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**Panel: Public Service Reform in the Post-Soviet Countries**

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Title **Public Service Reform in Kazakhstan**

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**Abstract** Abstract

Since gaining its independence Kazakhstan has been developing the professional civil service to improve the efficiency of the administration and the quality of public services. The framework for the civil service reforms was set by the Decree of the President on Civil Service Law (1995), the Strategy Kazakhstan-2030 (1997) and Kazakhstan-2050 (2012) and the Plan of the Nation 100 Concrete Steps. The adoption of the Law on Civil Service of the Republic of Kazakhstan (2015) marked changing of the civil service model from "position-based" to "career-based" one, with the focus being made on the professionalization of civil service by establishing competitive recruitment procedures, skills development, and performance appraisal. Currently, Kazakhstan is implementing a new performance-based system with greater emphasis being put on competencies and monetary incentives. The project is based on the point-factor scale that classifies positions in the civil service to determine base salaries of civil servants, with a greater value being placed on skills and job content. In 2018 for the first time in the CIS region, Kazakhstan's HRM practices were benchmarked against those of OECD countries. It was based on the OECD Survey on Strategic Human Resource Management in Central/Federal Governments and compared Kazakhstan's human resource management practices against those of OECD countries. The study presented comparable data on a wide range of policies and practices that help to build a professional, strategic and innovative civil service: workforce planning, competency frameworks, recruitment practices, career development, performance and incentives, and leadership. According to the OECD findings, Kazakhstan is on a path to developing human resource management frameworks that are consistent with

those of most OECD countries, and that Kazakhstan shares many common priorities for reform.

The OECD has characterized Kazakhstan's civil service as a professional with features of a strategic one.

By 2050 Kazakhstan aims to become one of the 30 most developed countries. To achieve this goal a great emphasis is made on increasing the accountability, efficiency, and functionality of the state apparatus with a high priority being given to the civil service reforms.