efficiency, assessment, criterion, indicator, method, certification, assessment center, survey.

Improving the efficiency of civil servants is one of the urgent problems not only in Uzbekistan, but also in all countries of the world. In economically developed countries, the system of evaluating the performance of employees has been successfully introduced into public administration structures. Despite the complexity of the assessment process, foreign countries have accumulated enough experience in this regard.

There are different approaches to evaluating the performance of civil servants in scientific research, and they also differ from each other.

The successful implementation of the reforms implemented in our country depends on the effective work of civil servants. In such conditions, a high level of professionalism is required from civil servants. Professional civil servants should conduct their activities based on sufficient competence, impartiality, public servant ethics and traditions existing in the organization.

Article 36 of the Law of the Republic of Uzbekistan "On State Civil Service" stipulates the introduction of a system of evaluating the efficiency of the civil servant based on the most important indicators in order to encourage the state civil servant and ensure his promotion in the service based on objective and fair criteria.

American sociologist E. Mayo, based on the results of studying the factors affecting the increase of labor efficiency in the organization (conditions, organization of work, wages, mutual relations, management method of the leader, etc.), came to the conclusion that the efficiency of activity depends on the human and team factors.

Evaluation of activity efficiency differs in that it has a wide range, both in terms of content and methodology. Monitoring - observation, data collection, interviews, summarization, etc. form the basis of the assessment of the effectiveness of any activity.

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In order to increase the efficiency of work in the public service and achieve the set goals through evaluation, the purpose, criteria and scope of the evaluation should be clearly defined, taking into account the specific characteristics of the public service, the function performed by the state body and organization.

Many methods of evaluating civil servants have been developed in domestic and foreign experience. Emphasis should be placed on the selection of evaluation methods that are suitable for the conditions and goals of the civil servants in a specific state service in each individual case. However, in some cases, a combination of several methods may be more effective.

The current assessment methods can be divided into two main groups:

traditional method is mainly biographical and descriptive method, which includes questionnaire, interview, test, self-assessment, comparison, observation methods, forced choice, rating scales, etc.

non-traditional (or experimental) assessment methods include "360-degree rotation method", "assessment center", competence assessment, some tools of psychological diagnosis.

Specialists engaged in practical activities usually divide civil servants into the following groups according to the organization and content of the evaluation methods:

a) the method of studying the employee (questionnaire, interview, compiling a biography, conducting an interview, self-assessment method);

b) expert method (survey among managers and colleagues);

c) psychophysical and medical methods (assessment of psychological characteristics of a person, assessment of temperament, psycho-nervous system, health, work capacity and endurance);

g) method of professional movement (business trip, experience in other positions, assignment of unusual duties);

d) selection method (exam, test, rating).

In most cases, this type of grouping method can be used for **two types of** assessment:

a formal approach based on a questionnaire and test method;

an informal approach based on observation, conversation and discussion.

In general, every state structure should have a system that allows for a comprehensive assessment of the employee, taking into account the specific characteristics of the state civil service. For this type of comprehensive evaluation of a civil servant, it is required to strictly adhere to the principles of legality, objectivity, systematicity, uniform approach, effectiveness, efficiency, confidentiality and be economically optimized.

It should be noted that the main goal of the process of comprehensive evaluation of the civil servant is to obtain the necessary information for making the correct management decisions that ensure the successful functioning of the state bodies.

In this process, the activity of the organization's structural structures is

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improved, the compliance of the tasks and obligations of the employees with the needs of the public is analyzed, the incentive process and the transparency of the state body's activities are increased, and the public's attitude to the public service is studied. Also, the competences of the state civil servant corresponding to the requirements of the position and obligations are confirmed.

In general, the specified methods are used to evaluate the efficiency of the employee's work in the civil service staffing activities. Some of them can be considered in detail.

Attestation is one of the main methods of evaluating civil servants. Attestation is a process in which the effectiveness of the professional activity of state civil servants in the position they hold is evaluated and a decision is made about their suitability for the requirements of the position.

Attestation occupies one of the leading positions in the field of administrative law. It is a method of evaluating the activity of the public servant, which is of great importance for the public body and the public servant during the period of public service.

In the opinion of our scientists, evaluating the performance of civil servants is based on the worthiness of the requirements set for the position they hold, determining their participation in the performance of the tasks assigned to the relevant state body, the difficulty of the work performed by them, the results of their work, etc. In addition, at the time of attestation, professional knowledge, work experience and retraining of employees, as well as organizational qualities should be taken into account.

Assessment center is a method of comprehensive assessment of the competencies required for a certain position, based on the modeling of important aspects of professional activity. The evaluation center is formed based on the results of psychological tests, criteria-based interviews, expert evaluation of behavioral characteristics, and analysis of individual work results. The assessment center involves the completion of a series of exercises by participating employees simulating real work conditions. The results of the exercise are compared with the indicators of competencies required for a certain level of position.

