

## Some innovative methods of the civil service personnel management in the Republic of Kazakhstan

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## **SOME INNOVATIVE METHODS OF THE CIVIL SERVICE PERSONNEL MANAGEMENT IN THE REPUBLIC OF KAZAKHSTAN**

Personnel management is the main factor of modern society economic success. This significantly changes the very concept of "human resources management" - it goes from a simple prompt solution to the determination of problems arising the definition of people future needs, as well as the development of both their labor and creative potential. In this regard, it should be emphasized that in business, especially in large-scale one Personnel management is focused on solving strategic tasks of the organization innovative development, in other words, its goals and principles must comply with the organization basic strategic concept, and the function of personnel management must be taken into account when developing the organization strategy. The aim of the study is to determine the new technologies effectiveness in public administration. This is called service-oriented thinking. In short, service systems are the location of systems that create value and include people sharing information, technology and organizations, as well as language, measures, models, laws, etc. The main carrier of new competitive ideas, solutions, non-standard tasks or new ways of solving standard problems is the personnel. Creation of an efficient and effective system of public administration is a necessary condition for ensuring the dynamic social and economic development of our country. Therefore, the number one task remains to improve the effectiveness of public administration, strict observance of the rule of law by state officials, and the provision of high-quality public services to the public. Thus, the urgency of researching innovative methods of the personnel management system in a state institution is due to the need for timely formation and development of innovative mechanisms for making managerial decisions that are adequate to the requirements of the modern economy, scientific and technical and information progress. Analyzing the foreign experience of the above countries, it should be noted a number of features that are of practical interest and can be taken into account in the process of improving the public service system of Kazakhstan:

- in the countries examined, the professionalization of the state apparatus is carried out on an ongoing basis;
- flexible methods of human resources management (personnel management);
- there are mechanisms for transferring the best employees with experience between the public and private sectors.

Analyzing the experience of foreign countries, it is necessary to determine the level of public confidence in the system of competitive selection and the level of confidence of civil servants and citizens in the mechanism for implementing the principles of meritocracy, that is, raising the career ladder with merit.

During the development of innovative methods, knowledge of the program being implemented in the public service is acquired; knowledge of the best personnel technologies used in the modern public service of foreign countries; knowledge of the possibilities and limitations of the use of traditional and innovative human resources management tools in the civil service management practice; the ability to make a reasonable choice of a specific staff tool, taking into account the purposes of its application, as well as the specifics of the given situation; skills of developing procedures and documents by the personnel department.

This is called service-oriented thinking. In short, service systems are the location of systems that create value and include people, share information, technologies and organizations, as well as language, measures, models, laws, and so on.

**Key words:** personnel, management, efficiency, governance, innovation, competence.

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### **Мемлекеттік қызметшілердің персоналын басқарудағы Қазақстан Республикасындағы инновациялық әдістері**

Персоналды басқару қазіргі қоғамның экономикалық табыстылығының басты факторы болып табылады. Бұл түсініктің маңызын өзгертеді. «Персоналды басқару» – ол қарапайым жедел шешімдердің мәселелерінен адамдардың болашақтағы қажеттіліктерін анықтауға, сонымен қатар олардың еңбек, шығармашылық потенциалдарын дамытады. Осыған байланысты бизнесте ерекше ірімасштабты атап өткен жөн. Персоналды басқару мекеменің инновациялық дамуындағы стратегиялық міндеттерді шешеуге бағытталған басқаша айтқанда оның мақсаттары мен қағидалары мекеменің негізгі стратегиялық даму концепциясына сәйкес келуі қажет, ал персоналды басқару функциясын мекеменің стратегиясын өңдеу кезінде ескеру керек. Зерттеудің мақсаты – мемлекеттік басқарудағы жаңа технологиялардың тиімділігін анықтау. Негізгі жаңа бәсекеқабілетті идеялардың, шешімдердің, стандартты емес тапсырмалар немесе стандартты тапсырмалардың шешілуіндегі жаңа әдістердің әкелушісі персонал. Жұмыс істей алатын және тиімді мемлекеттік басқару жүйесін құру – елдің қарқынды әлеуметтік-экономикалық дамуын қамтамасыз етуі қажетті. Сондықтан басты мәселе мемлекеттік басқарудағы тиімділікті арттыру болып қала бермек, мемлекеттік қызметкерлердің қатаң заңдылықты сақтау, тұрғындарға сапалы жариялылықта қызмет көрсету. Сонымен, мемлекеттік мекемелердегі персоналды басқару жүйесіндегі инновациялық әдістерді зерттеу өзектілігі басқарушылық шешімдерді қабылдау деркезді қалыптастыру және инновациялық механизмдердің дамуы, қазіргі заманғы экономиканың, ғылыми-техникалық және ақпараттың прогрестің талаптарына жеткілікті болуы шарт.

