



Статистика, учет и аудит, 1(100)2026. стр. 257-269  
DOI: <https://www.doi.org/10.51579/1563-2415.2026.-1.18>

**Economics and Management**  
SRSTI 06.7759  
UDK 331.522

## WAYS TO IMPROVE THE EFFECTIVENESS OF THE FORMATION OF PERSONNEL RESERVES IN LOCAL GOVERNMENT BODIES

O. Zh. Zhadigerova<sup>1</sup>, F.K. Yerdavletova<sup>1\*</sup>, G.Y. Zhunissova<sup>1</sup>, I.N. Ganieva<sup>2</sup>

<sup>1</sup>Al-Farabi Kazakh National University, Almaty, Republic of Kazakhstan

<sup>2</sup>Caspian Public University, Almaty, Republic of Kazakhstan

\*Corresponding author e-mail: [farida.yerdavletova@kaznu.kz](mailto:farida.yerdavletova@kaznu.kz)

**Abstract.** The article presents recommendations for improving the process of forming a personnel reserve in local government bodies based on an analysis of international practice. It concludes that the typical problems in organizing the formation of a personnel reserve include the absence of assessment or the failure to identify the labor potential of candidates. To address this, the competitive selection process must be refined to include potential evaluations, a personnel development plan, and strategies for fully realizing the labor potential of the reserve. Enhancing the competitive selection mechanism is crucial for effectively forming personnel reserves in both state and local government bodies, ultimately serving as a key tool for improving economic efficiency and advancing the democratization of public administration in Kazakhstan. The main result of this research is the recommended ways to enhance the effectiveness of state policy in forming the personnel reserve in local government bodies in the context of transforming client-oriented governance.

**Keywords:** regional government, civil service, personnel reserve, formation of personnel reserve, local authorities.

**Main provisions.** This study investigates the identification and substantiation of options for adapting the most effective global methodologies for state personnel reserve formation. These methodologies – specifically encompassing competency-based assessment models, digital selection procedures, the engagement of independent recruitment agencies, and targeted leadership development programs – are analyzed for their potential integration into the human resources policy system of the public administration of the Republic of Kazakhstan, in the context of its ongoing structural transformation.

**Introduction.** The establishment and effective utilization of a personnel reserve are essential components of state personnel policy. This reserve serves as a crucial means to fill vacancies resulting from factors like reaching maximum age limits, dismissals, leaves, natural attrition, or structural transformations within government agencies. It holds a significant role in nurturing and revitalizing the political elite of the Republic of Kazakhstan.

This is essential for government agencies to effectively navigate modern challenges, ensuring they remain aligned with contemporary developments and are equipped to address the goals of the 'New Kazakhstan' initiative.

---

**Cite this article as:** Zhadigerova O. Zh., Yerdavletova F.K., Zhunissova G.Y., Ganieva I.N. Ways to improve the effectiveness of the formation of personnel reserves in local government bodies. *Statistics, accounting and audit*. 2026, 1(100), 257-269. DOI: <https://www.doi.org/10.51579/1563-2415.2026.-1.18>



In today's dynamic environment, the continuous transformation of organizations, fueled by innovation and information restructuring, demands a steady influx of refreshed personnel.

The key to success lies in implementing governance reforms that support the execution of the state's development strategy, achieving established targets within designated timeframes, and fulfilling clearly defined objectives. The personnel reserve concept represents a new administrative and legal category, continuously supported and refined through decrees issued by the President of the Republic of Kazakhstan since inception.

Decrees of the President of the Republic of Kazakhstan underscore the significance of advancing personnel policies and strategies, aiming to address identified issues in the formation of the personnel reserve across various tiers of government [1].

The Government of the Republic of Kazakhstan consistently and purposefully tackles problems associated with the creation of the personnel reserve, evident in decrees like No. 1097 of November 19, 2010, and No. 125 of March 15, 2018. This commitment is in line with the development and execution of state programs such as "Strategy Kazakhstan-2050," "30 Corporate Leaders of Kazakhstan," "Regulations for Civil Servants' Training, Retraining, and Qualification Enhancement," and more.

The mayor's office is confronted with a critical challenge in structuring its personnel reserve due to substantial organizational changes and the need for effective oversight. To drive innovation and improve management efficiency through new approaches, there is a growing demand for highly skilled professionals.

The significance of this chosen subject stems from emerging challenges in the organization of the personnel reserve formation within local government bodies. Evaluating the potential of the personnel reserve, personnel development, and optimizing the workforce's potential within the reserve are issues not confined solely to government authorities. They are pertinent across national companies, holdings, and form a fundamental basis for comprehensive exploration.

**Literature review.** In contemporary economic systems, the strategic management of talent pools across various personnel categories is acknowledged as a powerful means to gain a substantial competitive advantage for organizations. This is especially vital during times of economic instability and crises [2, 3]. The formulation of comprehensive strategies for establishing a proficient and modern talent pool within local authorities is pivotal for ensuring continuity and the transfer of accumulated industry-specific expertise from senior officials to young, promising employees. This aspect is a key element of the Concept for the Development of Public Administration in the Republic of Kazakhstan until 2030.

At its theoretical foundation, the talent pool includes the definition, aims, and objectives related to this societal phenomenon. The term "talent pool," which has its origins in Latin, refers to a reserve intended for future use [4]. As a result, it serves as a key resource for gathering and replenishing staff, particularly professionals in various specialized fields. The main challenge is identifying the most promising young professionals who possess the essential qualities needed for a specific area of expertise [5].

