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Panel: Public Service Reform in the Post-Soviet Countries

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Title **Stages of the Formation of Public Service in the Kyrgyz Republic**

Abstract At first, from 1991 to the mid-2000s, Kyrgyzstan used the old model, inherited from the previous party-state nomenclature. At the same time, the beginnings of a new model were formed with experimental use of competitive procedures.

The second stage of the formation of the civil service conditionally began with the adoption in 2004 of a more detailed law. The law mainly established norms on the Anglo-Saxon model. Its characteristic moment was the introduction of norms for competitive admission to work in state bodies by procedure. An authorized body was established - the Civil Service Agency, which coordinated the issues of employment. A testing center has been established to provide competitive selection procedures on the basis of the candidate's qualifications, which reduces the risk of being appointed for acquaintances, kinship ties and fraternities.

The transformations outlined the contours of the recruitment and promotion system.

The disadvantage of the model was the low motivation of employees, who, for promotion to a higher position, were obliged to re-take an internal or open competition, along with other applicants. The achievements of the employee were poorly taken into account. They did not evaluate their activities, which could serve as a basis for career advancement.

The municipal service had even more problems. Employees of local governments received lower wages. Municipal service was in the position of "younger sister". The best cadres went into business, international projects or the public service. Municipal service "laid bare".

Since 2011, work has begun on auditing the civil service organization system. The concept of civil service modernization was adopted. Work intensified in 2012, and in 2013 a plan for the development of the civil service appeared, approved by the head of state. The general vectors of transformations received the informal name Eleven Steps of Modernization of the Civil Service.

The modernization plan was implemented, and in 2016, the Supreme

Council adopted a new basic Law "On State Civil Service and Municipal Service". Further, in 2016 - 2017, in order to implement the Law, the relevant decrees of the President and Government decrees were adopted.

In general, in 2013 and 2017, the legislation regulating the cycle of state and municipal services was developed.

To date, the problem is partially solved. It cannot be said that the professional level of employees fully satisfies the demands of the management system. There are still complaints from citizens on bureaucracy and poor-quality services.

In the future, it will be necessary to focus on issues of increasing the potential of employees of state and local government bodies, improving business processes, and improving the ethics of employees.

An ideal public service is an organization of personnel replenishment and service, in which society and the state receive the result that leads to an improvement in the quality of life. This is the aim of the reform of state and municipal service.