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Research Article

HUMAN CAPITAL EVALUATION CRITERIA IN THE CIVIL SERVICE SYSTEM USING PROJECT MANAGEMENT STANDARDS

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ABSTRACT

This article examines human capital, its nature, project management mechanisms and criteria for evaluating it. Based on the tasks of the civil service before the state today, the factors of its development and efficiency improvement based on the human-oriented principle have been analyzed. The importance of project management standards in this field is justified.

KEYWORDS

Public service, human capital, governance, effectiveness, project, project management, process, standards, project management standards.

INTRODUCTION

In current word, countries and organizations compete with people and management models. These issues are closely related: the quality of civil service helps to develop and save human capital (and, accordingly, the human capital of society). Human capital largely determines the quality of civil service . It is these factors that are crucial for economic growth and prosperity.

LITERATURE REVIEW

The concept of human capital has been widely used in the field of science since the second half of the 20th century. Human capital is the most valuable resource in the modern world with advanced science and technology. The pace of modern development of today's economy requires the development and further development of high technologies, the introduction of innovative products and technologies in all areas, and new human resources. It can be said

that in the conditions of intensive scientific and technical transformations, the training of personnel capable of quick decision-making, creative approach to their work and creative thinking has become the need of the hour [1; 11-p.].

Human capital - it is the knowledge, skills and health that people acquire throughout their lives, which allow them to realize their potential as useful members of society. Investing in people through quality nutrition, health, quality education, job creation and skills development contributes to the development of human capital, which is critical to ending extreme poverty and building socially inclusive societies [2; 24-p.].

Initially, human capital was understood only as a sum of investments that increase a person's ability to work - education and professional skills.

Human capital in a broad sense is intensive production factor of economic development, society and family development, knowledge, intellectual and management tools, public health and living environment, high potential of modern qualified personnel [2; 19-p.].

For the first time, the concept of human capital was used in 1958 by the American economist Jacob Mincer in the article "Investments in human capital and the distribution of personal income". The concepts of human capital were later developed by Theodore Schultz in 1961 and Gary Becker in 1964. Theodore Schultz in 1979, and later his student Gary Becker in 1992, were awarded the Nobel Prize in Economics for creating the foundations of the theory of human capital. Semyon Kuznets, who received the Nobel Prize in Economics in 1971, made a significant contribution to the creation of the theory of human capital [3; 43-p.].

In the introduction of project management standards to the public service in the world, research is being carried out in the following priority directions: focusing on the individual, citizen, "client", in this regard, the main measure of the activity of state bodies and officials working in them - their quantity and quality research of the services provided to the population as a unit of their characteristics; implementation of reforms for the people, not for the benefit of the civil service; ensuring the "efficiency" of the state ("creating a government that costs less and works better"); creating opportunities to attract talented individuals to public service; maximum transparency in the activities of state bodies; high ethical principles in the work of civil servants at all levels; ensuring control over the progress and effectiveness of reforms from top to bottom under the direct control of the country's top leadership. In foreign countries, issues related to this field were studied by scientists such as G. Keller, J. Brill, M. Bishop, A. Walker, H. Kerzner, R. Archibald, K. Gray, E. Larson [4].

RESEARCH METHODOLOGY

During the research, systematic analysis and synthesis, functional analysis in the field of project management, strategic planning, factor analysis, survey in focus groups, SWOT analysis and others were used.

The development of scientifically based proposals and recommendations for the optimization of work processes in the civil service system using project management standards was carried out on the basis of SCORE Analysis. This tool as most action-oriented can help in defining next steps and developing strategies by analyzing the potentials (Strengths), needs to succeed (Challenges), the opportunities and risks (Options), response from stakeholders and returns or rewards (Responses) and intention of making the

public service efficiently and reliably (Effectiveness)
(Figure 1).

