

# Refining Assessment Mechanisms for Management Competence in Public Service Leadership: Menyempurnakan Mekanisme Penilaian Kompetensi Manajemen dalam Kepemimpinan Pelayanan Publik

Rafikova Ziyodakhan  
Akmaljonovna

Basic doctoral student of the Academy of Public Policy and Administration

**General Background:** Effective public administration relies heavily on the competence of managerial personnel. **Specific Background:** In Uzbekistan, reforms emphasize forming a professional civil service corps aligned with modern governance standards. **Knowledge Gap:** Despite existing assessment frameworks, subjectivity, lack of digital integration, and inconsistent criteria hinder accurate evaluation of leadership potential. **Aims:** This study aims to improve the mechanisms for assessing the management competence of civil service leaders through evidence-based, competency-focused, and technologically supported methods. **Results:** The analysis reveals that international best practices, such as 360-degree feedback, digital platforms, and psychometric assessments, offer more objective and comprehensive evaluations. **Novelty:** The proposed model integrates global methodologies with localized needs, advocating for strategic foresight, emotional intelligence, and ethical standards in leadership assessment. **Implications:** Implementing a multi-dimensional, transparent evaluation system could enhance public service quality, reduce corruption, and ensure strategic leadership continuity in Uzbekistan's civil administration.

## Highlight :

- Modern assessment methods like 360-degree feedback and digital platforms enhance objectivity in leadership evaluations.
- Competency-based models help identify both strengths and development areas for public service managers.
- Accurate leadership assessment supports building a professional talent reserve aligned with strategic governance goals.

**Keywords :** Civil Service, Management Personnel, Management Capacity, Evaluation Mechanisms, Management Competencies

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## Introduction

Today, the role of managerial personnel in the optimization and transformation processes taking place in state bodies and departments is of great importance. It is important to form a reserve of managerial personnel with modern thinking and managerial professionalism, capable of

implementing the established strategic goals and objectives. In the current environment of globalization and competition, the requirements for the public administration system are increasing. One of the most important factors in this is the managerial potential (managerial ability, strategic thinking, decision-making effectiveness, and team management skills) of managerial personnel in the state civil service. In this regard, it is necessary to improve the mechanisms for assessing these abilities using accurate, systematic, and scientifically based methods when selecting, appointing, and assessing the effectiveness of managerial personnel.

The Decree of the President of the Republic of Uzbekistan No. PF-95 dated June 19, 2025 "On measures to organize the state civil service based on new approaches and form a professional and efficient corps of civil servants" stipulates that "from 2026, the "TOP-100" program will be introduced to identify and select talented managers and leaders, new generation leaders.". It is indicated that the knowledge and intellectual potential, patriotism, organizational, managerial and leadership qualities demonstrated by the participants of the TOP-100 program during the implementation of the competition tasks are the main criteria for their evaluation. From this point of view, improving the mechanisms for assessing the managerial potential of leading personnel in the civil service is one of the urgent tasks today. On June 16, 2025, a videoconference meeting was held under the chairmanship of the President of the Republic of Uzbekistan Shavkat Mirziyoyev to analyze the effectiveness of reforms, the progress of work in the regions, and the issues that concern the population. The meeting said, "This year, a new system of governance will be introduced in Surkhandarya region and 16 regions - Bektemir, Kungrad, Chimboy, Asaka, Gijduvan, Gallaorol, Yakkabog, Khatirchi, Chortok, Bulungur, Syrdarya, Kuva, Shovot, Hazorasp districts, Margilan and Yangiyul cities. That is, the district departments of 9 state agencies on economy and finance, investment, agriculture, employment, construction, ecology, culture, family and women, and youth issues will be transferred to the khokimiyat system. The khokimiyat will decide on the distribution of staff, hiring and dismissal." They emphasized. In carrying out these tasks, it becomes necessary for the governors to comprehensively assess the management potential of district-level leaders.

Today, in developed countries of the world, the following trends can be observed in assessing the management potential of managerial personnel in the civil service:

### **A. First**

The competency model is used to assess not only the suitability of personnel for the position, but also their leadership abilities, strategic thinking, team management, and ability to adapt to change. In this regard, based on the characteristics of various sectors and industries, developing the management potential of managerial personnel based on the assessment of hard skills and soft skills ensures high efficiency;

### **B. Secondly**

The "360-degree feedback" method is considered the optimal method in all sectors and industries. Through this method, managerial personnel are comprehensively assessed not only by top management, but also by colleagues, subordinates and self-assessment. This method allows for a comprehensive assessment of competencies that are important for the sector and industry today, including priority competencies such as team building, communication with the public and openness to innovation. Since this method is expensive and time-consuming, in most cases, state bodies and agencies are limited to studying simple documents and using interviews. As a result, the possibility of a comprehensive assessment of candidates for leadership is limited.

