

Analysis of the Practical and Legal Issues in Assessing the Efficiency of Managerial Personnel in Uzbekistan

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Annotation: This article provides a comprehensive analysis of the system for assessing the efficiency of managerial personnel in Uzbekistan and the practical-legal problems associated with it. Increasing the effectiveness of public administration and strengthening the responsibility and accountability of managers remain urgent tasks in the country. In this regard, the article examines the existing evaluation criteria and methods, presenting a comparative analysis with international models. It also highlights the legal and organizational obstacles encountered in ensuring a fair and transparent assessment of managers' performance, as well as mechanisms for overcoming them. The author emphasizes that the effective implementation of evaluation contributes to the formation of a qualified personnel reserve in the civil service, the improvement of management efficiency, and the enhancement of the quality of services provided to the population.

Key words: Managerial personnel, efficiency, evaluation system, practical problems, legal framework, public administration.

The assessment of the efficiency and effectiveness of managerial personnel plays an important role in improving the performance of the public civil service management system. The study of this issue in the previous chapters shows that, first of all, assessing the efficiency and effectiveness of managerial personnel requires a comprehensive approach; secondly, it is a continuously improving process; thirdly, it is necessary to refine it both legally and organizationally on the basis of accumulated experience. In particular, the introduction of an evaluation system is considered one of the urgent scientific problems awaiting solutions in Uzbekistan's administrative law science, since it is a relatively new institution.

In this regard, in his 2020 Address to the Oliy Majlis, the President of the Republic of Uzbekistan emphasized that "the success of our reforms and the achievement of the expected results largely depend directly on the efficiency of public administration." Likewise, in his speech at the joint session of the Legislative Chamber and the Senate of the Oliy Majlis on January 22, 2020, he noted that "it is expedient to introduce a system of evaluating the performance of the Prime Minister, members of the Government, and managers and employees of all levels of the executive bodies based on Key Result Indicators (KRI)." We consider these conceptual ideas as among the main tasks for the scientific community's research agenda.

Proceeding from this, in this chapter of the dissertation, we aim to analyze the legal foundations created in Uzbekistan for assessing the efficiency of managerial personnel, the accumulated experience and practices of its implementation, and, taking into account the peculiarities of evaluating managerial efficiency, to identify existing problems as well as seek their solutions.

The fundamental modernization of the civil service and its adaptation to international standards, launched in New Uzbekistan, is reflected in the strategic and programmatic documents on the country's development. In particular, Goal 81 of the "Uzbekistan 2030" Strategy, approved by Presidential Decree PF-158 of September 11, 2023, is dedicated to organizing the civil service on the principles of meritocracy, integrity, and professionalism. To achieve this goal, it envisages increasing

the number of candidates for managerial positions in the national personnel reserve to at least one thousand and introducing the practice of evaluating the performance of heads of state bodies and their deputies based on public opinion.

This, in turn, creates the foundation for ensuring the civil service with highly qualified personnel and consistently improving the efficiency of their activities. In essence, the civil service is a form of social activity that is significantly influenced by political, economic, and socio-cultural factors. Taking these into account determines the main methodological approaches to addressing any issues related to the civil service. In studying the problem of evaluating the work of managerial personnel in the civil service, we also rely on these factors; otherwise, the holistic picture of this phenomenon is lost.

By applying the general scientific category of labor evaluation and identifying its place and importance in the management system, we regard it as an integral component of the civil service management system. Solving the problem of identifying the mechanism for evaluating the managerial activities and efficiency of leaders involves not only the use of legal instruments but also relevant mathematical methods, particularly the application of efficiency criteria, processing results reflected in concrete measurements, and others. From this perspective, the problem of evaluating the efficiency of managerial personnel is often formulated as a problem of solving extreme tasks.

The evaluation of managerial personnel's performance in the civil service field involves a comprehensive and holistic assessment of management activities. Until recently, such an approach in Uzbekistan's civil service system lacked serious grounds and mechanisms for objectively assessing the activities of managerial personnel at the level of management officials. However, in recent years, a number of studies have emerged, taking into account the profound changes in the socio-political situation, the special attention of the country's leadership to this issue, as well as the positions of state bodies, organizations, managerial personnel, and subordinate employees.

The issues of improving managerial activities have always been in the focus of social sciences, including representatives of the legal field. Nevertheless, there are still no unified approaches common to all in evaluating the professional efficiency of the activities of a head of a state body or organization within the civil service system. The tools and methods known in science and practice to determine the level of results of their activities have not yet produced the expected outcomes in the civil service management system. For this reason, many scholars write about the importance and necessity of creating such an integrated system for evaluating managerial personnel.

However, without sufficient scientific attention to the problem of evaluating the efficiency of managerial personnel, it is difficult to speak definitively about the efficiency of the activities of a state body or organization within the civil service system or about the prospects for improving its operations. Assessing performance efficiency is the process of identifying, collecting, analyzing, and evaluating how a managerial official fulfills his functions, the level of his authority, the quality of his decisions, and his individual characteristics, as well as his behavior and attitude toward subordinates in accordance with system and leadership requirements. The evaluation of managerial personnel's performance efficiency is an integral part of the attestation process conducted in relation to a particular state body or organization.

The evaluation of management efficiency is a process that includes determining and reporting to a higher authority how lower-level managers are performing, and ideally, setting the strategy for the development of a unit within the civil service structure. Evaluation not only allows a leader to see tasks ahead more clearly and to understand how well he manages, but also influences future work, since analysis and assessment enable the identification of existing problems within a state body or organization in the civil service system.

On the other hand, the results achieved by a manager often serve as the most important basis for his career advancement and qualification improvement. In particular, researcher U. Fozilov, in analyzing the criteria for evaluating the efficiency of managerial personnel, emphasizes that one of the key management characteristics of a leader is his leadership style, and through evaluating managerial activity, one can identify what type of management style is being implemented. He concludes that “improving a leader’s efficiency not only brings about a number of results in his own activity but also has a positive impact on the organization’s performance.”

Encouraging managerial personnel to achieve higher results and to choose the optimal management style is possible only if the evaluation system of performance efficiency can identify specific differences in results and behavior directly related to established standards.

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