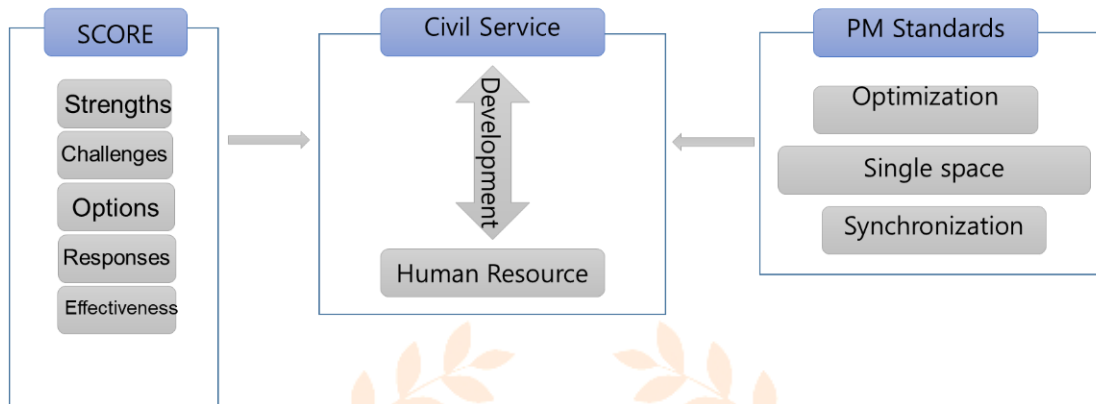


Figure 1. The process of integrating project management standards and SCORE analysis (developed by the author)

Analysis and discussion of results. In the theory of civil service, there are three main approaches to the formation of the basic principles of civil service:

- legal approach;
- political approach;
- management approach.

According to the legal approach, the main values of state administration include ensuring the rule of law and protecting the rights of citizens. That is, the civil servant is subject not only to his leadership, but also to the requirements of the rule of law and the Constitution.

According to the political approach, the main task of civil service is to implement the will of the people in the best possible way. Civil servants should be considered politically responsible and should accept the actual interests of citizens.

According to the management approach, the main values of civil service should be efficiency, economy and effectiveness, if possible, should be formulated in a quantitative (measurable) form. The main problem

posed in this approach is how to provide the desired result at the lowest cost or, alternatively, to obtain the maximum result at a given cost. A distinctive feature of this approach is the use of the concept of "state management" (state management) as a synonym for the concept of "state management".

The common problem for all three approaches is to ensure the place of human capital in the public management system in accordance with previously developed principles. That is:

- adherence to the rule of law principle (legal approach);
- following the will of the people (political approach);
- adherence to the goal of obtaining the desired socio-economic result (managerial approach).

It can be said that human capital in civil service is the stock of human resources available in this field (that is, the abilities, skills and qualifications of personnel in government agencies). Improving their quality contributes to the development of the state, provides

additional competitive advantages and is the most effective factor of regional development. So, the role of human capital in civil service is the driving factor of the socio-economic development of the country. The development of this resource and its rational use is a strategic priority of the state and creates a reliable basis for the long-term development of all spheres of society. At the same time, it should be noted that investments in human capital do not pay off quickly. The process is long and expensive. Therefore, the development of human capital should become one of the main goals of regional socio-economic development strategies.

For this reason, the incentive and development system for assessing human capital in civil service is based on two main tools:

- performance evaluation (results are evaluated, qualitative evaluation of activities by colleagues);
- assessment of potential (general assessment by managers based on recommendations, assessment based on competencies).

Analyzing the situation related to human capital in the service of Uzbekistan and using the SCORE method will give good results in determining the efficiency and potential.

(Figure 2)

Strengths (S)	Challenges (C)	Options (O)	Responses (R)	Effectiveness (E):
The "Roadmap" for the implementation of the concept of administrative reforms was approved	Absence of the basis of legal regulation of project management in state bodies	Complex compatibility of project management methods with "task management" characteristic of bureaucratic structures	Clarify and coordinate the duties (functions, powers) of the civil service, their implementation mechanisms and areas of responsibility	introduction of "smart regulation" models and a standardized methodology for analyzing the regulatory impact of decisions being made

Figure 2. Analysis of the situation related to human capital in the service of Uzbekistan in the determination of efficiency and potential (developed by the author)

Standardization in evaluation, including the division into "capabilities" and "results", was introduced based on the following considerations:

- allows to evaluate the qualities that are not specific to a specific position, to compare

people from different sectors and ministries, and to identify leaders for the public sector;

- standard assessment is more objective and balanced due to clear criteria and methods, as well as assessment of the individual by the entire team working with him;

- knowing the potential of employees allows for more accurate planning of their promotion and occupation of key positions.

Depending on the level of the position, the following additional factors may be evaluated based on the criteria:

- commitment to work;
- openness, honesty;
- resource management;
- participation in the development of colleagues;

- teamwork.

