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## ASSESSMENT CENTER AS A MODERN PERSONNEL ASSESSMENT METHOD

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### ABSTRACT

*The article covers the assessment technology and its ability to identify professional competencies. Based on the results of the study, five groups of the most important competencies necessary to achieve successful activity through behavioral models are described. Each behavioral model demonstrates the manifestation of a particular competency. With the help of the assessment technology, the general and specific features that are characteristic of management in the public service are identified.*

**KEYWORDS:** *Personnel Management, Public Service, Civil Servants, Performance Evaluation, Professional Competence, Technology Assessment.*

### INTRODUCTION

As you know, an important condition for the dynamic development of the Republic of Uzbekistan is the accelerated introduction of modern innovative technologies in the economy, social and other spheres with the widespread use of the achievements of science and technology. The rapidly developing all spheres of public and state life of the country require close support of

ongoing reforms based on modern innovative ideas, developments and technologies that ensure a quick and high-quality leap of the country into the ranks of the leaders of world civilization. The main goal of this Strategy is the development of human capital as the main factor that determines the level of the country's competitiveness in the world arena and its innovative progress.

According to the literature, to solve topical problems in the field of management, a radical reconstruction of personnel management mechanisms and the transition of personnel management to a fundamentally new level of development are required. The use of new, complex, unconventional technologies in personnel management based on a change in the approach to personnel as a key asset of the organization contributes to the company's transition to a different way of functioning. In order to build a personnel management system, it is necessary to revise the approaches to personnel assessment as the most important tool for personnel management [1].

The term "assessment" is firmly established in everyday life - it is used by financiers, lawyers, physicians, and developers of technical systems. In the broadest sense, assessment is synonymous with assessment. In a narrower sense, it means testing or assessment, the results of which are presented in quantitative terms, as well as an assessment carried out in the course of a certain meeting.

The procedure for assessing the competence of personnel using the assessment method is a useful but expensive tool. Personnel services use quite a variety of assessment methods, so when they talk about assessment, they most often mean the technology of the "assessment center". It was developed to assess the potential of a person and was initially applied at the stage of selecting candidates for senior positions. The main distinguishing features of this assessment technology are the following: several people are assessed simultaneously, the assessors themselves and there are also several assessment methods.

World experience testifies to the advantages of the "assessment center" technology for assessing and developing the competencies of managers in the public service. Assessment Centers or Assessment Centers provide more efficient selection and better audit and assessment of personnel than standard methods. To date, the Assessment Center can be called one of the most accurate methods for the comprehensive assessment of candidates for a vacant position, employee assessment for drawing up programs for the development of professional skills and business qualities, inclusion in the personnel reserve and promotion.

Naturally, the Assessment Center, like any other method, does not provide one hundred percent accuracy and has a number of limitations. At the same time, the practice of the last two decades shows that its use is more than justified. The use of the Assessment Center gives high accuracy of the results, thanks to the preliminary preparation of the scenario developed by psychologists and consultants on special technologies. Assessment scales, interview forms, business games are developed based on the characteristics of the activity and the requirements for a specific position [2].

Key features of the Assessment Center: concentration on behavior, reproduction in tasks of the main aspects of work. It is assumed that the performance of these simulated tasks, close to practice, predicts behavior in work situations. The use of interviews and tests in addition to group assignments increases the validity of the staff assessment. It is possible to review and

evaluate the performance of the assignment in terms of the competence required to achieve the intended level of performance for a specific job or required at a specific place in the organization. During the Assessment Center, there is a simultaneous assessment of several candidates or participants, which allows them to interact, disclose and apply their professional experience. When recruiting in this manner, it provides an opportunity to show the extent to which candidates fit into the culture of the organization, and the candidates themselves can better understand the organization and its values in order to decide for themselves if they fit. This is established by observing their behavior in various typical situations and using tests and structured interviews, and, of course, based on the developed competency model.

Having applied the assessment of government officials, we came to the conclusion that it is possible to single out general and specific features that are characteristic of government in the public service, in contrast to other spheres: production, business, politics, public organizations. Everything related to the purpose of management as a whole is related to common features. This is goal-setting, organization of technological solutions, controlled allocation of resources and motivation, inspiration, and training of employees.

As for the specific features, the following can be said. Civil service is a function of the state apparatus, implemented by specially created state bodies. The key question here is: "What social institution should a public service be?"

Management skills are more difficult to define and evaluate than technical skills or experience. On the example of behavioral models that people demonstrate to achieve the best result in work, one can observe the manifestation of professional competencies. The five groups of the most important competencies required to achieve successful performance are described below through behavioral models. Each behavioral model demonstrates the manifestation of one or another competence [5].

