

## Assessment Standards Through Management Competencies of Executive Personnel In the Civil Service

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**Abstract** In the article, on the basis of a modern approach, the main features of talent pool formation in the system of the state civil service / prosecutor's office are analyzed. It reveals the need to be based on a scientifically grounded concept, the structure of this concept, the meaning and features of work based on this concept. Also, in the article, on the basis of advanced world experience, such issues as the main competencies that the talent pool should possess, methods for assessing these competencies, the rules for applying a single rating scale, and the distribution of the talent pool into groups are discussed.

**Keywords:** competence, professional competencies, leadership competencies, personal qualities, extreme competencies, methods for assessing competencies, a model of distribution into groups.

**Introduction:** In the civil service of the state, the reserve of mercenary personnel is an important component of the process of formation of highly qualified, skilled mercenary personnel of state bodies. Personnel reserve due to the fact that civil servants receive a high assessment of their professional and personal qualities in the process of forming a personnel Reserve, leads not only to growth in the position, but also to the search for the most skilled citizens. When such employees are appointed to vacant positions, through the knowledge, experience, skills and qualifications they possess, it will be possible to carry out the activities of the state body most efficiently and qualitatively. The successfully formed personnel Reserve gives the opportunity to fill the positions of the state civil service in time in the event of vacancies, the importance of which is very high in the effectiveness of the work of the organization. The formation of reserves for leadership positions from among the most promising employees occupies a central place. In finding a solution to these tasks, a scientifically based psychological assessment system can provide significant assistance to the prosecutor's office in selecting candidates and promoting them to positions. The first table lists the models of competencies of candidates for the personnel reserve of the prosecutor's Office of the Republic of Uzbekistan.

**Table 1. Models of competencies of candidates for the personnel reserve of the prosecutor's Office of the Republic of Uzbekistan**

No	Competence	Psychological description of competence
Group 1. Professional competencies (activity)		
1	Professional communication and interaction	a) to react to the criticism and envious behavior that will be experienced by the interlocutor; b) the skill of applying with a request; c) the ability to give a refusal to the request, to be able to say "no"; g) the ability to show support and receive; d) the skill of being able to contact another person
Group 1. Professional competencies (capacity)		
2	Planning and goal setting	a) the skill of knowing smart and applying it in his work; b) distinguish between short-term and long-term goals
Group 2. Leadership (activity)		
3	Skills to be able to control their work and the work of their employees	Know the rules and criteria for preliminary, intermediate and final control
Group 2. Leadership (capacity)		
4	Management decision making	Decision-making and group discussion organization skills
Group 3. Personality qualities (activity)		
5	Orientation to the norm, discipline. Ability to self-control	a) willingness to control one's own behavior in the conditions of the non-pre-existence of the necessary purposes or its inability to find it, as well as willingness to rely on one's own potential; b) willingness to make decisions in conditions of uncertainty or informational uncertainty; C) general ability to self-control.
Group 3. Personality qualities (capacity)		
6	Openness to experience	Readiness to master new knowledge, the ability to perceive new thoughts and ideas
Group 4. Extreme competencies (capacity)		
7	Ability to make operational decisions in an extreme situation	Orientation towards the result-Internal locus of control
Group 4. Extreme competencies (activity)		
8	Willingness to take responsibility - YAT in an extreme situation	Skills to play the role of leader and distribute roles in the team, control and make operational changes

### C. Methods for assessing competencies.

Evaluation methods are standardized (surveys and tests) and non-standardized (assignment of characterization by the leader,

№	Competence	Evaluation methods:	
		non-standardised	standardised
Group 1. Professional competencies (activity)			
1	Professional communication and interaction	To be given a description by the head of the candidate	Midelsnn's "communicative qualifications" test
Group 1. Professional competencies (capacity)			
2	Planning-traction and targeting	questions in conversation: what short-term and long-term goals have you set in the last 3 years and have successfully achieved them	Compliance of goals under SMART criteria
Group 2. Leadership (activity)			
3	The skill of being able to control the work of himself and his staff	Questions in conversation: tell us the criteria you apply to control your work. Tell us the criteria you apply to control the work of your employees.	Test" level of subjective control "(scale "internality in the field of business relations")
Group 2. Leadership (capacity)			
4	Management decision making	The assembly performance game	Alan Rowe methodology (questionnaire)
Group 3. Personality qualities (activity)			
5	Orientation to the norm, discipline Ability to self-control	To be given a description by the head of the candidate	"Risk orientation" questionnaire
Group 3. Personality qualities (capacity)			
6	Openness to experience	Questions in conversation: What New Knowledge do you strive to master?	"The question "openness to experience"
Group 4. Extreme competencies(activity)			
7	Ability to make operational decisions in an extreme situation	To be given a description by the head of the candidate	"subjective control level" test ("General internality level")
Group 4. Extreme competencies (potential)			
8	Willingness to take responsibility in an extreme situation	Performance game" meeting": feedback by participants	Belbin's "roles in the team" poll

**Figure 1. Model of distribution of candidates for the personnel Reserve in groups.**

Groups			
Competencies degree of development	Above average	1) group of Mentors	2) category a personnel reserve-service-ready for promotion
	Below average	4) group of relatively unprofessional candidates	3) category B personnel reserve-additional training required
	-	Below average	Above average
	-	Professional development potential	

behavior in performance games, chat) include techniques.