The development of talent pools involves efforts to further assess and enhance the professional, entrepreneurial, and personal qualities of individuals within the pool. This includes evaluating their practical skills and acquiring the necessary professional knowledge, expertise, and experience for positions in government or local administration. An important component of this process is the ongoing assessment of how effectively the talent pool is being utilized [6].



The process of establishing talent pools adheres to specific regulations and principles, whether concerning corporate or governmental/local self-governmental bodies [7]. Notably, the process of forming a talent pool within government and local authorities in our Republic is dynamic. Under the leadership of the current President of the Republic of Kazakhstan, Kassym-Jomart Tokayev, initiatives to improve the recruitment, training and career development development of government officials have been implemented, with the goal of enhancing the quality of public servants.

As world practice shows, such an approach to forming personnel in government authorities is considered the most effective. This is evidenced by numerous studies, including the works of American scholars [8], French researchers [9], similar practices in Germany [10], Ireland [11], and China [12].

A review of the academic literature concludes that a talent pool (or personnel reserve) within the public administration system constitutes a purposefully formed group of potential managers. These individuals possess the requisite competencies and are prepared for appointment to either leadership or specialized positions. Talent pools are systematically classified according to several criteria: level of formation (national, departmental, regional, organizational), target focus, recruitment method (open, closed, mixed), and training duration (operational and strategic). The established forms of these pools include nominal, active, targeted, development, and general talent pools. The comprehensive formation process involves sequential stages: needs assessment, candidate selection, candidate development, monitoring, and subsequent appointment. Finally, the effectiveness of the related Human Resources (HR) policy is evaluated using both quantitative and qualitative metrics, such as the rate of vacancy filling from the pool, the turnover rate, the dynamics of reservist competencies, the degree of integration between selection procedures and the civil servant performance assessment system, and the quality of management results achieved by appointed reservists.

**Materials and methods.** The research for this work involved several methods, including summarizing experience, systematic analysis of scientific literature, summarizing and analyzing practical examples, planning through synthesis, idealization, method concretization, and various other approaches.

The theoretical and methodological foundation of the study was initially based on scientific publications from the Scopus and Springer databases, focusing on the development of legislation related to state talent pools and enhancing the process of forming talent pools in local government bodies.

The main method used for data collection was the empirical comparative approach. This method allowed for analyzing foreign mechanisms for forming the state talent pool, their advantages and disadvantages, as well as comparing them with the Kazakhstani system.

Additionally, a systematic analysis of the current practice of forming the state talent pool in Kazakhstan was carried out. The study examined the methods currently in use, how the process works, and the difficulties faced by candidates for positions. After collecting the necessary data, the subsequent stage of the study involved evaluating the selected materials in accordance with the research problem.

The central hypothesis of this study is formulated as a question: Which of the most effective methods for developing a public personnel reserve, utilized in global practice - specifically competency-based assessment models, digital selection procedures, the engagement of independent recruiting agencies, and leadership development programs - can be successfully adapted and integrated into the transforming personnel policy of the Republic of Kazakhstan's public administration? It is presumed that applying these adapted methods will collectively



enhance the objectivity of candidate selection, promote civil servants based on objective merit, and significantly strengthen their management competencies. To test this hypothesis, the study employs a rigorous methodology encompassing: comparative analysis of international experience, content analysis of domestic regulatory documents, expert assessment methods, statistical analysis of personnel reserve effectiveness, and the modeling of development scenarios.

**Results and discussion.** One of the ways to select candidates for public positions in local government bodies in Kazakhstan is through competitive selection. This method was introduced as part of the reform of the civil service with the aim of increasing its efficiency and professionalism.

There are several ways to improve competitive selection in local government bodies in Kazakhstan. The first method is to enhance transparency in the competitive selection process. This can be accomplished by providing all participants with accessible information regarding selection criteria, procedures, dates and locations, evaluations, and all assessment metrics.

The next keyway to improve is to ensure the anonymity of participants. It is important that none of the participants is discriminated against based on personal characteristics such as age, gender, nationality, religion. To do this, anonymous codes should be used to identify candidates for positions, and confidential interviews should be conducted. One approach to improvement is conducting additional candidate assessments.

Another important method for enhancement is developing an effective system to monitor the fulfillment of duties. After a competitive selection, it is crucial that candidates are not overwhelmed by responsibilities they cannot manage. Failing to properly match duties to a candidate's capabilities can negatively impact the implementation of public policies and governance practices. When overseeing the fulfillment of duties, it is crucial to consider the specific responsibilities and the necessary levels of competence.

New methods and tools may need to be introduced over time to enhance the selection process. This could include incorporating modern technologies and innovative candidate assessment techniques not previously used in competitive selection. Therefore, to ensure the selection process remains effective, it is necessary to continuously evaluate and refine these procedures.

Thus, competitive selection is a vital tool for identifying the best candidates for positions in local government bodies in Kazakhstan, and its improvement is essential. Establishing a transparent, efficient, and anonymous system that combines research and training will aid in optimizing the selection process. However, it is crucial to recognize that enhancing competitive selection is a continuous endeavor that necessitates ongoing analysis and refinement to attract top candidates for local government roles. Additionally, examining international practices in this field is essential to this effort.