Көрсетілген елдердегі шетелдік тәжірибені талдай келе, Қазақстанның мемлекеттік қызмет жүйесін жетілдіру процесінде ерекше практикалық мүдделердің ескерілуі қажет:

– қарастырылған елдерде мемлекеттік аппаратты мамандандыру тұрақты негізде жүзеге асырылады;

– адами ресурстарды басқарудың ыңғайлы әдістері ендірілуде (кадр менеджменті);

– тәжірибелі ерекше қызметкерлердің трансфер бойынша мемлекеттік және жеке секторлар арасында механизмдер әрекет етеді.

Шетелдік тәжірибеге сүйене отыра конкурстық іріктеу жүйесіне және мемлекеттік қызмет пен азаматтардың меритократия қағидаларын жүзеге асыруға, яғни баспалдақпен сіңірген еңбегін ескере отырып жоғарылауына тұрғындарды сендіру. Инновациялық әдістерді игеру барысында мемлекеттік қызметте жүзеге асыру бағдарламаларын игеру білімдерін; шетелдердегі қазіргі заманғы қолданатын үздік кадрлық технологияларды білу; мемлекеттік қызмет кадрларын басқару практикасында басқару персоналының дәстүрлі және инновациялық құралдарын қолдану мүмкіндіктері мен шектеулерін білу; қолдану мақсатын ескере отырып нақты құралды таңдауды негіздей білу; рәсімдеу және құжаттарды персоналды басқарумен өңдеу дағдысы. Бұл қызметке бағытталған ойлау деп аталады. Қысқаша айтқанда, қызмет көрсету саласы – бұл жүйелердің орнықталуы, құндылықтарды құрайтын және адамдарды қосатын, ақпарат алмасу, технологиялар мен ұйымдар, сондай-ақ тіл, шаралар, модельдер, заңдар және т.б.

**Түйін сөздер:** персоналды, басқару, тиімділік, мемлекет, инновация, құзіреттілік.

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### **Инновационные методы в управлении персоналом государственной службы в Республике Казахстан**

Управление персоналом является главным фактором экономического успеха современного общества. Это существенно меняет само понятие «Управление персоналом» – оно переходит от простого оперативного решения возникающих проблем к определению будущих потребностей людей, а также к развитию как их трудового, так и творческого потенциала.

В этой связи следует особо отметить, что в бизнесе, особенно в крупномасштабном, управление персоналом ориентировано на решение стратегических задач инновационного развития организации, иными словами, его цели и принципы должны соответствовать основной стратегической концепции развития организации, а сама функция управления персоналом должна учитываться при разработке стратегии организации.

Цель исследования – определить эффективность новых технологий в управлении персоналом в государственной службе. Основным носителем новых конкурентоспособных идей, решений, нестандартных задач или новых способов решения стандартных задач является персонал. Создание работоспособной и эффективной системы государственного управления – необходимое условие обеспечения динамичного социально-экономического развития нашей страны. Потому задачей номер один по-прежнему остается повышение эффективности государственного управления, строгое соблюдение государственными служащими законности, предоставление ими качественных публичных услуг населению. Таким образом, актуальность исследования инновационных методов управления персоналом в государственном учреждении обусловлена необходимостью своевременного формирования и развития инновационных механизмов принятия управленческих решений, адекватных требованиям современной экономики, научно-технического и информационного прогресса.

Анализируя зарубежный опыт указанных стран, следует отметить ряд особенностей, которые представляют практический интерес и могут быть учтены в процессе совершенствования системы государственной службы Казахстана:

- в рассмотренных странах профессионализация государственного аппарата осуществляется на постоянной основе;
- внедрены гибкие методы управления человеческими ресурсами (кадровый менеджмент);
- действуют механизмы по трансферу лучших сотрудников с опытом работы между государственным и частным секторами.

Анализируя опыт зарубежных стран, необходимо определять уровень доверия населения к системе конкурсного отбора и уровень доверия государственных служащих и граждан к механизму реализации принципов меритократии, то есть, повышения по карьерной лестнице с учетом заслуг.

В ходе освоения инновационных методов приобретаются знание программы, реализуемой на государственной службе; знание лучших кадровых технологий, применяемых на современной государственной службе зарубежных стран; знание возможностей и ограничений применения традиционных и инновационных инструментов управления персоналом в практике управления кадрами государственной службы; умение делать обоснованный выбор конкретного инструмента персонала с учётом целей его применения, а также особенностей заданной ситуации; навыки разработки процедур и документов отделом персонала. Это называется сервисориентированным мышлением. Другими словами, системы обслуживания – это расположение систем, которые создают ценность и включают людей, обмениваются информацией, технологиями и организациями, а также языком, мерами, моделями, законами и т.д.

