

## Features of the New Model of Civil Service of Kazakhstan in the Process of Political Modernization

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**Abstract:** This study presents analysis of the new model of civil service, the main directions of the new model of public service of the Republic of Kazakhstan. SWOT-analysis of the new model of civil service was conducted and on its base some recommendations were given. Population perception of corruption was considered (previous survey results). Overall, this study is an attempt to analyze features of the new model of civil service of Kazakhstan in the process of political modernization.

**Key words:** New model of civil service, Kazakhstan, modernization, public service reforms, corruption

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### INTRODUCTION

According to the Law of the Republic of Kazakhstan on civil service “civil service is the activity of civil servants in the state bodies for the implementation of power aimed at the implementation of the tasks and functions of the government (Anonymous, 1999).

Civil service is an important social institution of society, ensuring the operation of all subsystems of public life the economy, culture, politics and the social sphere. As a result of development processes of reform in the last 24 years, a national model of civil service with its own characteristics and features is created. Civil service system of Kazakhstan from the beginning of 1990s has gone from command-administrative system of governance to the new model of management and administration of development.

Max Weber in his work “Economy and Society” (1968) cited that fundamental value of bureaucracy as one of the institutional foundations of capitalist growth (Peter Evans, 1999).

In this regard, it is important to identify advantages and disadvantages of the new model of civil service and its influence on modernization processes of the country. In this connection, we will try to analyze features of the new model of civil service of Kazakhstan in the political modernization processes. Also, population perception of corruption was considered as an important part of efficiency of civil service.

#### Main part

**Transformation of civil service system in Kazakhstan:** At the moment, the country faces new challenges that define

the next stage of its development. It tasks such as joining the top 30 developed countries of the world, improving the welfare of population, the formation of the nation's intellectual, industrial and innovative development in the context of world globalization processes.

The decisive factor in the dynamic development of Kazakhstan supports the civil service and its ability to carry out effectively the functions of the welfare state to adequately respond to external demands. Civil service as a social institution has a major influence on the development of social structures, the formation of norms, rules and systems of social values. In this regard, we will consider transformation process of civil service system.

Firstly, institutionalization of the civil service system was in connection with the introduction of a new constitution in August 1995 (Perlman, and Gleason, 2007). Decree of the President of the Republic of Kazakhstan “On civil service” was adopted. This document allowed to save recruitment of core public administration and give the fundamentals for the development of civil service. According to this document, relations in the public service was regulated were established principles of civil service was determined the legal status of civil servants (Shirokova, 2007).

Following important stage of development of civil service is related to the strategy “Kazakhstan 2030”. According to strategy, professional formation of the government was defined as a long-term priority of national development (Amagoh and Bhuiyan, 2010). Knox (2008) cited that strategy defined next directions of the civil service reforms:

- “To increase the effectiveness of the government working collectively as a state body and individually through the role of each minister
- To implement modern information technology and eliminate bureaucracy in state bodies
- To create an effective and optimal structure of state bodies
- To restrict state interventions in the economy” (Knox, 2008)

Next important stage of the development of civil service system is related with an establishment of the Civil Service Affairs Agency in 1998 (Bakenova, 2008). Next important stage of the institutionalization of civil service related to adoption of the Law of the Republic of Kazakhstan “On Civil Service” (hereinafter the Law).

“According to this Law (1999), Kazakhstani model of civil service can be described as positional model. Period from 2003-2007 years can be described as the transition to the position-career model. Legislative frameworks of this period were Amendments on Law “On Civil Service” from 2003 and President Decree from 2007, #372. Major novelties of the reform were: introduction of the appointment in order to transfer; introduction of an new position of executive secretary. Also in 2005, there were established disciplinary councils authorized body of the Civil Service” (Idrissova and Kaliev, 2014).

## MATERIALS AND METHODS

**Features of the New Model of civil service of Kazakhstan:** Idrissova and Kaliev (2014) noted that professionalization of the civil service system based on the principles of meritocracy, efficiency, effectiveness, transparency and accountability to society are main principles of the modern civil service.