An analysis of international experiences in building personnel reserve systems within government agencies, and a comparison with Kazakhstan's competitive selection practices, has led to the following conclusions. Competitive selection is widely used across the globe as a key method for assessing candidates against established criteria. In Kazakhstan, this practice is also prevalent, though its implementation may differ from that in other countries.

A key characteristic of competitive selection practices in Kazakhstan is its regulatory function within the state governance framework.



Even though the development vector of competitive selection in Kazakhstan differs from what is observed in other countries, this method of assessing candidates for positions still plays an important role in forming a personnel reserve.

At the same time, we believe that the opportunities provided by competitive selection practice in Kazakhstan can be improved by adopting best practices from other countries. For example, some existing approaches in Kazakhstan in the field of competitive selection may limit candidates' opportunities and even exclude them from the process without providing a full assessment of their professionalism and skills.

Comparing with the practices of other countries can show which approaches may be more effective and suitable for Kazakhstan. We have reviewed the experience of countries such as Russia, the United States, Germany, China, and Japan.

These countries have established advanced candidate assessment systems that incorporate modern techniques and methods.

For instance, Russia offers valuable practices in candidate assessment, utilizing contemporary tools and strategies [13], such as:

**Professional Skills and Knowledge Analysis:** Russian companies often use various tests and exams to evaluate candidates' professional expertise and knowledge.

**Job-Candidate Alignment:** Recruiters employ automated systems to analyze candidates' resumes, ensuring their experience and skills align with job requirements.

**Artificial Intelligence for Resume Screening:** AI-powered tools allow for faster processing of large volumes of resumes, identifying those who meet specific criteria.

**Assessing Personal Traits:** Organizations employ various techniques, such as personality tests and the evaluation of interview answers, to gauge candidates' personal characteristics.

**Assessing Communication and Social Skills:** Video interviews are commonly used to evaluate candidates' communication and social capabilities.

In the United States, a range of candidate evaluation systems utilize technologies like data analytics, machine learning, artificial intelligence, and automated resume filtering. These technologies help streamline recruitment by reducing time and costs while enhancing the accuracy of candidate evaluations against job criteria [14].

In China, there is a strong focus on technology in personnel recruitment, particularly the use of artificial intelligence. These systems facilitate resume screening, online interviews, and the evaluation of candidates' skills and competencies [15].

Germany and Japan also provide interesting examples. In Germany, recruitment often includes assessment methods like assessment centers and group discussions. In assessment centers, candidates complete tasks and tests that measure their professional competence, leadership potential, and communication abilities. Group discussions test candidates' ability to collaborate and make decisions within a team [10].

In Japan, traditional methods such as interviews and written tests remain central to the personnel recruitment process. However, in recent times, various technologies, including artificial intelligence, have gained popularity for skills assessment, resume screening, and online interviews [16].

Table 1 below provides a comparative analysis of the experience of the reviewed countries in candidate screening systems.



**Table 1 - International Experience in Candidate Screening**

Country	Features of candidate screening systems and the possibilities of their application in the Republic of Kazakhstan		Expected effect
	Features	Applicability for Kazakhstan	
Russia	Analysis of professional skills and knowledge through tests and exams	Applied in the RK	Accurate competency assessment
	Implementation of automated screening systems	Applicable	Reduced subjectivity
	Assessing Communications Through Video Interviews	Applicable	Optimized commission work
	Using AI for initial resume screening in high-volume applications	Quite applicable	Reducing selection time
USA	Large-scale application of data analysis, machine learning, and AI	Quite applicable	Minimizing subjectivity
	Predictive assessment systems (selection based on the likelihood of success in a position)	Applicable	Improving decision quality
	Automated online interviews	Applied in the RK	Cost reduction
	Implementation of ML models for predicting personnel performance.	Quite applicable	Increased selection accuracy (up to 90% with ML models)
	Mass online resume screening	Applicable	Selection acceleration
China	Online interviews, automated behavioral assessment	Quite applicable	Digital assessment
	Digital skills tests, including creativity and logic	Applied in the RK	Improving the quality of soft skills assessment
	Using AI platforms for mass selection.	Not recommended	Risk of algorithmic bias and incorrect filtering of candidates.
	Ranking candidates by competency	Applicable	In-depth skills assessment for large candidate pools;
Germany	Challenging leadership, communication, and teamwork tasks	Applicable	The Best Managers
	Availability of assessment centers for talent pool selection.	Quite applicable	Competency-Based Approach
	Use of group case studies to assess leadership and strategic thinking.	Quite applicable	High-Potential Selection
Japan	Comprehensive assessment "behavior in action"	Quite applicable	Staff stability
	A combination of traditional methods (interviews, tests)	Widely used in RK	Balanced assessment
	Online Screening	Quite applicable	Reduced HR workload
	Combining traditional interviews with digital systems	Applicable	Increased objectivity
	Assessing Values and Ethics	Applicable	Focus on values
	Soft Implementation of AI Without Full Automation	Applicable	Balanced assessment

Note: compiled by the authors based on sources [8, 10, 12, 13, 16]



Finding detailed information about practices in other countries is not easy, but based on our research, we conclude that comparing the practice of competitive selection in Kazakhstan with practices from other countries and analyzing which of their methods can be adapted for use in Kazakhstan suggests that Kazakhstan may benefit from a closer look at international experience in forming a personnel reserve. For example, leveraging the capacity of political parties, civil society organizations, unions, etc., in recruiting and assigning individuals to governance structures at regional, city, or republic levels. Establishing specialized talent reserves within ministries and regions could function as an efficient "social elevator" benefiting both young and mid-to-senior-aged individuals.