Evaluation of how the above situations are solved by means of human capital is called the quality of civil service . Each approach uses as the main different indicators of the quality of civil service .

Tasks are defined using the TOP-DOWN principle (top-down) using SMART technology, that is, the task must be specific, measurable, achievable, relevant and time-bound (Figure 3).

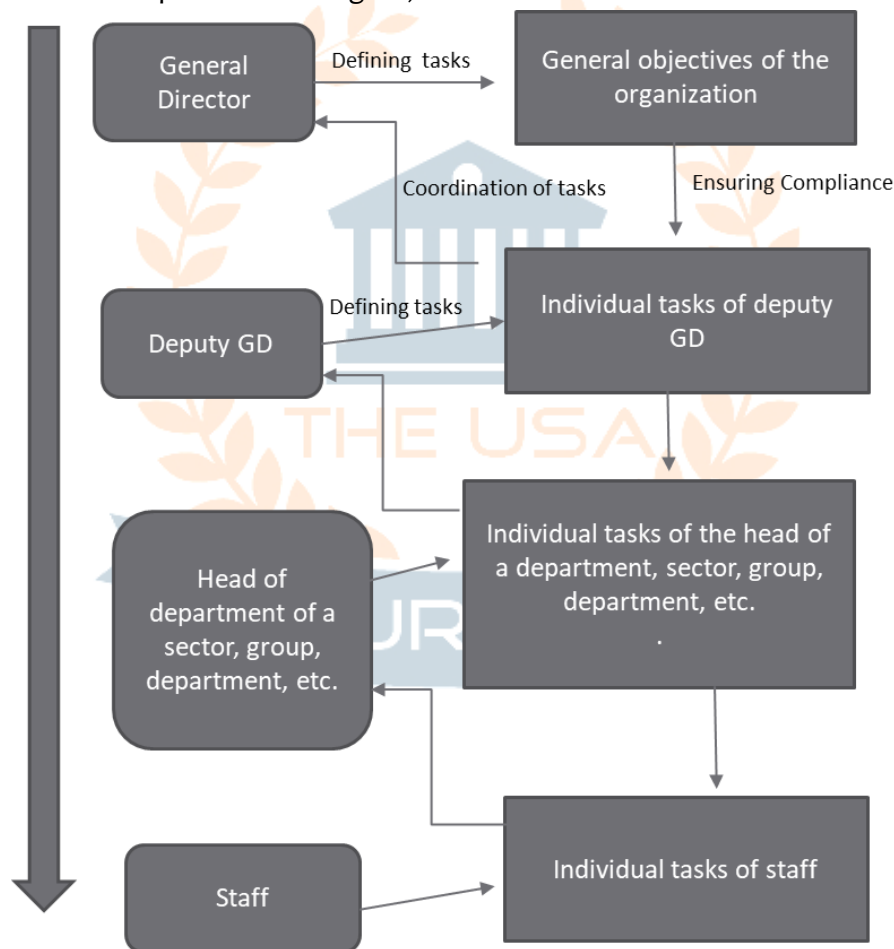


Figure 3. Scheme for defining and coordinating tasks (developed by the author)

By the 5th day of the first month of each quarter, the General Director determines 3 general objectives of

the Organization. Before the 15th day of the first month of each quarter, the Organization's employees

determine their 3 individual tasks, coordinate and approve them with their immediate supervisor. When determining individual tasks, it is necessary to ensure their compliance with the higher-level tasks of the Managers and the general goals of the Organization.

Tasks should be described by the immediate supervisor in terms of significance, urgency and difficulty for a more objective assessment of the Employee.

In cases of disagreement in determining and agreeing on individual tasks, the Employee has the right to appeal with justification to the superior manager of his immediate supervisor, up to the General Director. The decision is made collectively in the presence of everyone involved in this chain.

CONCLUSION

A project management standard defines project management principles that guide the behavior and actions of project professionals and other stakeholders working on or involved with projects [5; 30-p.].

A project management standard provides a framework for understanding project management and how it delivers the intended results. This standard applies regardless of public service, location, size or delivery approach, whether predictive, hybrid or adaptive. It describes the system in which projects operate, including governance, possible functions, the project environment, and the relationship between project management and product management [6; 50-p.].

Unlike project management processes, which are used for every project, not all knowledge areas are used for every project. It is up to the project manager to determine which knowledge areas are critical to the

project's success and appropriate to project management processes.

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