### **1. Values**

It is believed that it is moral values that are the cultural basis of administrative ethics and an important condition for organizational effectiveness. The block of values usually includes honesty, responsibility, obedience to the law, competence, fairness, impartiality, political neutrality, "social sensitivity", efficiency. The new values include a propensity for innovation, the ability to "team" work and the quality of performance of official duties.

### **2. Managerial professionalism**

The professional management activity of a civil servant involves the knowledge and use in practice of effective methods and means of analyzing the situation, making a decision, setting goals, organizing activities to achieve results, motivating subordinates and monitoring performance.

### **3. Systematic thinking**

The ability to see the situation as a whole and its individual elements; ability to generalize information; the ability to identify significant relationships; the ability to highlight the main thing from the general; mastery of information gathering techniques and the ability to structure large amounts of information.

#### **4. Leadership**

Ability to take on the role of leader of a team or group. Ability to convince, influence or make a positive impression on the target audience in order to induce them to take actions aimed at achieving the result.

#### **5. Adaptability**

The ability to navigate in a changing situation, the ability to quickly adapt to new conditions and effectively solve new problems.

Among the diverse approaches to building a model, two can be distinguished. One of them is popular in business, the other in working with government officials.

The distinguishing features of the two models is that in the field of public administration, the main professional and managerial roles that are called upon to be played by a high-level civil servant are important. In systems management, the managed activity is analyzed in four main categories: activity processes, functional structures, resources, methods of activity. The interrelation of these elements and the organizational integrity of the systems of controlled activity are ensured by the systemic organization of the management itself and its role specialization [3].

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So, the processes of activity in the organization can be ensured by analyzing the situation, determining the goals that must be achieved, as well as by developing and implementing appropriate programs for the functioning and development. We conditionally "attributed" the responsibility for these types of activity to the performer of the role, which was called the Manager. Responsibility for the development of organizational structures and, in general, various forms of organization of personnel activities was "assigned" to the role of the Organizer. The role-playing picture of the person responsible for the distribution of the basic resources of the organization, as well as control over the implementation of activity plans, was named Administrator. And, finally, responsibility for the placement of performers, an accurate understanding of the tasks facing the organization, possession of effective methods and techniques of professional activity, as well as maintaining an optimal atmosphere in the team was seen in the role of the Leader. In reality, the boundaries between these roles are not so obvious. Sometimes the responsibility for a particular aspect of management is distributed among the members of the management team, but it is often possible to observe cases of universal managerial professionalization, when the entire repertoire of roles is performed by one person [4].

We proceed from the assumption that a person can have several roles in an actual state, and at least two roles from the proposed set, he can actively use and combine in his daily activities.

To identify the level of competence formation, an integrated approach is required. It includes the development, adaptation and use of assessment methods that imply the ability to work, including within the framework of remote procedures (see Table 1).

**TABLE 1 "TYPOLOGY OF CANDIDATE ASSESSMENT METHODS"**

	<b>Full-time</b>	<b>Remote</b>
<b>Contactless</b>	1. To use them, control subjects with sufficient qualifications for the methods used are required	2. To use them, controlling subjects without special skills and knowledge are required, since the instructions for the methods of this group are closed. The main task comes down to control over the participants' compliance with the conditions for filling out the methods.
<b>Contact</b>	4. For their implementation, specially trained personnel with experience in carrying out similar techniques are required.	3. To conduct them, people with computer skills are needed, who are able to use various technologies of working online.

**Remote non-contact methods:**

1. Personality - role questionnaires.
2. Intellectual tests.
3. Questionnaire of professional and managerial roles.
4. Professional test for knowledge of legislation, the basics of general and strategic management.
5. Questionnaire for the analysis of the life path (biographical data; "Life line").
6. Essays.
7. Recommendations.

**Remote contact methods:**

1. Participation in Internet conferences.
2. Participation in online forums (including Webinar technology).

Thus, we can conclude that the modern challenges facing the civil service make it possible to adequately understand its boundaries and perceive reality holistically, to focus on self-learning and transformation (a creative approach at all levels, functional links and spheres of life), to achieve an understanding of their goals and purposes (goal-setting, purposefulness, purposefulness and expediency), to increase the level of tolerance to uncertainty, to fix the set of internal moral values, rules and norms of civil service. Assessment as an appraisal procedure is designed to contribute to the formation of the staff of the Civil Service.

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