**Table 2** – Transformation of personnel policy in Kazakhstan's public administration

Stage	Problem	Measure
1. Legislative Changes	Excessive regulation; outdated selection criteria.	1.1 Reassess the criteria for candidates and provide government authorities with greater authority to define these requirements, considering the roles and responsibilities of executive authorities (hereafter referred to as EA). 1.2 Revise the structure of job positions within the civil service and allow for the dismissal of employees exhibiting low work performance.
2. Modern HR Technologies	Formality-oriented; fragmented HR tools.	2.1 Create and implement a comprehensive personnel management cycle within the civil service that includes personnel planning, recruitment, evaluation, training, and employee motivation. 2.2 Transition HR departments into fully cohesive HR units and recruit qualified professionals by utilizing modern technologies akin to those employed in business organizations.
3. Creating a Support Office in Civil Service	No unified HR policy center.	3.1 Establish a Support Office as an essential element of the strategic management system, tasked with creating and upholding standardized methodologies, norms, and frameworks for human capital management in the civil service. 3.2 Additionally, define core criteria for the the personal and professional qualities of civil servants, regardless of their area of specialization.
4. Alteration of Working Conditions for Civil Servants	Outdated workspace; demand for flexibility.	4.1 Enhance the utilization of flexible workspaces that accommodate a range of work activities (activity-based office). 4.2 Introduce a flexible work schedule for civil servants, requiring employees to be available for work tasks for 3-4 hours daily. 4.3 Provide a remote work option by utilizing online collaboration tools, implementing strategies to safeguard confidential information, and using performance tracking systems to monitor employee productivity, regardless of their physical presence in the office.
5. Job Grading	Poor differentiation; inefficient ratios.	5.1 Expand the range of job roles and differentiate their functions to establish a more flexible system of positions aligned with modern tasks. 5.2 Develop standardized job position groups within the civil service based on their importance (grades), using established EA competency models as a foundation. Clearly distinguish between the two "career tracks": managerial (leadership) and specialist (expert) roles, to represent the division of labor among civil servants.
Note: developed by the authors based on materials from the Official website of the Agency of the Republic of Kazakhstan for Civil Service Affairs [17]		

Therefore, the development of new competitive selection and recruitment methods in Kazakhstan is a crucial step forward in advancing public administration. Our research underscores the need for transformative changes in Kazakhstan's public administration to



realize these benefits. A key issue in forming the personnel reserve across government levels is the prevalence of low-productivity, underfunded roles. To address this, reallocating funds within existing budgets is crucial, creating more productive positions without increasing overall expenditure. We recommend measures to reshape the civil service, especially amidst rapid changes in 'New Kazakhstan' and the digital economy. This entails making the civil service attractive for specialists and fostering customer-oriented governance. We have sought to organize the most prevalent issues within Kazakhstan's civil service concerning the development of a personnel reserve and the overall human resources policy. We believe that the key strategy for enhancing the establishment of a personnel reserve in local government lies in a thorough transformation of the entire Kazakh civil service (Table 2).

All proposed changes are divided into stages, including descriptions of specific problems that need to be addressed and measures that should be taken to solve them.

The suggested measures should not be regarded as standalone solutions; rather, they collectively constitute a holistic program intended to revamp the personnel management system within the civil service. The goal of their implementation is to enhance personnel policy, encourage interdepartmental cooperation, improve personnel mobility, and raise the professional status of civil servants in society. Over the long term, this professionalization of the civil service can improve the quality of government administration and enhance public trust in civil servants

It is essential to recognize that our recommendations are not entirely original; rather, we aim to conceptually combine specific measures designed to enhance the personnel management system and establish the conditions required for their effective implementation. While various aspects of our recommendations have been proposed by different expert groups and government bodies at various levels, they have yet to be fully realized. Our analysis relies on the use of publicly available data on various indicators of civil service performance in Kazakhstan [18 - 20].

The suggested system for reforming the civil service will bring about a notable change in the growth of human resource potential. The establishment of new personnel management standards will ensure that the public administration system is in line with best practices, all while maintaining or closely aligning with previous spending levels. By executing all components of the proposed transformation framework, the Kazakh civil service will enter a new developmental stage.

**Conclusions.** Kazakhstan has developed a unique system for forming a personnel reserve, shaped throughout its independence. Despite ongoing reforms, the civil service continues to face challenges that affect governance quality. Many issues stem from existing regulatory frameworks and the current management model.

The analysis of local government practices demonstrates that the quality of public administration largely depends on the professional potential of employees, the level of their preparedness for assigned responsibilities, and the effectiveness of personnel management mechanisms. At the same time, the formation of a personnel reserve remains uneven and insufficiently systematic, while the role of officials responsible for personnel development is often reduced to formal procedures. In this context, the introduction of a structured personnel reserve development program would allow public institutions to use human resources more rationally and to ensure the timely replacement of key vacant positions.