**Ключевые слова:** персонал, управление, эффективность, государство, инновация, компетенции.

## Introduction

Personnel management is the main factor of the economic success in modern society. Since the beginning of the 21st century, in the personnel management sphere, there has been a gradual shift in emphasis from technocratic approaches that regulate the labor process content to a holistic approach based on the workers' labor opportunities long-term development. This changes the “personnel management” very notion significantly – it transfers from a simple operational solution of emerging problems to determine the people future needs and also the development of both their labor and creative

In this connection, it should be specially noted that in business, especially in large-scale one, personnel management is oriented towards solving strategic tasks of the organization innovative development, in other words, its goals and principles must correspond to the basic strategic concept of the organization development, and the

personnel management very function must be taken into account when the organization's strategy is developed.

Resource Management function of service oriented establishment is towards redeploying people, reconfiguration of organizations, sharing of information and investment in new technologies, order to effectively create the value of knowledge in the service relationships (Arsanjani, 2004).

That is known as service oriented thinking. In short, service systems are the arrangement of the systems that create value and include people, share information, technology and organizations as well as language, measures, models, laws, and so on (Demirkan, H., Kauffman, R. J., Vayghan, J. A., Fill, H.-G., Karagiannis, D., & Maglio, P. P. (2008)).

## Material and Method

Material and Methods - should consist of a description of the materials and the progress of

the work, as well as a complete description of the methods used.

A key role in improving the civil service system is assigned to strengthening the country's human resources capacity. In terms of nations "100 concrete steps" of the President of Republic of Kazakhstan, fifteen steps are aimed at raising the professional level of the state apparatus. As part of the reform, it is planned to modernize the procedure for entering the civil service, and the system of labor remuneration.

In accordance with the Decree of the President of the Republic of Kazakhstan "On the conduct of attestation of administrative civil servants of the building" B " ", a unified framework for the competencies of civil servants is developed, consisting of 11 competences, grouped into 4 blocks (Bajmenov A., 2000).

One of the functions of the Department of the Agency for Civil Service and Anti-Corruption is testing for knowledge of the legislation of the Republic of Kazakhstan for the candidates of Corps "B", for the subsequent possibility of participants to participate in general or internal competitions for admission to the civil service. Methods for assessing the merits of employees, in general, are diverse:

- questioning,
- score and expert evaluation,
- grouping of employees according to the results of their work evaluation, etc.

In this regard, it is necessary to choose the most suitable model of motivational management in the public service system.

Note that if the actual motivating factor for public servants is material interest and self-realization, then as a strategic direction to increase the efficiency of motivation and stimulation of the work of public service employees, it is possible to propose the use of a system of personnel motivation that provides management aimed at achieving the desired results.

There is no way to make rational managerial decisions without information about the current state of things and how things relate to each other. We use scientific research methods in order to learn how things really are, rather than just how we think they are. The quality of the decisions we make is only as good as the information that went in to them.

The theoretical basis for the study of the effectiveness of the system of motivation for work was the work of domestic (Abdrasilov B.S, Baymenov A., Maydyrova A. and so on).

To the modern understanding of the role and importance of personnel management in the provision of strategic plans, many large organizations came after major failures in the implementation of very real programs for which large financial resources were allocated (Yermekbayeva M.K., 2001). But, focusing on financing projects, they forgot about hiring and training issues; Hired in the period of increased demand for labor; did not select effectively the age or professional structure of staff, etc. F. Taylor, a representative of the management classical school developed the principles of personnel management in production. G. Ford, M. Weber, A. Fayol were the predecessors of this theory (Cole, G.A., 2004).

## Results and discussion

In Kazakhstan, public service is based on the principles, fixed by the Law of the Republic of Kazakhstan of July 23, 1999, No. 453-1 «On Civil Service». These include the principles:

- legality;
- Kazakhstan's patriotism;
- Unity of the civil service system, regardless of the division of state power into legislative, executive and judicial branches;
- priority of the rights, freedoms and legitimate interests of citizens before the interests of the state; accessibility, that is equal rights of the republic citizens to access to public service and advancement in public service in accordance with their abilities and professional training;
- Voluntariness of citizens' admission to the civil service; professionalism and competence of civil servants; equal pay for the performance of equivalent work;
- mandatory implementation of decisions taken by higher state bodies and officials within their authority, for subordinate civil servants and employees of lower state bodies;
- subcontrolness and accountability of civil servants;
- accounting for public opinion and publicity, with the exception of activities that constitute state secrets or other secret protected by law;
- legal and social protection of civil servants; encouragement of them for conscientious, proactive performance of official duties, fulfillment of tasks of special importance and complexity;
- personal responsibility for non-fulfillment or improper performance of official duties by a civil servant and exceeding his authority;
- encouragement for civil servants continuing education.