The description (expert assessment and recommendation) given by the head to the candidate for the

post of Personnel Officer should answer the following questions:

- A) evaluate the professional communication and interaction of the candidate.
- B) evaluate the leadership abilities and capabilities of the candidate.
- C) evaluate the personality qualities of the candidate (self-control, attitude towards experience, novelty).
- G) assess a candidate's preferences in an extreme situation (decision making in an extreme situation, ability to take responsibility).

An interview (evaluator interview) is an assessment method that provides a basis for the candidate's answers to expert questions and his or her behavior in the interview process.

Questions for interview (appraisal interview):

- A) state the criteria you apply to control your work.
- B) tell you the criteria that you use to control the work of your employees.
- C) What New Knowledge do you strive to master?
- G) what short-term and long-term goals have you set and achieved over the past three years?

In the second table, the methods of assessing the competencies of candidates for the personnel reserve of the prosecutor's Office of the Republic of Uzbekistan are listed.

To compare candidates for the personnel reserve, it is required to apply a single assessment scale. A 7-point scale was applied to minimize the impact of the Five-Point School Assessment stereotype:

1 point-knows, but cannot apply this competence in his work (low level);

2-3 points-knows and can apply, but needs control (below the middle);

4-5 points - knows and can apply effectively and without errors (above the middle);

6-7 points-knows, can apply effectively and without errors, and can also train others (higher level). The primary indicators obtained using standardized methods were also transferred to a 7-point scale:

1 point-low level of competence;

2-3 points-level of competence below the middle;

4-5 points-above-middle level of competence;

6-7 points-a high level of competence. The result was divided into a single scale for comparing candidates and distributing them according to 4 groups of the personnel Reserve. The advantage of applying this scale is that it has the same content for expert assessment. But its obvious drawback lies in the non-existence of dividing competencies into colors according to the degree of their importance in professional activities.

Our honorable countryman " brought up, brought up all of us – this is the people. This is the people who gave us all salt. It is this people who have expressed confidence in us, elected a leader.

So, who should we communicate with in the first place with our people. With whom we have to deal calmly-first of all with our people. Then our people will agree with us. When our people agree, there will be a blessing and a blessing in our work. When the people agree with us, the creator agrees with us.", he argued."

In this regard, the professional competence of civil servants in the civil service of the state will be inconsistent in all directions of their activities.

Therefore, today the state assumes the formation of mechanisms for increasing professional

competence of civil servants in the civil service. It is life that dictates that management cadres serve society and not manage the organization, that civil servants increase their social and economic efficiency in serving our people, as well as that management cadres think in a strategic style, manage in a democratic style, and ensure the superiority of the interests of society.

The principle of management based on meritocracy (authority of the worthy) – the most capable and intellectually developed people occupy a leadership position regardless of social origin, kinship and financial status, gender, race or age. This principle is mainly based on the competency of the candidate.

Many scientists now believe that meritocracy is a vivid example of the management of the state and society in the future. The most capable people can achieve the best results and, accordingly, the social well-being of all citizens increases. Thus, meritocracy is being proposed as a fair system in achieving the best results for both man and society. PQ-3755 of the president of the Republic of Uzbekistan dated May 30, 2018 "on measures to create a modern system of selection of promising management personnel on a competitive basis"[7], PF-5843 "on measures to radically improve the system of Personnel Policy and civil service in the Republic of Uzbekistan" dated October 3, 2019 [8], as well as "development of Public Service under the president of the Republic of Uzbekistan".

PQ-4472 [9] decisions and decrees "on measures to organize the activities of the agency" serve as the organizational and legal basis of reforms in personnel policy in our country.

As well as the human resources of civil servants in accordance with the decision of the president of the Republic of Uzbekistan dated August 6, 2018 "on the establishment of territorial branches of the Academy of Public Administration under the president of the Republic of Uzbekistan" PQ-3901 [10], regional branches of the Academy were established in Gulistan, Karshi, Samarkand, Urganch and Fergana. In regional branches, the executive personnel of the management are improving skills. For management positions with high potential in these training courses, it serves as a strategy to ensure that employees are selected with the highest level of efficiency, the electronic base and reserve of management personnel are replenished.

Stability in our country, socio-economic well-being, decent living of the population in the civil service of the state is primarily a requirement of the period of spiritual maturity of civil servants, as well as an increase in their professional competence. The professional competence of a civil servant of the state is evident in the following situations:

- in complex processes;
- when performing ambiguous tasks;
- when using conflicting information;
- in order to have an action plan in an unforeseen situation (for example, when working with appeals from traveling receptions organized by the governor today).

Civil servant with professional competence:

- not only improve skills in advanced training courses, but also consistently enrich their knowledge);
- absorbs new information;
- deeply understands the requirements of the period;
- seeks new knowledge;
- processes them and effectively applies them in their practical activities.

In the words of our noble Countryman"... The most important task is the formation of innovative thinking in the minds of our people. after all, this is a sign that knowledge should not be stopped in any case If the

executive personnel work on themselves regularly, constantly learn and discover new reserves of knowledge, then the result will certainly be appropriate. In the civil service of the state, civil servants must be able to do the following during their professional career:

- continuous improvement of their professional, theoretical and practical knowledge, learning advanced experiences;
- conscientious approach to the performance of tasks in its activities;
- having high professional qualifications and spiritual and moral qualities;
- common sense and having one's own point of view;
- having a culture of communication with the population;
- being able to follow others;
- to care for the health of himself and his employees, to take care of the subordinates and to be able to inspire them, to encourage those who are doing exemplary work.

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