Consideration of employees' professional interests, career aspirations, and development trajectories creates opportunities for more targeted training, reduces organizational costs, and



improves readiness for both routine tasks and unforeseen situations. Increasing the effectiveness of competitive recruitment in local government requires greater transparency of selection procedures, broader and more objective candidate assessment criteria, the use of modern evaluation tools, and systematic support for employees during their adaptation period. At the same time, strengthening the personnel reserve system should be associated with the improvement of selection and assessment mechanisms, the expansion of internships and practical training opportunities, and the development of individualized professional growth programs for reservists.

In a broader sense, improving Kazakhstan's personnel policy requires a consistent transition to a full-fledged human resource management model that integrates workforce planning, recruitment, performance evaluation, training, motivation, and career development. This also implies greater institutional flexibility in defining qualification requirements, modernization of the position and remuneration system, transformation of personnel departments into professional HR units, and the introduction of contemporary organizational practices, including flexible work arrangements and competency-based grading approaches. Thus, effective public administration is inseparable from a well-functioning personnel reserve system, since the quality of staffing decisions directly affects the socio-economic performance of local authorities, their institutional resilience, and their ability to respond proactively to emerging challenges.

### Literature cited

1. Decree of the President of the Republic of Kazakhstan dated February 26, 2021 No. 522 "On Approval of the Concept for the Development of Public Administration in the Republic of Kazakhstan until 2030". Adilet: Legal Information System, 2021. [Electronic resource]. - URL: <https://adilet.zan.kz/rus/docs/U2100000522> (accessed 31.03.2025).
2. Silva M. S. A. e, Lima C. G. da S. The Role of Information Systems in Human Resource Management // *Management of Information Systems*. London: IntechOpen, 2018. - P. 113–126. DOI: 10.5772/intechopen.79294.
3. Зиятбек Р. Т. Важность кадровой политики и стратегии развития в казахстанских организациях // *Universum: экономика и юриспруденция: электрон. научн. журн.* - 2022. - № 6(93). [Electronic resource]. - URL: <https://7universum.com/ru/economy/archive/item/13797> (accessed 31.03.2025).
4. Malik A. *Strategic Human Resource Management and Employment Relations*. – Cham: Springer, 2022. – 376 p. DOI: 10.1007/978-3-030-90955-0.
5. Savolainen H., Geddes J. M., Marks D. R. *Personnel Matters: Revisited* // *English Language Program Administration* / ed. by M. A. Christison, F. L. Stoller. Cham: Springer, 2023. - Vol. 59. - P. 207–227. DOI: 10.1007/978-3-031-28601-8\_13.
6. Halaskova M., Friedrich V., Cermakova I. *Determinants of Civil Service in EU Countries: Analysis using Multivariate Methods* // *SciPap.* – 2021. – Vol. 29. - No. 3. – P. 14–16. DOI: 10.46585/sp29031416.
7. UN-Habitat. *International Guidelines on Decentralization and Strengthening of Local Authorities* [Electronic resource]. Nairobi: UN-Habitat, 2007. - URL: [https://www.uclg.org/sites/default/files/\\_0.pdf](https://www.uclg.org/sites/default/files/_0.pdf) (accessed 31.03.2025).
8. Brewer G. A., Kellough J. E., Rainey H. G. *The Importance of Merit Principles for Civil Service Systems* // *Review of Public Personnel Administration*. – 2021. – Vol. 41(4). – P. 686–708.
9. OECD. *Strengthening the attractiveness of the public service in France: Towards a territorial approach* // *OECD Public Governance Policy Papers*. - 2023. - No. 28. - Paris: OECD Publishing. DOI: 10.1787/ab9ebe85-en.
10. Renneke L. *The Public Sector as an Employer of Choice in Germany: The Influence of Work Values on the Attractiveness of Public Employment* [Electronic resource]. - Wiesbaden: Springer Gabler, 2024. – XI. - 68 p. DOI: 10.1007/978-3-658-46210-9. - URL: <https://link.springer.com/book/10.1007/978-3-658-46210-9> (accessed 31.03.2025).
11. OECD. *Modernising Staffing and Court Management Practices in Ireland: Towards a More Responsive and Resilient Justice System* // *OECD Public Governance Reviews*. - Paris: OECD Publishing, 2023. DOI: 10.1787/8a5c52d0-en.