The organization personnel management is the purposeful activity of the organization top-management, as well as the personnel management system, including the concepts and strategies for personnel policy, together with the principles and methods of personnel management development.

Human Resource Management as “A process of hiring & developing employees so that they become more valuable to the organization is known as Human Resource Management”. Human Resource Management includes job analyses, human resource planning, recruiting, orientation, training and development, management of wages and salaries, evaluating performance, providing benefits and incentives, communicating and resolving disputes (Business Dictionary, 2013).

Human Resource Management which is also known as human Resource (HR), is mainly responsible for generating, implementing and/or administration of policies leading to the employee behavior and the also behavior of company towards its employees. The main functions of Human resource Management include recruitment & retention, motivation, exit interviews, assignment selection, training, performance reviews, labor law compliance, professional development and change management (2011, 30).

On the other hand, (Armstrong, 2006) defines Human Resource Management as: “A strategic and coherent approach to the management of an organization’s most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives”.

By the President of the Republic of Kazakhstan Decree No. 883 of August 6, 2014, the Agency of the Republic of Kazakhstan for Civil Service and Anti-Corruption Affairs was established. The Agency was created with the functions and powers to assess and control the quality of public services, combat economic and corruption crime, identify and prevent corrupt practices, investigate and uncover corruption crimes.

Monitoring the purity of the public service system preventive and preventive activities are a priority for the Agency. Together with conducting monitoring of the staff and state posts of the civil service either, including the Republican database on civil service personnel formation. This event is widely explained in the Anti-Corruption Strategy of the Republic of Kazakhstan for 2015-2025.

Increasing the staff role and changing attitudes toward it is associated with changes in production:

traditional conveyor technology has sought to minimize the possibilities of human intervention in technological processes, making them independent from the labor skills. Gradual increase in the science intensive production role, as well as the introduction of robotics, flexible production complexes based on computer technology and modern means of communication led to a reduction in staff, but an increase in the proportion of specialists and high qualified workers. The role of skills in physical manipulation gradually decreases meanwhile the conceptual skills importance increases (the ability to represent complex processes in an integral system, to conduct a dialogue with a computer, to understand statistical quantities). Attention and responsibility, oral and written communication skills are of particular importance at present (Krasovskii Y. D., 1997: 362)

One of the functions assigned to the civil service management of the Agency for Civil Service and Anti-Corruption Department is testing for knowledge of the Republic of Kazakhstan legislation for the Corps «B» candidates – for their subsequent possibility to participate in general or internal competitions for admission to the civil service.

Based on the results of the candidates for the B Corps testing from January 4, 2017 to March 10, 2017, the following data were received: 396 candidates were tested among them 139 people passed the test (35.1%); 257 did not pass the testing (this is 64.90%) and 136 candidates passed only an assessment of personal competencies (see figure 1).

As a result of the information on the results of the testing of the candidates of the corps «B» from January 4, 2017 to March 10, 2017, the following data: 396 candidates were tested among them, 136 passed personal competencies assessment testing (that’s 35.1%); 257 did not pass the testing (that’s 64.90%) (see figure 1):

As the indicators show, more than 60% of candidates received results below the threshold. The main reason for which are not only the nervous tension of the tested, but also their poor preparation for the tests themselves.

In 2017, surveyed and interviewed 170 civil servants or 88.1% of the total number of dismissed persons. The purpose of this study was to clarify in depth the factors influencing the public servants motivation and the possibilities to improve motivation and productivity level, both for individuals and for the state institutions system in general (Maslow A.H., 1970). According to the analysis, one of the main reasons for the civil

service personnel withdrawal on their own will is to switch to another more profitable and less emotionally expensive work. Figure 2 below shows the results of the analysis to identify the causes of withdrawal:

- 17 civil servants – or 10% – retired due to low wages;
- 12 civil servants – or 7.1% – because of high workload;
- 141 people – or 82.9% – for other reasons.