In this regard, the head of state gave new tasks to improve the national system of public service. Kazakhstan on the basis of world models and taking into account the best international practices developed its own model of public service (Idrissova and Kaliev, 2014). The concept of a new model of public service consider three main objectives such as:

- Effective personnel policies and human capital management in the public service
- High quality of public service delivery and performance of public bodies
- Improving ethics and reducing corruption (Idrissova and Kaliev, 2014; Anonymous, 2014)

There are presented SWOT-analysis for a new model of civil service (Table 1). Results of SWOT-analysis shows that the new model of civil service has certain development prospects. Whereas have some difficulties and risks. One of the main problems of civil service sphere are corruption issues and fight against it.

## RESULTS AND DISCUSSION

**Perception of corruption in Kazakhstan:** Public policy institution under ‘Nur Otan’ political party was held Republican survey (face-to face interview) (sample 1,600 respondents 2014) which showed some peculiarities of perception of the population about confidence on civil service and corruption issues.

**Question 1:** “What do you think, how relevant for Kazakhstan are corruption problems?” About 56.1% of respondents considered that corruption problems are relevant for society and government, 37.1% said that in society there are other relevant problems besides corruption, 3.6% is not relevant problem (Table 2).

Table 1: SWOT-analysis. The New Model of civil service of Kazakhstan

Parameters	Discription
<b>S (strenghts)</b>	<b>W (weakness)</b>
In the new model of public service all civil servants are divided into a managing body “A” and executive body “B”	Not all reservists of managing body “A” are employed
A register of public servants was adopted	Do not adjust the normative act of the social side of the rotation of employees including the issues of housing
A new system of rotation of civil servants is introducing	Evaluation system is basically a formal does not encourage public servants
Reviewed the implementation of the plan of career and professional development of civil servants	The concept of “conflict of interest” is used not in the public service which is required legislative base
Introduced measures of the system of evaluation and stimulation of civil servants	Lowest score of the people for rendered public services
Considered the improvement of ethics of civil servants	
Standards and regulations of public services were adopted	
<b>O (Opportunity)</b>	<b>T (Threat)</b>
The measures considered under the concept of a new model of public service makes it possible to create a professional civil service	There is a risk of incomplete functioning of the new model of public service
Each issue considered under the concept should be regulated by certain normative acts	There is a risk of unavailability of public service institute in anticipation of the accession of Kazakhstan among the 30 developed countries; Corruption in the sphere
Providing standards and regulations of public services should be regulated by government bodies	There is a risk of uncompetitive of civil service

Table 2: What do you think, how relevant for Kazakhstan corruption problems? (%)

Kazakhstan problems	Values
Corruption problems are relevant for society and government	56.1
There are other relevant problems besides corruption	37.1
Is not relevant problem	3.6
Difficult to answer	3.2

Fig. 1: “In your opinion, what should be done to corrupt officials were less?”

**Question 2:** “In your opinion, what should be done to corrupt officials were less?” In turn, to reduce the level of corruption in the country had been divided into four main steps. Improve the effectiveness of law enforcement agencies to combat corruption and corrupt (38.5%) tougher laws to combat corruption will also reduce corruption (36.4%), tight control of the distribution and consumption of budgetary funds will help to reduce the level of corruption (33.1%), an increase of legal literacy of the population (30.0%) (Fig. 1).

### CONCLUSION

Results of the survey showed that majority of population consider corruption as important problem which should be resolved by increasing efficiency and professionalism of civil servants. It is mean that development and modernization of civil service institution in the course of whole modernization of the Kazakhstan political system was a necessity of the time. And the new model of civil service should be improved. Based on the above findings, we recommend the following measures to further improvement the civil service system:

- Firstly; Kazakhstan model of civil service should be focused in further development on principles meritocracy, efficiency of bureaucratic apparatus

- Secondly; evaluation system of civil servants should be improved
- Thirdly; concept of “conflict of interest” should be normatively regulated on the base of international practice
- Fourth; to consider an opportunity of rotation of reservists of body “A” to regional areas
- Lastly; to improve providing public services standards and regulations on the base on OECD standards

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