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CONTACTS

Phone: **+998 50 737 87 88**

Website: <https://ist-journal.uz>

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ORGANIZATIONAL AND LEGAL FOUNDATIONS FOR ESTABLISHING A PERSONNEL RESERVE FOR LOCAL GOVERNMENT AUTHORITIES IN UZBEKISTAN

G'aniyev Elyor Sobirjonovich

Doctoral Researcher at the Academy of Public Policy and Administration under the President of the Republic of Uzbekistan

E-mail: e.ganiyev@dsba.uz

Abstract. The organizational and legal foundations for establishing a talent pool within local government authorities in Uzbekistan are analyzed. The study examines regulatory legal acts defining the legal status of local government, legislation governing the civil service, procedures for establishing and maintaining the National Talent Pool, human resource management mechanisms in central and local executive authorities, and reforms being implemented in 2025–2026. It is substantiated that, unlike the traditional practice of compiling personnel lists, the talent pool is evolving into a comprehensive system encompassing the identification, selection, and assessment of promising personnel, the development of their competencies, the preparation of individual development plans, and the monitoring of their professional growth. The institutional, legal, digital, and competency-based mechanisms for establishing a talent pool for local executive authorities are analyzed, and scientific and practical recommendations for their further improvement are developed.

Keywords: local government, talent pool, National Talent Pool, civil service, human resource management, managerial personnel, promising personnel, competencies, personnel policy, hokimiyat, digital HRM, individual development plan.

Annotatsiya. O'zbekistonda mahalliy davlat hokimiyati organlari kadrlar zaxirasini shakllantirishning tashkiliy-huquqiy asoslari tahlil qilingan. Tadqiqot doirasida mahalliy davlat hokimiyatining huquqiy maqomini belgilovchi normativ-huquqiy hujjatlar, davlat fuqarolik xizmati sohasidagi qonunchilik, Milliy kadrlar zaxirasini shakllantirish va yuritish tartibi, respublika va mahalliy ijro etuvchi hokimiyat organlarida inson resurslarini boshqarish mexanizmlari hamda 2025–2026-yillarda amalga oshirilayotgan islohotlar o'rganilgan. Kadrlar zaxirasi an'anaviy kadrlar ro'yxatini shakllantirishdan farqli ravishda istiqbolli kadrlarni aniqlash, saralash va baholash, ularning kompetensiyalarini rivojlantirish, shaxsiy rivojlanish rejalarini shakllantirish hamda kasbiy o'sishini monitoring qilishni qamrab oluvchi kompleks tizim sifatida rivojlanayotgani asoslangan. Mahalliy ijro etuvchi hokimiyat organlari uchun kadrlar zaxirasini shakllantirishning institutsional, huquqiy, raqamli va kompetensiyaviy mexanizmlari tahlil qilinib, ularni yanada takomillashtirish bo'yicha ilmiy-amaliy takliflar ishlab chiqilgan.

Kalit so'zlar: mahalliy davlat hokimiyati, kadrlar zaxirasi, Milliy kadrlar zaxirasi, davlat fuqarolik xizmati, inson resurslarini boshqarish, rahbar kadrlar, istiqbolli kadrlar, kompetensiya, kadrlar siyosati, hokimlik, raqamli HRM, shaxsiy rivojlanish rejasi.

Аннотация. Проанализированы организационно-правовые основы формирования кадрового резерва органов местного государственного управления в Узбекистане. В рамках исследования изучены нормативно-правовые акты, определяющие правовой статус местного государственного управления, законодательство в сфере государственной гражданской службы, порядок формирования и ведения Национального кадрового резерва, механизмы управления человеческими ресурсами в республиканских и местных органах исполнительной власти, а также реформы, реализуемые в 2025–2026 годах. Обосновано, что кадровый резерв, в отличие от традиционного формирования кадрового списка, развивается как комплексная система, включающая выявление, отбор и оценку перспективных кадров, развитие их компетенций, формирование индивидуальных планов развития и мониторинг профессионального роста. Проанализированы институциональные, правовые, цифровые и компетентностные механизмы формирования кадрового резерва для местных органов исполнительной власти и разработаны научно-практические предложения по их дальнейшему совершенствованию.