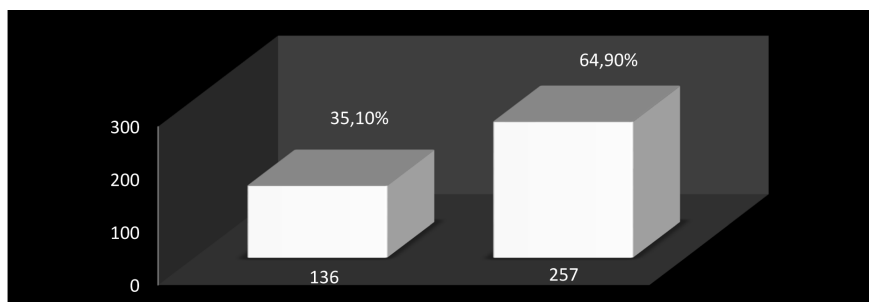


Figure 1 – Results of the corps «B» candidates testing from January 4 to March 10, 2017

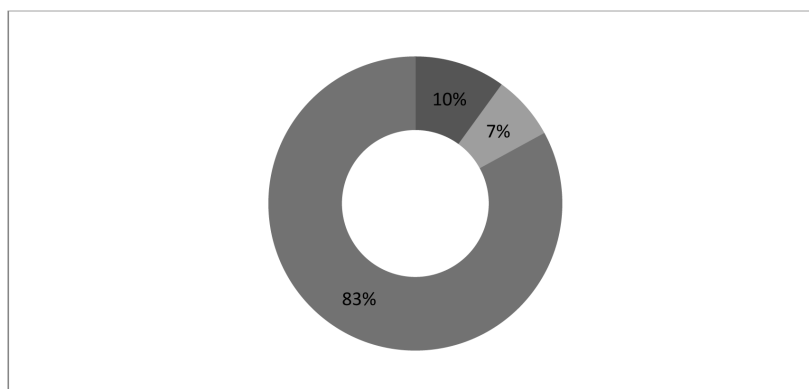


Figure 2 – The results of the conducted analyzes on revealing the reasons for leaving the civil service in the Republic of Kazakhstan on their own will

Questions regarding job satisfaction were also studied. Thus, according to polls conducted among 154 civil servants (91.0% of the respondents), the work was consistent with their goals and expectations.

Below are the remaining survey results:

– 161 civil servants (94.7% of the respondents) believe that their opinion is taken into account when making important decisions;

– 146 civil servants (85.8% of the respondents) saw the prospects of their official growth in the public system;

– 62 civil servants (36.4% of the respondents) were detained at work and worked on weekends. Most of the respondents who answered this question noted that when working on weekends, they did not receive another day of rest and did not get any payment in accordance with labor legislation.

– 156 civil servants (91.7% of the respondents) believe that the work in their structural division is distributed evenly between employees;

– 146 civil servants (85.8% of the respondents) received proposals and recommendations from the top-management on the need for professional development;

– 76 civil servants (44.7% of the respondents) had good relations with their immediate supervisor, 126 civil servants (74.1% of those surveyed) – with their colleagues within the structural unit/body.

As a whole, 594 (22.3%) people left the civil service from the beginning of 2016 up to the end of 2017; at the same time, net turnover was 193 (7.2%). Net replacement for the first time was 15 (0.6%) people.

Also, under the President of the RK decree, in 2017 the current “B» corps civil servants were

subject to a comprehensive attestation. The purpose of that was to determine the professional training level and compliance with the positions occupied by the Corps «B» employees.

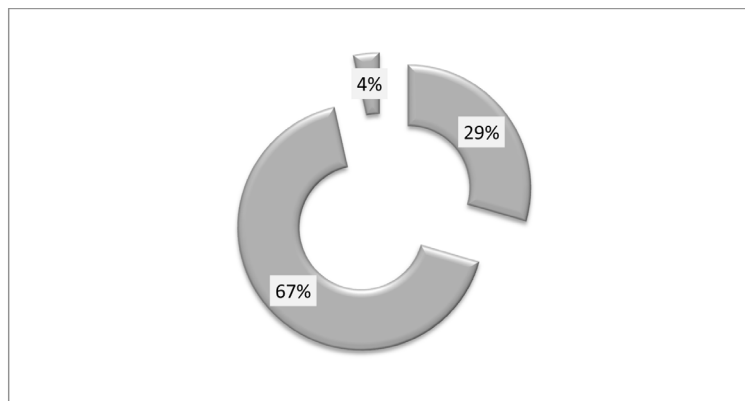
In the attestation course, civil servants were assessed for the competencies required to effective work in a particular position through a special automated program use. Such attestation is carried out consistently in 3 levels – depending on the category of positions held.

In the highest attestation commission under the presidential administration, the directors of central state bodies departments, heads of regional administrations, as well as other Corps «B» employees who are correlated to them according to their level, pass attestation (Maidyrova A. B.,2015: 173 ).

At the second level of the certification commissions under the provincial ministries and akimats, the interviews are conducted with these state bodies employees respectively.

The third level is the district certification commissions. District and rural civil servants are assessed there (Dzhunusbekova G. A, 2016:37 ).

