



MECHANISMS FOR IMPROVING THE FORMATION AND ASSESSMENT OF COMPETITIVE COMPETENCIES IN THE SELECTION OF CIVIL SERVICE CANDIDATES THROUGH OUTSOURCING

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ABSTRACT

this study examines the theoretical and practical aspects of applying outsourcing mechanisms to improve the selection process of candidates for the civil service. The research substantiates the necessity of developing a system for identifying and assessing competitive competencies through the use of modern HR technologies, psychometric assessment methods, and cooperation with private assessment centers. This approach enhances transparency in personnel selection, strengthens meritocratic principles, and increases the overall effectiveness of the recruitment process. As a result of the study, recommendations are proposed for developing an optimized outsourcing-based model for candidate selection and a set of evaluation indicators for assessing civil service applicants.

Introduction

In the context of globalization and rapid modernization, the role of human capital in public administration is becoming increasingly significant. The experience of developed countries demonstrates that achieving sustainable socio-economic development is difficult without a dedicated, highly qualified, and competitive civil service workforce. Scholars argue that a talent pool refers to a group of candidates selected and assessed by an organization or public authority based on specific competency criteria. The effective placement of suitable candidates from this pool contributes to improved organizational performance and service quality.

For instance, Egwakhe, Ajala, and Adeoye (2023) emphasize that through talent management practices, organizations develop a pool of high-potential candidates, thereby gaining a competitive advantage.¹ Moreover, according to the New South Wales (NSW) Public Service Commission, candidates included in the civil service talent pool have already been assessed and pre-selected; therefore, no additional testing is required during the recruitment process.² This, in turn, enhances the transparency and efficiency of the recruitment process. Therefore, improving the selection procedures for civil service candidates—particularly through the introduction of modern assessment mechanisms—has become one of the most pressing tasks of today. In this process, the development of contemporary competencies

¹Egwakhe, J. A., Ajala, O. P., & Adeoye, S. O. (2023). Talent management and competitive advantage: The moderation role of workplace culture. *European Journal of Human Resource Management Studies*, 6(2). <https://doi.org/10.46827/ejhrms.v6i2.1489>

² NSW Public Service Commission. (n.d.). NSW Public Service talent pools. Retrieved from <https://www.psc.nsw.gov.au/workforce-management/recruitment/nsw-public-service-talent-pools>

among candidates and the establishment of a comprehensive evaluation system are of critical importance.

International experience confirms that the implementation of personnel selection mechanisms based on open competition, transparent recruitment procedures, and the involvement of external expert organizations, namely outsourcing institutions, significantly increases the effectiveness of the civil service. Today, civil service is not merely a form of employment, but a professional and socially responsible activity grounded in the principles of the rule of law and service to citizens. Therefore, establishing a meritocracy-based, innovation-oriented, and competency-focused recruitment system that effectively utilizes outsourcing mechanisms is a requirement of the modern era.

Methodology

The methodological framework of the study is based on comparative analysis, content analysis, a systems approach, institutional analysis, functional analysis, as well as analytical and synthetic methods.

These methods were used to examine the application of outsourcing mechanisms in the selection of civil service candidates, to systematize theoretical approaches to the formation and assessment of competitive competencies, and to analyze practical mechanisms and advanced international experiences in this field.

Results

In the academic literature, various perspectives and theoretical approaches have been developed regarding effective human resource management, competency development and assessment, as well as the use of modern outsourcing systems in these processes.

In particular, according to the systematic analysis conducted by M. N. Sakib and his research colleagues, outsourcing-based human resource management helps organizations reduce costs, accurately assess employees' qualifications and competencies, and accelerate strategic decision-making.

In our view, their empirical findings indicate that outsourcing mechanisms contribute not only to impartial recruitment practices but also to the formation of competitive and merit-based selection processes.³ According to the studies of Daniali and Barykin, the competency-based assessment approach in the selection of civil service personnel enables a comprehensive evaluation not only of candidates' knowledge and skills, but also of their values and level of professional adaptability. This approach contributes to improving service quality and organizational effectiveness, while simultaneously laying the foundation for an innovative model of human resource management in the public sector.⁴ At the same time, as noted by foreign scholars P. Mykytyuk, I. Semenets-Orlova, and K. Blishchuk, the introduction of outsourcing mechanisms into the public administration system improves strategic planning processes, establishes institutionalized cooperation with external service providers, and enhances the efficiency of resource utilization. Such an approach ensures greater flexibility in public sector management processes and contributes to improving the quality of public service delivery.⁵ In their studies, Cretu and Lupu emphasize the necessity of introducing competency management mechanisms in the selection and placement of civil servants. According to them, a competency-based approach enables not only the identification of candidates' professional potential, but also the systematic assessment of their suitability for

³ Sakib, M. N., Tabassum, F., & Uddin, M. M. (2023). What we know about the trends, prospects, and challenges of human resource outsourcing: A systematic literature review. *Heliyon*, 9(8), e19018.