Ключевые слова: местное государственное управление, кадровый резерв, Национальный кадровый резерв, государственная гражданская служба, управление человеческими ресурсами, руководящие кадры, перспективные кадры, компетенции, кадровая политика, хокимият, цифровое управление человеческими ресурсами (Digital HRM), индивидуальный план развития.

INTRODUCTION

The formation of a personnel reserve within local government authorities creates opportunities for implementing regional socio-economic development programs through professional personnel and for effectively utilizing human capital potential in the implementation of public policy. From this perspective, a system for the early identification, assessment, and development of promising managerial personnel and their targeted preparation for leadership positions constitutes an important element of modern public administration. The personnel reserve serves as an institutional mechanism designed specifically to fulfill this function.

In recent years, reforms in Uzbekistan's personnel policy have focused primarily on the professionalization of the civil service, meritocracy, open competitive selection, competency-based management, and the introduction of digital HR management systems. In particular, Uzbekistan plans to select 500 promising managers every two years, thereby creating, by 2030, a new-generation leadership personnel reserve comprising 1,500 high-potential professionals. A mechanism for conducting the "TOP-100" open competition will be introduced to ensure the transparent formation of the reserve for leadership positions. In forming the National Personnel Reserve, particular attention is being paid to effectively utilizing the potential of compatriots living abroad, as well as young people who have graduated from or are studying at the world's top 100 universities¹.

Article 25 of the Law of the Republic of Uzbekistan "On the State Civil Service," adopted on August 8, 2022, establishes the legal foundations for the formation of the National Personnel Reserve. The Law defines the National Personnel Reserve as a system for the centralized selection, training, retraining, and continuous professional development of civil servants with the aim of filling leadership positions in the state civil service with qualified personnel. The National Personnel Reserve is established to ensure a stable supply of personnel to local government authorities and to develop a pool of high-potential professionals. The Law stipulates that "the formation and maintenance of the National Personnel Reserve shall be carried out by a specially authorized state body in accordance with the procedure established by the President of the Republic of Uzbekistan." Furthermore, the Law establishes competitive mechanisms, principles of equality and meritocracy in filling state civil service positions, as well as the general legal framework for the formation and maintenance of the National Personnel Reserve.

The Law "On Local State Authority," adopted on September 2, 1993, is one of the principal regulatory legal acts defining the legal status, powers, areas of activity, and role of regional, district, and city-level government authorities within Uzbekistan's public administration system. In addition to establishing the organizational and legal foundations for the activities of local executive authorities, the Law defines the institutional responsibility of local administrations for the socio-economic development of territories, the protection of public interests, and the implementation of state policy at the local level. From this perspective, developing professional, competent, and promising personnel within local government authorities and ensuring their preparedness for leadership positions are essential prerequisites for the effective functioning of these institutions. It is important to integrate the general organizational and legal foundations established by this Law with modern mechanisms for forming a personnel reserve, competency-based selection, individual development plans, and digital tools for leadership development. Therefore, improving human resource capacity management within local government authorities in close connection with the Law "On the State Civil Service" and other regulatory legal acts on civil service and personnel policy adopted in recent years has become increasingly important.

The ongoing transformational reforms within Uzbekistan's local government authorities require the personnel reserve to be viewed not merely as a "list of candidates for vacant positions," but as an integrated system for identifying young and promising leaders, assessing their potential, developing their managerial competencies based on assessment results, and preparing them for leadership positions through the development of structured career trajectories.

Advanced international experience in forming personnel reserves demonstrates that developed countries no longer rely on the traditional "personnel list" model. Instead, personnel reserves are formed on the basis of modern approaches such as *strategic talent management*, *succession planning*, *competency-based management*, *leadership pipelines*, and *data-driven HRM*.

According to the Organisation for Economic Co-operation and Development (OECD) approach to public service, the formation and management of personnel reserves are regarded not merely as administrative functions but as strategic instruments for achieving the objectives of public institutions. In OECD countries, HR units are expected to go beyond personnel administration and operate as strategic partners by identifying the competencies required by public institutions and linking these competencies to recruitment, assessment, promotion, and professional development².