Survey and test methods, interview, situation assessment method (self-presentation, case, group discussion, management-organizational games), expert assessment and other methods are used in the activity of the assessment center .

The most important performance indicators (KPI - Key Performance Indicators) are currently being implemented in the state civil servant evaluation system. Many studies have been conducted on this method. KPI is a system of evaluations that helps the organization to organize the achievement of strategic and tactical (quick) goals.

On the basis of KPI, the short and long-term goals set for organizations and departments are achieved. In this case, as a result of high efficiency indicators in the service activity, additional increments are established for the employee's salary position. In this way, it serves as a motivation for the employee to fully and

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qualitatively fulfill the defined service obligations.

According to experts, human activity is directly related to his current needs. People strive for something or avoid something in order to achieve their goals. A motivated employee determines his own opportunities, taking into account his internal desire and external conditions. In this, the employee is motivated not only to achieve results through work, but also to satisfy his needs.

The KPI system is formed as follows:

1) a balanced scorecard system (Balanced Scorecard – BSC) will be created, which allows for targeted monitoring of civil servant activities, forecasting and anticipation of problems, unification of strategic and operational management levels, control of important financial and non-financial activities;

2) a group of experts is organized to compile a list of effective indicators of each group in accordance with the system of balanced indicators;

3) the most important ones (reflecting the goals of the organization, understandable to line leaders and useful for decision-making) are selected from the list of performance indicators through the expert evaluation method. The selected ones serve as performance indicators;

4) KPI is included in the job duties of civil servants, as a result of which employees are evaluated and selected for promotion. The level of management of the organization and the existence of a corporate culture supported by employees and consistent with their goals determine the success of the development and implementation of this methodology.

Rotational evaluation ("360 degree") method is one of the effective methods of employee evaluation. In this case, it helps to determine how suitable he is for the position he holds through a survey conducted with those who have direct and indirect relations with the public servant during his work, in particular between his boss, colleagues, subordinates and clients. Also, if consumers or customers of the public service are involved in this survey, it is considered as a "540-level" method. Based on the obtained results, it is possible to have an idea about the suitability of a civil servant to a certain competence.

Expert evaluation method - the employee's knowledge and skills are evaluated by involving qualified and experienced experts. Supervisors, subordinates, colleagues, external partners and customers are recruited as experts and evaluated based on a pre-developed scale. This type of assessment can be done individually or in a group setting.

critical incident method is a process based on describing the details of events that are important and critical to achieving the goals of work. In this process, the focus is not on day-to-day events, but on the details of critical events between performance and inefficiency, success and failure. Experts or leaders are asked to explain with examples how the employee (or other experts) behaves in such a situation, effective or ineffective actions. When conducting such surveys, it is necessary to obtain information from each respondent on at least three positive

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and three ineffective actions. All the obtained information provides an opportunity to have a complete and accurate picture of the nature and essence of the researched work. This method can be used in individual conversations and group discussions.

The survey method is a well-known questionnaire method, which can be done orally or in writing. When using this method, questions are formed that cover all aspects of professional activity (goals, tasks, functions, conditions, etc.). In an oral survey, some clarifying questions and the opportunity to get full answers are created. A questionnaire survey involves receiving answers to clearly stated and pre-formulated questions. The advantage of this method is that it allows obtaining information from a large number of respondents at the same time.

prospective interview method is conducted among the top managers of the organization. With the help of this method, the goals of the organization, organizational and cultural values, as well as the behavioral model of the employees in the organization are researched. This method provides an opportunity to discuss future changes in the organization's activities and their impact on employees, to consider them in the development of employee competencies.

Content analysis - a lot of useful information can be obtained during the study of documents in the organization. Position instructions, department regulations, performance reports, incentive and disciplinary measures documents form the learner's perception of the implementation of his specific position. In general, this method is effective in obtaining the necessary information for the preparation of documents about some cases. By analyzing the documents, it is possible to determine certain qualities for the activity.

On-the-job observation method - by observing and recording what the employee is doing, it is possible to get more information about the work performance and the employee. In this method, it is necessary to pay attention to the fact that the observer or observation does not influence the behavior of the employee. It is also necessary to take into account the period of performance monitoring, to get answers from the employee to the questions that arise during this process.

Business (work activity) games – one or another problematic situation is simulated, in which the activity and self-management characteristics of the employee in that situation are evaluated.

Civil servants can be evaluated through tests and interviews.

In general, the variety of forms and methods of evaluating the performance of civil servants indicates the need for further research in this field. Also, the experiences of local and foreign countries in this regard serve as a basis for the creation of new developments and the development of legal bases for evaluating the effectiveness of civil servants.

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