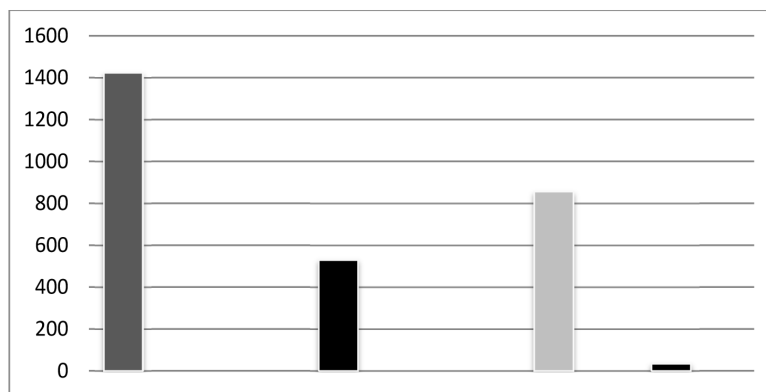
Figure 3 shows the attestation intermediate results for the period from February 1 to March 17, 2017. At the moment, 2292 state employees from 3,280 subjects have already been tested for the personal competencies assessment; 675 (29.4%) of civil servants were rated «excellent», «effective» – 1537 (67.0%), «satisfactorily» – 80 (3.5%), «unsatisfactory» - 0%.



**Figure 3** – Results of testing the personal competence assessment among existing civil servants subject to certification

And Figure 4 shows the central state bodies that have passed the testing for assessing personal competence: from 1424 civil servants

of them were rated; «excellent» received 531 employees, «effective» – 857, «satisfactory» – 36, «unsatisfactory» – 0 people, respectively:



**Figure 4** – Results of civil servants who have been tested for personal competency assessment



The interview conducting procedure is as follows:

1) The Attestation Commission examines the conclusion on the results of testing prior to the interview beginning, to determine the issues based on the attestee competencies of the, who requires further improvement.

2) The Attestation Commission conducts an interview with the attestee, including through a videoconference.

3) At the invitation for the interview attestation, the attestation commission secretary establishes the identity of the attested person by presenting an identity card.

During the interview the attesting person is not allowed to have:

- receiving-transmitting electronic devices (including mobile phones and other e-equipment);
- documents related to his professional activities.

Before the interview begins, the assessor specifies the interview language (state or Russian one) and he is presented with a memo about the procedure for the interviewing form.

In the future the interview is conducted in the language chosen by the attestee.

The interview time with one attestee should be not more than twenty minutes, with each question and answer being answered – not more than 4 minutes. The total number of questions should be five, including no more than two profile questions (they are formed on the basis of the terms of reference indicated in the second section of the evaluation sheet) and no more than three questions on competencies (are formed on the basis of the area for the development of the assessor indicated in the conclusion based on the results testing). Profile questions should be asked strictly in accordance with the attestee functional duties, the state body working specifics and the unit in which the attestee works. For example, if the duties of an attested person are related to staffing matters, then the profile question may be about personnel management separate aspects.

Questions on competencies are placed taking into account the results of testing for assessing personal competencies. The indicator of the assessor's answers reliability takes into account. So, if the answers' reliability is 50% or more, questions are formed according to the competencies specified in the «Area for Development».

Further. For example, in the conclusion of the certified competency «Cooperation» is in the field for development. In this case, the asked question should be aimed at revealing the application of

this competence to the appraised in practice. It is important to obtain from the assessor a specific description of his actions in a particular situation, rather than general information. When analyzing the assessor responses, it is necessary to determine how he manifests these competencies in work situations and at what level. In this case, it is important to take into account the competencies manifestation levels. If the competencies specified in the «Areas for Development» are at the «A» or «B» level, then questions are not asked: questions are asked only if the competencies are at the «C» or «D» level.

If the answers reliability is less than 50%, questions are asked for any competencies, regardless of whether they are in the «Area for Development» or «Strengths».

In case the attested person, responding to a question on competencies, gives general answers and can not give a concrete example from his working practice, it's necessary to ask the same question otherwise, paraphrasing it. A response repeated absence indicates an inadequate demonstration of the competence being assessed. In a situation where the attested person gives examples that are not relevant to the question sphere, it is necessary to clarify the asked question and make sure that the appraiser correctly understands it. After that, the attestee should bring a suitable example from his professional work.

Questions are asked consistently, at an average pace, legibly and personally referring to the attestee. The testing questions sequence is established by the testing procedure chairman.

During the interview, the attested person has the right for to:

- 1) specify the question assigned to the certification commission;
- 2) ask for time not more than one minute to prepare an answer to the question;
- 3) ask for medical assistance in case of unsatisfactory health status;
- 4) ask for water;
- 5) point out a violation of the Instructions for the interview conducted by the chairman or the attestation commission members;
- 6) to perform other actions that are not prohibited by the Republic of Kazakhstan legislation and do not interfere with the interview course.