1 Proposals on the Selection of Talented Managers and the Training of a New Generation of Leaders Were Reviewed // Official Website of the President of the Republic of Uzbekistan. – 2026. – July 15. <https://president.uz/uz/lists/view/9419>

2 OECD. *OECD Public Governance Reviews: Uzbekistan: Towards a More Modern, Effective and Strategic Public Administration*. – Paris: OECD

One of the major global trends in personnel reserve management is the transition from a conventional “personnel reserve” model to a “talent ecosystem.” Under this approach, a public institution does not wait until a particular position becomes vacant before searching for suitable candidates. Instead, it anticipates the competencies that will be required in the future, identifies high-potential employees, and develops individualized professional development trajectories for them.

Within local government authorities, attracting young professionals, ensuring continuous training, promoting internal mobility, evaluating performance, managing talent, and supporting career development through an integrated system, while strengthening its organizational and legal foundations, remain among the key priorities in developing an effective personnel reserve.

LITERATURE REVIEW

Fundamental and applied research has been conducted on the formation of personnel reserves in local government authorities, the strategic management of human resources in public administration, and the provision of the civil service with promising and high-potential personnel. Among Western scholars who have conducted research in this field, D. G. Collings and H. Mellahi examined the development of a pool of talented personnel through talent management. They regard “talent management” as an area of strategic importance for organizations and recommend the systematic identification of talent pools for key positions and the early identification of high-potential employees as candidates for leadership positions at different organizational levels³.

The significance of applying this approach in Uzbekistan lies in the fact that the formation of personnel reserves within local government authorities should not be limited solely to filling existing vacancies but should also enable the early identification of promising personnel based on the future requirements of leadership positions.

From this perspective, it is advisable to develop an integrated model for the strategic planning of personnel reserves within local executive authorities and the continuous development of their potential through the assessment of competencies that will be required in the future. This creates a need to develop personnel reserves within local government authorities on the basis of institutional and competency-based mechanisms.

British scholars F. Kravariti and K. Johnston, in examining talent management systems in the public sector, emphasize that directly transferring talent management mechanisms developed in the private sector to public organizations is not always appropriate. The authors demonstrate that the social responsibility of public organizations, their political and institutional environment, transparency requirements, and orientation toward the public interest influence human resource management mechanisms. They regard talent management in the public sector as a comprehensive system for identifying and developing employees and aligning their capabilities with organizational objectives⁴.

These perspectives can be further developed in the context of forming personnel reserves within Uzbekistan’s local government authorities by applying a meritocratic approach based on the principles established in existing legislation, including legality, openness, and equal opportunities. In developing Uzbekistan’s National Personnel Reserve, rather than mechanically transferring foreign personnel reserve models, it is more appropriate to adapt their elements for identifying, assessing, and developing promising personnel and monitoring their career progression to the national civil service system.

Among scholars from the Commonwealth of Independent States (CIS), A. I. Turchinov defines a personnel reserve in the civil service as a group of employees selected according to specific criteria who possess the necessary professional, business, and personal qualities and have the potential to occupy higher-level positions in the future. In his approach, the process of inclusion in a personnel reserve is based on the interrelationship between the stages of candidate identification, selection, assessment, and specialized training⁵. His research considers the formation of personnel reserves, personnel assessment, and career management in the civil service as distinct areas of human resource management.

Turchinov’s conceptual approach demonstrates that, when forming personnel reserves within Uzbekistan’s local government authorities, it is necessary to assess not only candidates’ compliance with formal qualification requirements but also their leadership potential, professional competencies, and personal and psychological characteristics. From this perspective, it is advisable to organize the formation of personnel reserves in

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3 Collings D.G., Mellahi H. Strategic Talent Management: A Review and Research Agenda // Human Resource Management Review. – 2009. – Vol. 19, No. 4. – P. 304–313. – DOI: 10.1016/j.hrmr.2009.04.001.

4 Kravariti F., Johnston K. Talent Management: A Critical Literature Review and Research Agenda for Public Sector Human Resource Management // Public Management Review. – 2020. – Vol. 22, No. 1. – P. 75–95. – DOI: 10.1080/14719037.2019.1638439.

5 Турчинов А.И. Управление персоналом. – М.: ПАГС, 2022. – 488 с.

local government authorities as a continuous cycle of “selection – assessment – training – development – appointment.”

