

PROSPECTS OF USING DIGITAL TECHNOLOGIES IN THE PUBLIC CIVIL SERVICE

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Abstract: This article discusses in detail the role of digitalization of the public civil service, launched electronic systems, foreign experience of electronic human resources management systems, and assessment of their effectiveness in reducing human factors.

Key words: public civil service, digitalization, electronic human resources management system.

In the era of high speed of change and technological progress, digital transformation of personal management is becoming a toolkit for the civil service.

Many electronic systems have been launched to enhance productivity and foster sustainable organizational development.

According to Deloitte research, only 7% of companies in the world use mobile technologies for employee training, 10% for performance evaluation, 8% for time planning, 13% for recruitment, and 21% for vacation planning.¹ Today, the use of digital technologies in effective employee management has begun to reach a critical stage. The results of a survey conducted by Deloitte among enterprises and organizations showed that organizations that actively use AI-based tools for talent management are four times more likely to experience high levels of productivity and employee satisfaction.²

Nowadays, the role of digital technologies in developing countries is growing significantly, especially in Uzbekistan. We can mention factors such as significant strides in digital government development, marking the country's entry into the very high EGDI group, making major investments in digital/ICT infrastructure, and E-government platforms (my.gov.uz, tax services), having strong institutional leadership and

¹ Linkova N.V., Kozlova E.I. Education and development of personnel as one of the instruments for implementing the Digital Economy program // Innovative economy: prospects for development and improvement. –2019. –№1 (35). P. 214-216.

² 2024 HR tech predictions: Gen AI's journey from use case to ubiquity. action.deloitte.com. (2024, May 10). <https://action.deloitte.com/insight/3768/2024-hr-tech-predictions-gen-ais-journey-from-use-case-to-ubiquity>

focusing on digital skills, STEM, and digital literacy. These factors led to recognition by the United Nations Public Service Forum 2025, and Uzbekistan was one of 12 countries awarded in the world.

The priority areas for the introduction of digital technologies in public administration are set out in the strategy “Digital Uzbekistan – 2030,” No. PF-6079 of the President of the Republic of Uzbekistan, dated October 5, 2020.³ According to the strategy “Digital Uzbekistan – 2030,” programs designed for civil servants have been formed as a component of "Digital Government" by being integrated into the country's interactive portal.

Today, the Agency for the Development of the Public Civil Service under the President of the Republic of Uzbekistan has developed an information system and resources and is gradually introducing them into the civil service. In particular, under the decree No. PF-76 of the President of the Republic of Uzbekistan dated May 24, 2023, “On measures for the effective organization of public administration in the field of digital technologies within the framework of administrative reforms”⁴, the electronic human resources management system (e-HRMS) was put into practice in the field of public civil service. This platform covers central and local government civil servants, and it has provided electronic information about them. In order to maintain electronic personnel documents, e-HRMS (**hrm.argos.uz**)⁵ has been integrated with the other information systems.

Foreign countries’ experience with the digitalization of the public civil service system is constantly being studied. We can mention South Korea and Kazakhstan as successful developers of their e-HRMS.

In South Korea, the personnel management framework covering all public servants is supported by “e-Saram,” a standardized electronic human resource management system. “Saram” in the Korean language means human. e-Saram has computerized tasks from recruitment to retirement, enabling electronic management of appointments, performance evaluations, training, work schedules, and salaries. The machine-based version of e-Saram was launched in 2002 and became web-based in 2020. In Kazakhstan, “e-Qyzmet” is an electronic system designed to fully automate human resource management in the civil service. e-Qyzmet also covers civil servants’ journey from recruitment to retirement, unifying the database of all

³ <https://lex.uz/docs/5030957>

⁴ <https://lex.uz/docs/6472528>

⁵ <https://hrm.argos.uz>

administrative civil servants. The electronic system was launched in 2016 and modernized in 2023.⁶

One of the main steps of eliminating bureaucratic obstacles and preventing corruption risks in Uzbekistan was launching an open portal for vacant positions (**vacancy.argos.uz**)⁷ in 2020. This portal was developed to recruit the most suitable personnel for vacant positions in government organizations on an open, competitive basis. This system is integrated into the Unified National Labor System of Uzbekistan. Before launching this portal, there were bureaucratic obstacles, such as requiring candidates to collect more than 20 documents from different government organizations. Now, each candidate who wants to participate in the open competition can submit applications in electronic form for the chosen vacant position.

In addition, the electronic information system **test.argos.uz**⁸ was launched in 2020, determining the knowledge of state civil servants and creating psychological portraits. In order to ensure transparency, the “Face ID” test has been launched for recognizing the faces of candidates before the testing process, and for entering the test, it was enabled through a special token. Most importantly, conditions have been created for the public to follow the testing process via social media.

Based on the experience of developed foreign countries, the electronic platform **zaxira.argos.uz**⁹ has also been launched. It serves as a personnel reserve system, including personnel data of candidates for reserved managerial recommended positions. We can mention the other electronic platforms such as **edu.argos.uz**¹⁰, **samaradorlik.argos.uz**¹¹ and **my.argos.uz**¹². The electronic platform **edu.argos.uz** is considered an online platform for training civil servants and conducting distance learning that helps to improve the level of knowledge and skills. It offers main and additional courses for civil servants. The other online platform, **samaradorlik.argos.uz** is set to evaluate the performance of deputy governors of districts and cities and is gradually being developed. Through the portal **my.argos.uz**, civil servants can open personal profiles and view information about education, including diplomas, training certificates, current place of work, and previous work experience, the results of the last

⁶ Astana civil service hub (2023): E-HRM systems for the civil service in Kazakhstan, Kyrgyzstan, Uzbekistan and the Republic of Korea

⁷ vacancy.argos.uz

⁸ test.argos.uz

⁹ zaxira.argos.uz

¹⁰ edu.argos.uz

¹¹ samaradorlik.argos.uz

¹² my.argos.uz

knowledge test, information about relatives, and view and confirm orders related to labor leave, employment, and labor activity. In this portal, civil servants have the opportunity to delete unnecessary information, edit incorrect information, and add missing information.

The implementation of digital services in the state civil service is beneficial in all aspects, especially in preventing corruption, eliminating bureaucratic barriers, reducing the human factor, creating equal opportunities for all candidates in open competition, and selecting the right person for the right place using the principle of meritocracy.

Based on the analysis, the following proposals are recommended for developing digital transformation in the civil service in Uzbekistan:

1. Exploring the possibilities of introducing artificial intelligence technologies into the process of evaluating management personnel;
2. Using artificial intelligence technologies in comparing and selecting the most suitable reserved candidates for managerial positions;
3. Improvement of e-HRMS by integrating with Uzasbo (a software package designed for the automated management of budget accounting and reporting in Uzbekistan);
4. Development of civil servants' AI competencies by understanding the ethical, regulatory, and operational implications of AI

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