Evaluation data are submitted to the certification sheet:

- it contains conclusions on the results of testing, indicating the level of competence;
- the results of the answers evaluating to the questions posed are entered in the section

«Evaluation of the interview» of the certification sheet;

- evaluations are issued on a 4-point scale, as indicated in the note of the certification sheet, which also provides estimates and their descriptors;

- the decision with respect to the attested person is indicated in the section «Recommended solution» of the certification sheet;

- the interview sheets are signed by the persons filled them.

During the interview with the attested the attestation commission members mustn't:

- get up;

- leave the room;

- talk on the phone;

- during the receipt of the answer to the questions asked, enter into controversy with the attest;

- perform other actions that interfere with the course of the interview.

After completing the interview, the results of the interview are summarized with the assessor within 5-7 minutes.

Evaluation of the interview in conjunction with the evaluation sheets and the conclusion on the test results serves as the basis for making a decision with regard to the attestee.

The Protocols are drawn up on the day of the Certification Commission meeting in accordance with a special Appendix to the methodological recommendations and signed by both the Chairman and the Secretary in the Attestation Commission members presence.

After the interview completion, the attestation committee working body will append the interview sheets and the final decision Protocols to other interview materials and within one working day from the moment of signing this decision transfers them for storage to the personnel management service in which the attested person works. The materials' shelf life is six months from the date of the certification completion.

As a result, in some state bodies decisions on the attestation results have already been made and, as shown in Figure 4, out of all 3280 civil servants subject to certification:

- 26 attestees correspond to the position held and are recommended for promotion;

- 354 certified persons correspond to the position held;

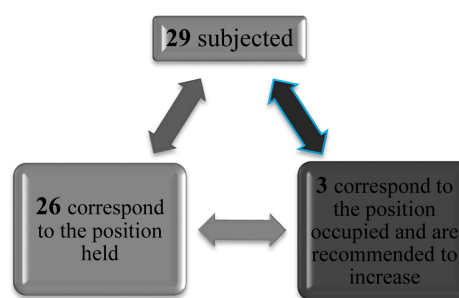
- 0 people do not correspond to the position occupied and are recommended to decrease;

- no one does not correspond to his position and is recommended to be dismissed.

Including the Department for Civil Service Affairs staff in Aktobe region have already passed all 3 certification stages.

The Department has a staff of 35 civil servants, 29 of them were subject to certification. 26 civil servants correspond to the position held and them 3 certified persons correspond to the position occupied and are recommended to increase (see figure 5).

At the moment, according to the certification results Aktobe region shows good results of this work. It should be noted that according to the testing results for personal competence assessment, the answers' highest reliability was recorded principally in Aktobe – 96%.



**Figure 5** – Final results of certification of the Civil Service Affairs Department staff in the Aktobe region

Such encouraging results were achieved due to the high-quality theoretical training of civil servants and a good knowledge of the relevant professional competencies in their positions. The basis for their theoretical training is based on the modern concept of personnel management with its methodological and organizational components:

The personnel management concept is a system of theoretical and methodological views on the understanding and definition of the essence, content, goals, objectives, criteria, principles and methods of personnel management, as well as organizational and practical approaches to the formation of a mechanism for its implementation in specific operating conditions of organizations. It includes: development of management methodology; formation of the personnel management system; development of personnel management technology.

The personnel management methodology assumes consideration of the organization personnel essence as an object of management, the process of individuals behavior formation corresponding to the organization goals and objectives, the personnel management methods and principles(William B.,1989: 628).

Personnel management system means the concept of its goals, functions, organizational structure formation, vertical and horizontal functional relationships of managers and specialists in the process of justification, development, adoption and implementation of management decisions (Rogers C., 1980).

Personnel management technology is a process of the organization of hiring, selection, reception of personnel, its business evaluation, career guidance and adaptation, training, management of its business career, motivation and organization of work, management of conflicts and stresses, ensuring the social development of the organization (Shuts W.C., 1971), the release of personnel, etc.

Personnel management office is a structural subdivision of the organization's management apparatus, which is called upon to carry out the whole complex of jobs on the development of the measures system related to the person's effective management.

Schematically this theoretical and methodological basis structure of the organization personnel management can be represented as it shown in Figure 6.

The basis of the personnel management concept in the organization is the role of the employee's personality, knowledge of his motivational attitudes, the ability to form and guide them in accordance with the task of the organization.

It's known 3 factors affect people in the organization:

1) the organization hierarchical structure in which the main influence means are the power-subordination relationship, pressure on the person from above through coercion and control over the material wealth distribution;

2) culture – joint values, social norms, behavior attitudes regulating a person's actions that developed by a society, an organization and a people group;

3) market – a network of equitable relations based on the sale and purchase of products and services, property relations.