Russian scholars in the fields of labor and personnel management, A. Ya. Kibanov and V. N. Fedoseev, regard a personnel reserve as a potential group of managerial personnel who are prepared to occupy higher-level positions and are purposefully developed for such roles. In their approach, a personnel reserve not only facilitates employees' career advancement but also serves as a mechanism for preparing them to perform higher-level responsibilities, improving their professional qualifications, and developing their managerial potential⁶.

The approach of Kibanov and Fedoseev highlights the “developmental” nature of the personnel reserve concept. This aspect is also relevant to Uzbekistan's National Personnel Reserve system and requires the institutional strengthening of subsequent work with individuals included in the reserve. In other words, inclusion in the personnel reserve should not represent the end of the process but rather the starting point for developing an individual development plan, providing professional training, mentoring and internships, and strengthening leadership competencies.

Among Uzbek scholars, Academician Q. Kh. Abdurakhmonov has studied the theoretical and practical foundations of human resource management, paying particular attention to personnel formation and development, career management, and the effective utilization of human potential⁷. Academician Q. Kh. Abdurakhmonov's scientific approaches to human resource management in Uzbekistan provide a theoretical foundation for considering personnel reserves as an integral component of strategic personnel management. Applying Abdurakhmonov's approach within local government authorities makes it possible to transform personnel reserve formation from conventional personnel administration into a strategic HRM model. Under this model, personnel planning, selection, assessment, career management, professional development, and promotion should be considered within a unified system. In this respect, the effective formation of the National Personnel Reserve within local executive authorities should be closely integrated with the broader institutional system of human resource management.

K. P. Seitniyazov, who directly examined the formation of personnel reserves in local government authorities in the context of Uzbekistan, analyzed the legal foundations, specific characteristics, and development opportunities associated with forming personnel reserves for leadership positions in district and city administrations of the Republic of Karakalpakstan⁸.

D. G. Rakhimov, Doctor of Philosophy (PhD) in Law, studied mechanisms for staffing state civil service positions and analyzed the existing procedures for entering the civil service, including open, internal, and external competitive selection mechanisms and their organization based on the principle of meritocracy. The author also pays particular attention to the significance of the National Personnel Reserve in developing managerial personnel, regarding it as an important mechanism for preparing and selecting high-potential personnel for leadership positions in the state civil service and facilitating their promotion to higher positions [7]. The study substantiates the need to further develop the legal framework governing the National Personnel Reserve and to clearly define the requirements for candidates included in the reserve, the duration of their inclusion, the procedures for removal from the reserve, and the mechanisms governing their promotion.

Research on the organizational and legal foundations for forming personnel reserves within local government authorities demonstrates several distinct scholarly approaches. International research has primarily examined personnel reserve formation through the concepts of “talent management” and “strategic human resource management,” while CIS scholars have focused on institutional mechanisms related to personnel selection, assessment, training, and career development. Uzbek scholars, in turn, have examined the National Personnel Reserve, the state civil service, and human resource management within local government authorities.

At the same time, further development of research aimed at integrating these approaches into a unified framework and comprehensively analyzing the organizational, legal, institutional, competency-based, and digital mechanisms for forming personnel reserves within local government authorities is of considerable scientific and practical importance. Therefore, the principal scientific focus of this article is the systematic examination of the organizational and legal foundations for forming personnel reserves within local executive authorities by integrating existing theoretical approaches with the ongoing civil service reforms in Uzbekistan.

RESEARCH METHODOLOGY

This study employed systematic analysis, comparative legal analysis, retrospective analysis, strategic and

6 Кибанов А.Я., Федосеев В.Н. Управление персоналом организации. – М.: ИНФРА-М, 2012. – 638 с.

7 Абдурахмонов Қ.Х. ва бошқ. Персонални бошқариш: ўқув қўлланма. – Тошкент: Шарқ, 2018. – 256 б.

