

THE USE OF OUTSOURCING MECHANISMS IN THE SELECTION OF PERSONNEL FOR THE CIVIL SERVICE

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Annotation: *This thesis is devoted to the analysis of the scientific and practical foundations of the effective use of the outsourcing model in the process of selecting personnel for public civil service. Based on international experience, it highlights the advantages of outsourcing mechanisms in selecting highly qualified and intellectually capable young specialists. The study compares the current state of personnel policy and the public civil service system in the Republic of Uzbekistan with the practices of leading foreign countries, analyzing their respective strengths. Furthermore, the thesis provides practical proposals and recommendations for the phased implementation of the outsourcing model under the conditions of Uzbekistan.*

Keywords: *public civil service, personnel selection, outsourcing, human resources, transparency, public-private partnership*

Introduction

In the 21st century, management systems based on human capital are considered one of the key priority areas in the experience of developed countries. Increasing the efficiency of public administration, enhancing the potential of civil servants, and selecting them in accordance with modern requirements have become central to many reform agendas. From this perspective, improving the civil service and attracting competent, loyal, and qualified personnel to this system is a matter of strategic importance for any society.

In recent years, the Republic of Uzbekistan has also undertaken serious efforts to reform its public administration system, particularly in the area of personnel selection and recruitment into various sectors. A notable example is the Presidential Decree No. PF-5843 dated October 3, 2019, "On Measures for the Fundamental Improvement of the Personnel Policy and the Civil Service System in the Republic of Uzbekistan." This decree includes significant reforms aimed at improving the civil service, enhancing personnel policy, introducing open and transparent selection systems, and applying modern management principles.¹

¹ Decree of the President of the Republic of Uzbekistan, No. PF-5843 dated October 3, 2019

In today's era of globalization, modern management approaches—especially the use of outsourcing mechanisms—serve as effective tools for optimizing the process of selecting candidates for public civil service, ensuring transparency, openness, and professionalism.

Research Objective: The aim of this research is to analyze the scientific and practical aspects of using the outsourcing mechanism in the selection of personnel for the public civil service and to develop relevant proposals.

Research Methodology: In the course of this study, various scientific research methods were employed, including system analysis, institutional analysis, content analysis, functional analysis, comparative analysis, as well as methods of analysis and synthesis. Additionally, the legislation of the Republic of Uzbekistan, the experience of foreign countries, and the data from international organizations (such as the OECD, OPM, and Fast Stream) were used as key sources.

1. The Essence of Outsourcing and Its Role in Personnel Policy

Outsourcing is based on the principle of delegating non-core government functions—those that are service-oriented or technically executable—to external entities. In the context of personnel selection, this model enables the organization of open and merit-based recruitment processes through large international companies, professional recruiting agencies, or testing centers, based on candidates' qualifications and level of knowledge.²

2. International Experience

In many developed countries, the selection of personnel is carried out through outsourcing. For instance, the United Kingdom has implemented a program called “Civil Service Fast Stream” to attract talented young individuals to public service. Within the framework of this program, initial testing, competency assessments, assessment centers, as well as psychological and logical reasoning tests are conducted by outsourced private companies.

These companies hold special certifications and operate based on assessment methodologies approved by the British Psychological Society. In addition, simulations and group tasks aimed at identifying candidates' potential leadership capabilities are also conducted in collaboration with the private sector.³

The main institutions coordinating human resources policy in Singapore are the Civil Service College (CSC) and the Public Service Division (PSD). They work together with consulting agencies operating on an outsourcing basis, as well as utilizing AI-powered digital platforms and online assessments to identify talented young candidates. In the initial stages of evaluation and screening, these companies analyze

² B. Umurzoqov, G. Abdurahmanova, S. Xolmuratov, Korxonada kadrlar siyosati Fan va texnologiya, 2019,

³ OECD (2023). Government at a Glance 2023: United Kingdom Country Note. <https://www.oecd.org/gov/uk-kingdom-country-note>.

candidates' personal traits, leadership potential, and problem-solving abilities through technological solutions. Additionally, within the framework of the “Public Service Leadership Programme” developed by the PSD, much of the selection process is conducted in close collaboration with representatives from the private sector.⁴

In the United States, the process of selecting candidates for the federal civil service is coordinated by the Office of Personnel Management (OPM). OPM outsources initial screening, testing, and, in some cases, interview stages to external contractors. Among these companies are leading assessment providers such as USA Hire and SHL (Saville and Holdsworth Limited). For example, multiple tests—including cognitive ability, interpersonal skills, ethics, and situational judgment—are conducted online through digital assessment platforms designed for candidates.⁵

3. Potential Outcomes of Implementing the Outsourcing Model in Uzbekistan

In the context of Uzbekistan, the use of the outsourcing model can yield the following outcomes:

First, it fosters professional collaboration between government institutions and the private sector;

Second, it reduces the levels of corruption and nepotism within the system;

Third, selection criteria are applied in a clear and transparent manner;

Fourth, through digitalization, results are announced swiftly and with greater accuracy.

Conclusion and Recommendations

In conclusion, it should be emphasized that adopting the outsourcing mechanism for personnel selection enhances professionalism within the civil service. To implement this model effectively in Uzbekistan, the following recommendations are proposed:

- Develop a solid normative and legal framework;
- Establish cooperation with private recruiting companies;
- Digitize the selection process via specialized online platforms;
- Launch pilot projects and conduct performance evaluations.

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