### **C. Thirdly**

In assessing the management potential of managers in the civil service, countries such as Germany,

Singapore, and the Republic of Korea have introduced automated assessment systems based on digital platforms and artificial intelligence. These systems serve to ensure openness and transparency in the assessment process. However, in assessing the compliance of human qualities with ethical norms by managers, formalized assessment methods (test questions and questionnaires) are used;

#### **D. Fourthly**

In many countries, the potential of managers as future leaders is assessed, not current ones. This is called "High-Potential Programs" in the HRM (human resource management) system. That is, the primary criterion is to demonstrate the strategic leadership abilities of managers through the use of foresight technologies;

#### **E. Fifthly**

It is a priority to take into account the formation of emotional intelligence, optimal decision-making, and digital competencies in managers in the civil service. A digital, transparent and open assessment system for improving the efficiency of the civil service allows ensuring quality, efficiency and fairness in the selection of managerial personnel.

The purpose of assessing the managerial potential of managerial personnel is to identify and analyze the qualities, skills and knowledge necessary for them to effectively perform their duties and functions. This is very important for the effective organization of the civil service, as it allows you to identify the strengths and areas for development of managers, as well as make informed decisions on motivating and developing employees.

Assessing the managerial potential of candidates for leadership in the civil service helps prevent the promotion of unsuitable candidates, reduce the risks and costs associated with errors in appointment.

Organizations that regularly assess and develop managerial potential generate 22% more profit than competitors that ignore this practice (McKinsey, 2024). This correlation is not accidental - the quality of leaders directly affects the performance of the teams they lead..

In general, assessing the management competence of managerial personnel allows you to identify areas of their professional growth, increase their efficiency, and develop individual development plans aimed at preparing them for new challenges.

### **Purpose and Justification**

The goal of improving the mechanisms for assessing the management competence of managerial personnel in the civil service is to form a personnel reserve by identifying promising employees with high potential who may occupy leadership positions in the future. Also, assessing the management competence of managerial personnel in the civil service helps to identify and develop measures to improve their weaknesses, which ultimately increases the overall efficiency of the organization.

The "Strategy for the Development of the State Civil Service until 2030", approved by the Decree of the President of the Republic of Uzbekistan No. PF-95 dated June 19, 2025 "On measures to organize the State Civil Service based on new approaches and form a corps of professional and efficient civil servants", stipulates the introduction of a career model of the state civil service, which provides for "admission to the state civil service of the most worthy and capable persons on the basis of meritocracy and their gradual growth in the ranks, based on an objective assessment of the professional skills and qualities of candidates."

In the civil service, the assessment of the management potential of managerial personnel performs four important functions: 1) reduces the risk of promoting unsuitable candidates; 2) prevents subjectivity in the selection of personnel and allows for optimal decisions in preparing personnel for the position; 3) allows for the development of individual development programs for future and current managers; 4) ensures the continuity of the formation of a personnel reserve for key management positions.

Improving the management potential of managerial personnel, their ability to find their place in the international arena and freely participate in integration processes depends on their knowledge of foreign languages. In the current conditions of globalization, the training of highly qualified specialists in all areas is one of the urgent tasks.

## **Description of the Scientific Problem and Its Solution**

The results and effectiveness of managerial activities are also essentially determined by managerial potential. In other words, the level of management potential of executive power personnel has the effect of either accelerating, slowing down, or generally holding back the achievement of the intended national goals. The frequent replacement of government personnel is also related to this. The less such a phenomenon appears, especially during the transition period, the more it allows ensuring the productivity and stability of development. In the case of local executive power bodies, although such cases have decreased significantly, their continued existence calls for a serious approach to continuously enriching their potential.

From the above considerations, it is clear that in order to positively solve the problems of developing the management potential of personnel operating in this system, there is a great need, first of all, for theoretical study. It is extremely urgent to study and analyze the issues of training personnel corresponding to the main areas of activity of the executive power during the transition period, and on this basis to develop scientific and theoretical proposals and recommendations on the development of the management potential of personnel.

Today, subjective approaches to the evaluation of the management potential of the leading personnel in the state civil service remain dominant. In his research, the Dutch scientist Paul Hart points out that subjective evaluation methods often prevent clear and fair evaluation of managers' performance. In particular, he points out that political and social factors, as well as the personal views of evaluators, increase the level of subjectivity in the evaluation process. Paul Hart suggests three main criteria for implementing an objective-based evaluation system - "effective problem solving, social support, and reporting." It is argued that these criteria help reduce subjectivity.

Assessing leadership potential is not a luxury for corporate giants, but a necessity for any company striving for sustainable growth. However, recognizing its importance is not enough. It is necessary to select and implement specific methodologies, adapting them to the specific characteristics of your organizational culture.