8 Сеитниязов, К. . (2024). Қорақалпоғистон республикаси маҳаллий давлат ҳокимияти органларида кадрлар захирасини шакллантиришнинг ўзига хос жиҳатлари /Zamonaviy Dunyoda Innovatsion Tadqiqotlar, 3(11), 174-176.

statistical analysis, content analysis, benchmarking, and extrapolation methods to comprehensively examine the organizational, legal, and institutional mechanisms for forming the National Personnel Reserve within local government authorities in Uzbekistan. Through systematic analysis, the National Personnel Reserve was examined as an interconnected component of local public administration, the state civil service, and the strategic human resource management system. Comparative analysis was used to compare the characteristics of Uzbekistan's emerging personnel reserve system with advanced international practices.

Retrospective analysis was applied to examine the stages in the development of approaches to personnel reserve formation and changes in the relevant regulatory and legal framework. Content analysis was used to examine regulatory legal acts governing the National Personnel Reserve, the state civil service, and the selection and development of managerial personnel, as well as the substance of reforms implemented during 2025–2026.

Statistical and strategic analysis methods were applied to identify existing trends, assess mechanisms for forming personnel reserves, and determine prospective directions for their further development. Benchmarking was used to examine advanced international practices in personnel reserve formation and talent management and to assess the possibilities for adapting these practices to the conditions of Uzbekistan. The extrapolation method was applied to identify prospective directions for improving personnel reserve systems within local government authorities based on the dynamics of ongoing reforms.

The analysis of international experience demonstrated that, in developed countries, personnel reserve formation systems have become institutionalized as an integral component of strategic human resource management. These systems operate as integrated mechanisms based on identifying, selecting, and assessing high-potential personnel, developing their competencies, establishing individual development plans, and continuously monitoring their professional and career advancement.

ANALYSIS AND RESULTS

The legal status and organizational foundations of local government authorities in Uzbekistan are defined by the Law "On Local State Authority," adopted on September 2, 1993. The Law regulates matters related to the leadership of local executive authorities, the powers of khokims, the structure and staffing of executive authorities, and the appointment and dismissal of heads of structural subdivisions.

At the time this Law was adopted, modern digital, competency-based, and strategic mechanisms for managing personnel reserves in the civil service had not yet been developed in their current form. From this perspective, the formation of personnel reserves within local government authorities should now be analyzed comprehensively not only through the provisions of this Law but also in conjunction with the new regulatory legal acts governing the state civil service.

The Law of the Republic of Uzbekistan No. O'RQ-788 "On the State Civil Service," adopted in 2022, clearly established the legal status of the personnel reserve within the state civil service system. According to Article 25 of the Law, the National Personnel Reserve is defined as a centralized system for the selection, training, retraining, and continuous professional development of civil servants for the purpose of filling leadership positions in the state civil service with qualified personnel.

At the same time, the importance of forming a personnel reserve is not limited solely to filling vacant leadership positions. The Law defines the National Personnel Reserve as a mechanism for ensuring the stability of the managerial workforce, improving its quality, strengthening the professional competencies of civil servants, and supporting their career advancement within the civil service.

An analysis of the legal foundations of personnel reserves within local government authorities must begin with the legal status of local executive authorities and khokims. Chapter V of the Law "On Local State Authority" regulates the powers, structure, staffing, and appointment of leadership personnel within local executive authorities. These provisions demonstrate a direct relationship between the organizational stability of local government authorities and their continuous provision with qualified managerial personnel. From this perspective, the personnel reserve institution may be regarded as a mechanism for ensuring institutional continuity during changes in leadership and for preparing in advance promising professionals who understand the socio-economic characteristics of the respective territory and possess the necessary managerial competencies.

The modern legal foundation of the personnel reserve institution in Uzbekistan was strengthened by Law No. O'RQ-788 "On the State Civil Service," adopted on August 8, 2022. The Law integrated such institutions as entry into the state civil service, career advancement, rotation, continuous development of professional competencies, and the National Personnel Reserve into a unified legal system. In particular, Article 25 defines the National Personnel Reserve as a centralized system of selection, training, retraining, and continuous professional development aimed at filling leadership positions with qualified personnel. At the same time, Article 39 identifies the formation of a reserve of managerial personnel as one of the objectives of rotation,

demonstrating the close relationship between the reserve institution and the entire professional and career trajectory of a civil servant. Thus, under the modern approach, the personnel reserve is developing not as a passive database of candidates but as an institutional mechanism encompassing the processes of “selection – assessment – development – promotion.”