12. Dahar T. T., Zhangquan Y. Civil service training policy in China and Algeria // *International Journal of Civil Service Reform and Practice*. – 2021. – Vol. 6(1). – P. 54–89.
13. Масленникова Е. В., Шебураков И. Б., Татарина Л. Н. Анализ применения кадровых резервов в системе государственного управления // *Вестник РУДН. Серия: Социология*. – 2022. – Т. 22, № 2. – С. 324–336. DOI: 10.22363/2313-2272-2022-22-2-324-336.
14. Yingling D. L., Mallinson D. J. Explaining Variation in Evidence-Based Policy Making in the American States // *Evidence & Policy*. – 2020. – Vol. 16(4). – P. 579–596. DOI: 10.1332/174426419X15752577942927.
15. Zhang Y., Yu X. Policy Transfer: The Case of European Union–China Cooperation in Public Administration Reform // *International Review of Administrative Sciences*. – 2021. – Vol. 87(1). – P. 3–20. DOI: 10.1177/0020852319841427.
16. Zuliansyah P., Zulkarnain, Prasajo E. Understanding Japan’s Civil Service System // *Policy & Governance Review*. – 2021. – Vol. 5(1). – P. 1–17. DOI: 10.30589/pgr.v5i1.355.
17. Официальный сайт Президента Республики Казахстан [Electronic resource]. URL: <https://www.akorda.kz/> (accessed 31.03.2025).
18. Национальный доклад о состоянии государственной службы в Республике Казахстан [Electronic resource]. – Нур-Султан, 2022. - URL: [https://www.gov.kz/uploads/2022/5/18/4db769a5794d0a34192973196ae2df43\\_original.1312016.pdf](https://www.gov.kz/uploads/2022/5/18/4db769a5794d0a34192973196ae2df43_original.1312016.pdf) (accessed 31.03.2025).
19. Национальный доклад о состоянии государственной службы в Республике Казахстан [Electronic resource]. – Астана, 2023. - URL: [https://www.gov.kz/uploads/2023/4/10/0ec6ea4d59e12b8b333599e15774ee94\\_original.1120840.pdf](https://www.gov.kz/uploads/2023/4/10/0ec6ea4d59e12b8b333599e15774ee94_original.1120840.pdf) (accessed 31.03.2025).
20. Национальный доклад о состоянии государственной службы в Республике Казахстан [Electronic resource]. – Астана, 2024. - URL: [https://www.gov.kz/uploads/2024/4/5/2b570c000ed2ee210152ea19e9f0dcb3\\_original.764584.pdf](https://www.gov.kz/uploads/2024/4/5/2b570c000ed2ee210152ea19e9f0dcb3_original.764584.pdf) (accessed 31.03.2025).

## References

1. Decree of the President of the Republic of Kazakhstan No. 522 dated February 26, 2021. *On Approval of the Concept for the Development of Public Administration in the Republic of Kazakhstan until 2030*. Adilet: Legal Information System. Available at: <https://adilet.zan.kz/rus/docs/U2100000522> (accessed 31.03.2025).
2. Silva M. S. A. e, Lima C. G. da S. The Role of Information Systems in Human Resource Management. *Management of Information Systems*. London: IntechOpen, 2018, pp. 113–126. DOI: 10.5772/intechopen.79294.
3. Ziyatbek, R. T. Vazhnost' kadrovoy politiki i strategii razvitiya v kazakhstanskikh organizatsiyakh [The Importance of HR Policy and Development Strategy in Kazakhstani Organizations]. *Universum: ekonomika i yurisprudentsiya*, 2022, 6(93). Available at: <https://cyberleninka.ru/article/n/vazhnost-kadrovoy-politiki-i-strategii-razvitiya-v-kazakhstanskikh-organizatsiyakh> (accessed 31.03.2025) (In Russian).
4. Malik, A. *Strategic Human Resource Management and Employment Relations*. Springer, Cham, 2022, 376 p. DOI: 10.1007/978-3-030-90955-0.
5. Savolainen H., Geddes J. M., Marks D. R. Personnel Matters: Revisited. In: Christison M. A., Stoller F. L., eds. *English Language Program Administration*. Cham: Springer, 2023, 59, pp. 207–227. DOI: 10.1007/978-3-031-28601-8\_13.
6. Halaskova, M., Friedrich, V., Cermakova, I. Determinants of Civil Service in EU Countries: Analysis using Multivariate Methods. *SciPap*, 2021, 29(3), pp. 14–16. DOI: 10.46585/sp29031416.
7. UN-Habitat. *International Guidelines on Decentralization and Strengthening of Local Authorities*. Nairobi: UN-Habitat, 2007. Available at: [https://www.uclg.org/sites/default/files/\\_0.pdf](https://www.uclg.org/sites/default/files/_0.pdf) (accessed 31.03.2025).
8. Brewer, G. A., Kellough, J. E., Rainey, H. G. The Importance of Merit Principles for Civil Service Systems. *Review of Public Personnel Administration*, 2021, 41(4), pp. 686–708.
9. OECD. Strengthening the attractiveness of the public service in France: Towards a territorial approach. *OECD Public Governance Policy Papers*, 2023, 28. Paris: OECD Publishing. DOI: 10.1787/ab9ebe85-en.
10. Renneke L. *The Public Sector as an Employer of Choice in Germany: The Influence of Work Values on the Attractiveness of Public Employment*. Wiesbaden: Springer Gabler, 2024. XI, 68 p. Available at: <https://link.springer.com/book/10.1007/978-3-658-46210-9> (accessed 31.03.2025). DOI: 10.1007/978-3-658-46210-9.