Foreign scholars support competency-based models to eliminate subjectivity. In their article "Looking Leadership in the Face", John Antonakis et al. (2017) present a competency-based assessment model that combines psychometric tests and 360-degree feedback. This model assesses leadership characteristics such as decision-making, emotional intelligence, and strategic thinking. Their research shows that combining indicators (e.g., work results) with qualitative feedback provides a more comprehensive and objective assessment.

The system of assessing the managerial potential of managerial personnel is one of the strategic factors determining the effectiveness of public administration. The existing mechanisms in this area must be fundamentally revised and enriched with modern scientific approaches. In this process, the introduction of an assessment system based on international experience, digital technologies, and competencies is of great importance.

Also, Robert Hogan and Joyce Hogan (2001) in their article “Assessing Leadership: A View from the Dark Side” emphasize the importance of assessing positive potentials (e.g., communication) and possible negative characteristics (e.g., arrogance). They recommend the use of validated psychometric tools such as the “Hogan Personality Inventory” to quantify leadership behavior and reduce reliance on subjective assessments.

Foreign literature emphasizes the need to move from subjective approaches to objective, evidence-based mechanisms in assessing leadership potential in the civil service. By adopting competency-based models, using technology, and learning from international best practices, public sector organizations can improve the fairness and effectiveness of leadership assessments and improve management outcomes. Accurate and effective assessment of the leadership potential of individuals applying for leadership positions in an institution or organization is now becoming increasingly important in selecting leaders who are competitive, strategically thinking, and able to lead the team forward. Psychological tests (e.g., Hogan, MBTI, 360-degree feedback), case study and simulation-based methods, and assessment centers are widely used. These methods allow for a comprehensive assessment of leadership candidates' competencies such as decision-making ability, leadership style, adaptation to change, teamwork, and stress tolerance (Table 1).

Ability categories	Important assessment techniques
Talent:- intellect- ability to analyze- effectiveness	Tests and interviews for intellectual level.
Social ability:- ability to communicate- the ability to manage conflicts	Intellectual methods(conversation, group discussions)
Motivation:- willingness to take risks- readiness for communication interruption, etc	1) Tests to determine motivation to achieve results2) interview
Personal characteristics: emotional restraint, etc	1) Tests (questionnaires)2) Stress interview
Professional ability and knowledge	1) Tests (on the job)2) Diplomas, with grades
Professional experience	1) Work biography and descriptions2) Conversation

**Table 1.** *Management potential of leadership candidates assessment methods*

In practice, the introduction of methods for assessing management potential should be carried out, first of all, in accordance with the needs and strategy of the organization. For example, in the selection of potential leaders in public services, assessment systems based on indicators such as the "leadership potential index" and "human capital management ability" are being introduced. These methods serve to determine not only the professional knowledge of candidates, but also their moral stability, emotional intelligence, ability to think strategically, and innovative approach. Such an approach is an important factor in ensuring long-term and sustainable leadership.

## Conclusion

Accurate assessment of management potential is not a luxury, but a strategic necessity for organizations focused on long-term success. Combining 360-degree methods, assessment centers, behavioral interviews, situational methods and modern digital solutions allows you to create a multi-dimensional system for identifying future leaders. Organizations that implement such systems will achieve a competitive advantage not only in attracting and retaining talent, but also in forming a management reserve capable of effectively responding to market problems.

In assessing the management potential of managerial personnel, it is important to study international experience, including advanced practices of developed countries, and adapt them to local conditions. It is also advisable to conduct separate fundamental and applied research in this area and develop a comprehensive system for assessing the management activities of managers based on the results of the research. This will ensure compliance with the principles of efficiency, transparency and fairness in assessing the management potential of managerial personnel in the civil service. This system serves to improve the quality of public service, reduce the level of corruption and socio-economic development.



1. In conclusion, it is advisable to pay attention to the following methodological aspects in improving the mechanisms for assessing the management potential of managerial personnel in the civil service:
2. developing criteria for assessing the management potential of managerial personnel in the civil service through conducting sociological surveys and interviews among managerial and managerial personnel of state bodies and organizations on systemic analysis, strategic planning, and achieving target indicators;
3. conducting cross-sectoral and cross-sectoral research to determine how managerial personnel think strategically in decision-making, perform systematic analysis, and implement result-oriented activities;
4. developing individual programs aimed at increasing their management potential by increasing the importance of working with specific, measurable, and result-oriented indicators among managerial personnel;
5. developing educational and methodological manuals for in-depth and systematic study of problems in managerial personnel and the formation of decision-making skills based on facts and figures;
6. it is desirable to provide clear and transparent information to the public about what changes are expected in public administration, what results should be strived for, by studying the views, experiences, and attitudes of various leaders through surveys and interviews in the field and sectors.

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