A new stage in the institutional development of the personnel reserve is associated with Presidential Decree No. PF-95 of June 19, 2025, which provides for the formation of a National Personnel Reserve comprising at least 500 candidates for leadership positions in republican executive authorities and at least 1,000 candidates for leadership positions in local executive authorities. In addition, the Decree provides for the creation of a High-Potential Personnel Reserve consisting of 1,000 effectively performing mahalla chairpersons, assistants to khokims, women’s activists, youth leaders, social workers, and tax inspectors. This approach makes it possible to identify leadership potential not only among employees working at central or higher levels of administration but also among personnel with direct experience in working with the population and demonstrating practical results. In this respect, the local-level personnel reserve is becoming an important mechanism for the early development of prospective leaders for territorial administration.

An important feature of the modern personnel reserve system is the assessment of candidates not only on the basis of their length of service or current position but also according to their professional and managerial competencies. Presidential Decree No. PF-95 provides for the formation of the reserve on the principles of equality, competition, voluntariness, transparency, and objectivity, the establishment of qualification requirements for each leadership position, and the selection of candidates based on these requirements. This indicates the ongoing institutionalization of a competency-based approach within the civil service. For local administrations in particular, it is important to assess competencies such as strategic thinking, decision-making, leadership, communication, results orientation, and the ability to comprehensively manage the socio-economic development of a territory.

The role of human resource management units in the formation and administration of personnel reserves is also becoming increasingly significant. Resolution No. 212 of the Cabinet of Ministers, dated April 9, 2025, assigns human resource management units within local executive authorities the responsibility of organizing the formation of the National Personnel Reserve. At the same time, the inclusion of the proportion of managers appointed to leadership positions from the National Personnel Reserve as an indicator of HR unit performance reflects a transition from evaluating the reserve solely by its size to assessing it by its practical outcomes. On this basis, it is appropriate to evaluate the effectiveness of the reserve using indicators such as the number of candidates in the reserve, the proportion appointed to leadership positions, the growth of their competencies, the implementation of individual development plans, and their performance after appointment.

The modern model of the personnel reserve is also closely linked to digitalization, individual development, rotation, and practical training mechanisms. Presidential Decree No. PF-95 and subsequent regulatory documents provide for monitoring the individual development plans of reserve candidates through electronic platforms, integrating information about them into unified information systems, and expanding their practical experience through rotation, temporary assignments, and targeted internships. Presidential Decree No. PF-243 of December 6, 2025, further strengthened the principles of objectivity and performance-based selection by introducing mechanisms for independently identifying and assessing high-performing candidates who had not been recommended by their immediate supervisors. In 2026, approaches aimed at assessing high-potential managers through digital technologies, identifying their professional and leadership potential, and developing individualized development trajectories are being further advanced. As a result, the personnel reserve of local government authorities is increasingly developing not as a model of “searching for a candidate after a vacancy occurs,” but as a continuous institutional cycle based on “early identification of potential – assessment – development – practical preparation – appointment to a leadership position – performance monitoring.”

Table 1

Modern Conceptual Approaches to the Formation and Management of Personnel Reserves⁹

No.	Main Approach	Core Content	Implementation Mechanisms	Expected Result
1	Strategic Talent Management	Identification of high-potential personnel and preparation for prospective positions	Talent management, talent pool, potential assessment	Reserve of high-potential managerial personnel