11. OECD. Modernising Staffing and Court Management Practices in Ireland: Towards a More Responsive and Resilient Justice System. *OECD Public Governance Reviews*. Paris: OECD Publishing, 2023. DOI: 10.1787/8a5c52d0-en.
12. Dahar, T. T.; Zhangquan, Y. Civil service training policy in China and Algeria. *International Journal of Civil Service Reform and Practice*, 2021, 6(1), pp. 54–89.
13. Maslennikova, E. V.; Sheburakov, I. B.; Tatarinova, L. N. Analiz primeneniya kadrovyykh rezervov v sisteme gosudarstvennogo upravleniya [Analysis of the use of personnel reserves in the public administration system]. *Vestnik RUDN. Seriya: Sotsiologiya*, 2022, 22(2), ss. 324–336. DOI: 10.22363/2313-2272-2022-22-2-324-336 (In Russian)
14. Yingling, D. L.; Mallinson, D. J. Explaining Variation in Evidence-Based Policy Making in the American States. *Evidence & Policy*, 2020, 16(4), pp. 579–596. DOI: 10.1332/174426419X15752577942927.
15. Zhang, Y.; Yu, X. Policy Transfer: The Case of European Union–China Cooperation in Public Administration Reform. *International Review of Administrative Sciences*, 2021, 87(1), pp. 3–20. DOI: 10.1177/0020852319841427.
16. Zuliansyah, P.; Zulkarnain; Prasajo, E. Understanding Japan’s Civil Service System. *Policy & Governance Review*, 2021, 5(1), pp. 1–17. DOI: 10.30589/pgr.v5i1.355.
17. Official website of the President of the Republic of Kazakhstan. Available at: <https://www.akorda.kz/> (accessed 31.03.2025).
18. Natsional'nyi doklad o sostoyanii gosudarstvennoi sluzhby v Respublike Kazakhstan [National report on the state of public service in the Republic of Kazakhstan]. Nur-Sultan, 2022. Available at: [https://www.gov.kz/uploads/2022/5/18/4db769a5794d0a34192973196ae2df43\\_original.1312016.pdf](https://www.gov.kz/uploads/2022/5/18/4db769a5794d0a34192973196ae2df43_original.1312016.pdf) (accessed 31.03.2025) (In Russian).
19. Natsional'nyi doklad o sostoyanii gosudarstvennoi sluzhby v Respublike Kazakhstan [National report on the state of public service in the Republic of Kazakhstan]. Astana, 2023. Available at: [https://www.gov.kz/uploads/2023/4/10/0ec6ea4d59e12b8b333599e15774ee94\\_original.1120840.pdf](https://www.gov.kz/uploads/2023/4/10/0ec6ea4d59e12b8b333599e15774ee94_original.1120840.pdf) (accessed 31.03.2025) (In Russian).
20. Natsional'nyi doklad o sostoyanii gosudarstvennoi sluzhby v Respublike Kazakhstan [National report on the state of public service in the Republic of Kazakhstan]. Astana, 2024. Available at: [https://www.gov.kz/uploads/2024/4/5/2b570c000ed2ee210152ea19e9f0dcb3\\_original.764584.pdf](https://www.gov.kz/uploads/2024/4/5/2b570c000ed2ee210152ea19e9f0dcb3_original.764584.pdf) (accessed 31.03.2025) (In Russian).

## ЖЕРГІЛІКТІ БИЛІК ОРГАНДАРЫНДА КАДР РЕЗЕРВІН ҚАЛЫПТАСТЫРУ ЖӨНІНДЕГІ ТИІМДІЛІГІН АРТТЫРУ ЖОЛДАРЫ

**О.Ж. Жадигерова<sup>1</sup>, Ф. Қ. Ердаuletova<sup>1\*</sup>, Г.Е. Жунисова<sup>1</sup>, И.Н. Ганиева<sup>2</sup>**

<sup>1</sup>Әл-Фараби атындағы Қазақ Ұлттық университеті, Алматы, Қазақстан

<sup>2</sup>Каспий қоғамдық университеті, Алматы, Қазақстан

**Түйін.** Мақалада халықаралық тәжірибені талдау негізінде жергілікті билік органдарында кадрлық резервті қалыптастыру үдерісін жетілдіру жөнінде ұсынымдар берілген. Кадрлық резервті қалыптастыруды ұйымдастырудағы типтік мәселелердің бірі үміткерлердің еңбек алуын бағалаудың болмауы немесе оны айқындамау екені туралы қорытынды жасалды. Осы мәселені шешу үшін конкурсқа іріктеу үрдісін жетілдіру қажет, ол кадрлық резервтің алуын бағалауды; кадрларды дамыту жоспарын, кадрлық резервтің еңбек алуын жүзеге асыру стратегиясын қамтиды. Конкурсқа іріктеу механизмін жетілдіру мемлекеттік және жергілікті басқару органдарында кадрлық резерв қалыптастыру үрдісінің маңызды элементі болып табылады және экономика тиімділігін арттырудың нақты құралы, сондай-ақ Қазақстандағы мемлекеттік басқарудың демократияландырылуына қызмет етеді. Осы зерттеудің негізгі нәтижесі жергілікті өзін өзі басқару органдарында кадр резервін қалыптастыру саласындағы саясаттың тиімділігін арттыруға ұсынылатын ұсыныстар болып табылады. Мақала тұжырымдаманы теориялық тұрғыдан зерделеу үшін де, адам ресурстарын басқару бөлімдерінің практикалық қолдануы үшін де пайдалы болуы мүмкін.

**Түйінді сөздер:** аймақтық басқару, мемлекеттік қызмет, кадрлық резерв, кадрлық резервті қалыптастыру, жергілікті билік органдары.