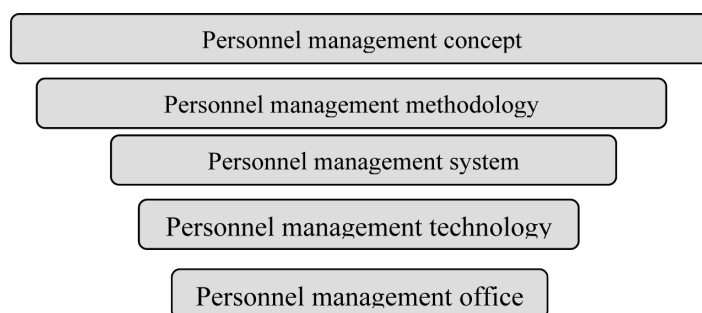


Figure 6 – Elements of the organization personnel management concept

The performance allocation as a target for personnel management in an organization means:

- when planning the need for staff - how many and what employees need the enterprise to achieve the necessary economic results;

- the personnel selection takes into account the candidate ability to produce the required volume of products;

- with adaptation – the main thing is the professional adaptation success. Stimulation will be closely related to the worker's labor amount and the output volume;

- in the staff development – what qualities should be developed to improve performance;

- when assessing – how effective the worker's job is;

- with labor displacements – where in the labor division system the worker's abilities will be applied with greater economic benefit to the organization;

- in the labor organization - how to rationally organize the workplace, determine the functions composition to increase the worker's job economic performance, etc.

The labor effectiveness essence as an object of management is an unconditional priority in the personnel management system of the labor activity economic side. Staff is depersonalized and treated narrowly as one of the economic resources, and its social characteristics if taken into account, then only to the extent that it's necessary to improve the labor productivity and efficiency.

To overcome the shortcomings noted above in the personnel management theory and practice some

labor productivity indicators that perform an integral character have been developed. As evaluation indicators are used: professions superimposition, service areas expansion, compliance with labor and technological discipline, etc (Gambetta D., Ed., Basil Blackwell, 1990). To take into account personal qualities and collective interaction in domestic and foreign enterprises, various variants of the indicators, known as the labor participation coefficient (LPC), and the labor contribution coefficient (LCC) are used. In these integral, complex indicators, the labor productivity internal content changes radically: they take into account not only the labor activity economic side, but the behavioral aspect, social interactions of personnel in the labor process either (Hackman J.R., 1975).

In Kazakhstan, if about 5 thousand people worked earlier at the district and rural level, combining the main job with the performance of the «personnel officer» duties, then since March 2013 cities and districts akims created 191 unified personnel management services with about 500 people total number (Baymenov A., 2000).

Personnel management in Kazakhstan as a kind of professional activity should be in demand in society by including in this type of activity people capable qualitatively perform labor functions for managing the human labor capabilities. Moreover, it's already impossible to cope with the tasks that the person is to perform in this kind of work without prior special education. It is necessary to highlight the discipline «Personnel management» from the whole complex of labor sciences, which is explained the people's labor activity management objective circumstances in all spheres and sectors of the economy.

In 2012, a new integrated information management system for personnel of the public

service «e-Kyzmet» was introduced in Kazakhstan by the Agency of the Republic of Kazakhstan for Civil Service Affairs. As its developers consider, the technical platform «e-Kyzmet» creation will improve the quality and effectiveness of both personnel policy and the human capital management system in the domestic public service system (Abdrasilov B. S., 2015). Also in order to implement the Republic of Kazakhstan President Decree No. 119 «On the Concept of a New Model of Civil Service of the Republic of Kazakhstan» dated by July 21, 2011, the Law of the Republic of Kazakhstan «On Introducing Amendments and Addenda to the Law» On Civil Service» was put into effect from 1 January 2013.

Since 2016 in the Republic of Kazakhstan, the «Nation Plan - 100 concrete steps» has been put into the implementation of the five institutional reforms proposed by the Head of State Nursultan Nazarbayev. This Plan lays radical changes in society and the state, whose main goal is «treatment of systemic diseases» (Mukhamedzhanova A. G., 2009). We hope that «100 concrete steps» will give Kazakhstan such a safety margin that will confidently go through a difficult period of both current international tests and significant domestic changes.

Conclusion However, practice shows that the vocational education system development has been forming for quite a long time. Given that the modern management characteristic feature is the recognition of the human factor increasing role as in the production as in government systems (Parsons T., 1966), it is worth recalling the old slogan of almost every company that uses the most innovative personnel management methods today: «Cadres decide everything!» and hope that the innovative methods in the civil service personnel management implemented in modern Kazakhstan will soon bring their effective results.

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