9 Author’s elaboration

2	Succession Planning	Advance preparation of suitable candidates for leadership positions	Succession planning, leadership pipeline	Continuity in leadership positions
3	Competency-Based Approach	Assessment of candidates based on professional and managerial competencies	Competency models, assessment, testing, and interviews	Personnel aligned with job requirements
4	Digital Personnel Reserve	Maintenance of information on reserve candidates within a unified electronic system	Digital talent pool, HRM platforms	Rapid access to a unified personnel database
5	Data-Driven HRM	Decision-making and workforce forecasting based on personnel data	HR analytics, monitoring, forecasting	More accurate forecasting of personnel needs
6	Individual Professional Development	Establishment of a targeted development trajectory for each reserve candidate	Individual development plans, retraining, professional development	Enhanced professional and leadership potential
7	Career Development and Rotation	Placement of personnel in different positions and territories to broaden experience	Career planning, rotation, internships	Leaders with broad managerial experience
8	Mentoring and Coaching	Development of high-potential personnel through experienced leaders	Mentoring, coaching, master–apprentice model	Development of leadership and managerial skills
9	Merit-Based and Performance-Oriented Selection	Selection of personnel based on objective criteria and demonstrated results	Open competition, KPI, performance assessment	Fair and high-quality personnel selection
10	Continuous Assessment and Appointment	Regular reassessment of reserve candidates and appointment of suitable individuals	Reassessment, monitoring, AI-based assessment, appointment	Continuous qualitative renewal of the reserve and effective appointments

Thus, in modern public administration, the personnel reserve is no longer viewed as a traditional “list of candidates for vacant positions.” Instead, it is regarded as a comprehensive institutional system that encompasses forecasting the current and future personnel needs of public authorities, identifying high-potential candidates, assessing them, developing them in a targeted manner, and preparing them for leadership positions. This system operates through interconnected mechanisms such as strategic talent management, succession planning, competency-based management, leadership development, individual career trajectory planning, rotation, internships, mentoring, and performance assessment.

From this perspective, it is advisable to organize personnel reserve formation as a continuous institutional process following the sequence: “selection → assessment → inclusion in the reserve → individual development → rotation and internship → reassessment → appointment to a leadership position → performance monitoring.”

Within local government authorities, this approach makes it possible to identify and develop in advance promising managerial personnel who possess a deep understanding of the socio-economic characteristics and development priorities of the territory, as well as strategic thinking, managerial, and leadership competencies, while ensuring their systematic professional advancement.

CONCLUSION AND RECOMMENDATIONS

The system for forming personnel reserves within local government authorities in Uzbekistan has entered a qualitatively new stage in recent years. While the Law “On Local State Authority,” adopted in 1993, established the organizational and legal foundations of local government authorities, the Law “On the State Civil Service,” adopted in 2022, legally consolidated the personnel reserve as an independent institution within the state civil service system.

Presidential Decree No. PF-95, adopted in 2025, established the formation of a National Personnel Reserve comprising at least 1,000 candidates for leadership positions in local executive authorities, thereby transforming the personnel reserve into a concrete mechanism of state personnel policy with clearly defined objectives and measurable indicators.

Within this system, mechanisms are being developed for selecting reserve candidates, establishing

qualification requirements, maintaining personnel data through electronic platforms, preparing individual development plans, developing professional competencies, and monitoring career advancement.

Presidential Decree No. PF-243 further strengthened objectivity and healthy competition within the personnel reserve system by introducing a mechanism for the independent identification and assessment of high-performing employees who had not been recommended by their immediate supervisors.

The approaches advanced in 2026 for preparing a new generation of leaders are further reinforcing the trend toward integrating personnel reserve management with digital assessment, portfolios, big data, artificial intelligence, and individualized professional development plans. The plan to establish, by 2030, a new-generation leadership reserve consisting of 1,500 high-potential professionals demonstrates the strategic importance of this direction.

On this basis, it is advisable to develop the personnel reserve within local government authorities not as a traditional “personnel list,” but as an integrated system incorporating strategic talent management, succession planning, competency-based selection, leadership development pipelines, and data-driven human resource management.

The findings of this study indicate that the effectiveness of personnel reserves within local government authorities should be evaluated not by their numerical size, but by the growth of candidates’ competencies, their readiness for leadership positions, their actual appointment to such positions, and their managerial performance after appointment. Therefore, the gradual transformation of the personnel reserve system from a “reserve formation” model into a “continuous leadership potential management” model should be regarded as one of the key institutional conditions for improving the effectiveness of local public administration in Uzbekistan.

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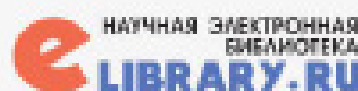
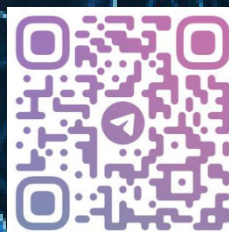
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