## ПУТИ ПОВЫШЕНИЯ ЭФФЕКТИВНОСТИ ФОРМИРОВАНИЯ КАДРОВОГО РЕЗЕРВА В МЕСТНЫХ ОРГАНАХ ВЛАСТИ

*О.Ж. Жадигерова<sup>1</sup>, Ф.К. Ердавлетова<sup>1\*</sup>, Г.Е. Жунисова<sup>1</sup>, И.Н. Ганиева<sup>2</sup>*

<sup>1</sup>Казахский национальный университет имени Аль-Фараби, Алматы, Казахстан

<sup>2</sup>Каспийский общественный университет, Алматы, Казахстан

**Резюме.** В статье на основе анализа международной практики представлены рекомендации по совершенствованию процесса формирования кадрового резерва в местных органах власти. Сделано заключение, что типичными проблемами организации формирования кадрового резерва является отсутствие оценки или невыявление трудового потенциала претендентов. Для решения данной проблемы необходимо совершенствование процесса конкурсного отбора, который включает оценку потенциала кадрового резерва; план развития персонала, стратегию реализации трудового потенциала кадрового резерва. Совершенствование механизма конкурсного отбора выступает важным элементом процесса формирования кадрового резерва в органах государственной местной власти и служит инструментом повышения эффективности экономики в целом, а также демократизации государственного управления в Казахстане. Основным результатом данного исследования являются рекомендуемые пути повышения эффективности политики по формированию кадрового резерва в местных органах власти в условиях трансформации клиентоориентированного госуправления. Статья может быть полезной как для теоретического изучения концепции, так и для практического применения сотрудниками отделов по управлению персоналом.

**Ключевые слова:** региональное правительство, государственная служба, кадровый резерв, формирование кадрового резерва, местные органы власти.

### **Information about authors:**

**Zhadigerova Onaikhan Zhadigerovna** - candidate of economic sciences, Al-Farabi Kazakh National university, Almaty, Kazakhstan, e-mail: [olia\\_kz@mail.ru](mailto:olia_kz@mail.ru), ORCID ID: <https://orcid.org/0000-0003-2208-0913>

**Yerdavletova Farida Kazizovna\*** - candidate of economic sciences, associate professor, Al-Farabi Kazakh National university, Almaty, Kazakhstan, e-mail: [farida.yerdavletova@kaznu.kz](mailto:farida.yerdavletova@kaznu.kz), ORCID ID: <https://orcid.org/0000-0001-6595-7602>

**Zhunissova Gulnar Yerikovna** - PhD, Al-Farabi Kazakh National university, Almaty, Kazakhstan, e-mail: [Ghunyssova.gulnar@kaznu.kz](mailto:Ghunyssova.gulnar@kaznu.kz), ORCID ID: <https://orcid.org/0000-0003-3577-0876>

**Ganieva Indira Nietbaevna** – master of Economics, Caspian Public University, Almaty, Kazakhstan, e-mail: [Indira\\_mailshot@mail.ru](mailto:Indira_mailshot@mail.ru), ORCID ID: <https://orcid.org/0009-0001-0207-8405>

### **Информация об авторах:**

**Жадигерова Онайхан Жадигеровна** – кандидат экономических наук, Казахский национальный университет имени Аль-Фараби, Алматы, Казахстан, e-mail: [olia\\_kz@mail.ru](mailto:olia_kz@mail.ru), ORCID ID: <https://orcid.org/0000-0003-2208-0913>

**Ердавлетова Фаридка Казизовна\*** - кандидат экономических наук, MBA, ассоциированный профессор, Казахский национальный университет имени Аль-Фараби, Алматы, Казахстан, e-mail: [farida.yerdavletova@kaznu.kz](mailto:farida.yerdavletova@kaznu.kz), ORCID ID: <https://orcid.org/0000-0001-6595-7602>

**Жунисова Гульнар Ериковна** - PhD, Казахский национальный университет имени Аль-Фараби, Алматы, Казахстан, e-mail: [Ghunyssova.gulnar@kaznu.kz](mailto:Ghunyssova.gulnar@kaznu.kz), ORCID ID: <https://orcid.org/0000-0003-3577-0876>

**Ганиева Индира Ниетбаевна** – магистр экономических наук, Каспийский общественный университет, Алматы, Казахстан, e-mail: [Indira\\_mailshot@mail.ru](mailto:Indira_mailshot@mail.ru), ORCID ID: <https://orcid.org/0009-0001-0207-8405>



**Авторлар туралы ақпарат:**

**Жәдігерова Оңайхан Жәдігерқызы** - экономика ғылымдарының кандидаты, Әл-Фараби атындағы Қазақ ұлттық университеті, Алматы, Қазақстан, e-mail: [olia\\_kz@mail.ru](mailto:olia_kz@mail.ru), ORCID ID: <https://orcid.org/0000-0003-2208-0913>

**Ердаuletova Фарида Қазизқызы\*** - экономика ғылымдарының кандидаты, Әл-Фараби атындағы Қазақ ұлттық университеті, Алматы, Қазақстан, e-mail: [farida.yerdavletova@kaznu.kz](mailto:farida.yerdavletova@kaznu.kz), ORCID ID: <https://orcid.org/0000-0001-6595-7602>

**Жүнісова Гүлнар Ерікқызы** – PhD, Әл-Фараби атындағы Қазақ ұлттық университеті, Алматы, Қазақстан, e-mail: [Ghunyssova.gulnar@kaznu.kz](mailto:Ghunyssova.gulnar@kaznu.kz), ORCID ID: <https://orcid.org/0000-0003-3577-0876>

**Ганиева Индира Ниетбайқызы** – экономика ғылымдарының магистрі, Каспий мемлекеттік университеті, Алматы, Қазақстан, e-mail: [Indira\\_mailshot@mail.ru](mailto:Indira_mailshot@mail.ru), ORCID ID: <https://orcid.org/0009-0001-0207-8405>

Received: 17.06.2025

Accepted: 02.09.2025

Available online: 31.03.2026