<https://doi.org/10.1016/j.heliyon.2023.e19018>

⁴ Daniali, S. M., Barykin, S. E., & Khortabi, F. M. (2022). An Employee Competency Framework in a Welfare Organization. *Sustainability*, 14(4), 2397. <https://doi.org/10.3390/su14042397>

⁵ Mykytyuk, P., Semenets-Orlova, I., Blishchuk, K., et al. (2022). Outsourcing as a tool of strategic planning in public administration. *Studies of Applied Economics*, 39(3). <https://doi.org/10.25115/eea.v39i3.4718>

specific job requirements. This, in turn, contributes to strengthening the principles of meritocracy and improving the effectiveness of human resource management in the civil service.⁶

In addition to the views presented above, it is important to emphasize that improving the formation and assessment of competitive competencies in the selection of civil service candidates through outsourcing primarily allows for a comprehensive evaluation of candidates' knowledge, skills, and values, based on modern human capital management concepts. Such an approach reduces transaction costs, enhances the transparency of the selection process, and ensures institutional efficiency in identifying the most suitable personnel for public service.

Scientific Novelty

The introduction of an outsourcing system in the selection of civil service candidates improves the process of developing and assessing competitive competencies. This approach enables a comprehensive evaluation of candidates' knowledge, skills, and values, enhances the transparency of the selection process, and is grounded in modern human capital management concepts. As a result, transaction costs are reduced, institutional efficiency in identifying the most suitable personnel is ensured, and the principles of meritocracy in the civil service are strengthened. These approaches can be illustrated in the following table.⁷

(Table 1)

Main direction	Result of outsourcing system implementation	Theoretical basis	Expected effectiveness
Formation of competitive competencies	Comprehensive assessment of candidates' knowledge, skills, and values	Human capital theory	Qualitative improvement in personnel selection observed
Transparency of the selection process	Assessment is conducted by independent outsourcing organizations	Institutionalism	Corruption and subjectivity in selection are reduced
Reduction of transaction costs	Resources of public authorities are optimized	Transaction cost theory	Efficient use of resources is ensured
Strengthening	Assessment	Modern	Mechanism for

⁶ Cretu, S., & Lupu, M. L. (2023). The Application of Competency Management to the Recruitment and Selection of Civil Servants. In *Reimagining Capitalism in a Post-Globalization World* (pp. 145–162). Springer.
https://ideas.repec.org/h/spr/prbchp/978-3-031-59858-6_10.html

⁷ Compiled by the author

the principles of meritocracy	criteria are clear, and results are publicly disclosed	management theory	identifying the most suitable personnel is established
Enhancing institutional efficiency	Quality control is ensured through external evaluation institutions	New institutional economic theory	Reliability and effectiveness of the civil service are increased

Conclusion and recommendations

In conclusion, the use of outsourcing mechanisms in the selection of civil service candidates represents a modern approach that ensures impartiality, efficiency, and greater transparency in the process of developing and assessing competitive competencies. This approach allows for a comprehensive evaluation not only of candidates' knowledge and skills but also of their values and level of professional adaptability. It strengthens meritocratic principles and ensures institutional efficiency in identifying the most suitable personnel for public service.

Based on the analysis of the above findings, it is recommended to engage outsourcing organizations in the civil service selection process, as the involvement of specialized external agencies ensures the independence of recruitment and reduces subjectivity, thereby enhancing fairness and credibility. In addition, implementing a comprehensive competency assessment that thoroughly evaluates candidates' knowledge, skills, and values is crucial for improving the quality and effectiveness of the civil service and for ensuring that personnel are well-matched to position requirements. Establishing a structured talent pool of high-potential candidates facilitates rapid placement of qualified personnel and supports proactive human capital management in the public sector. Furthermore, developing regulatory and accreditation frameworks for outsourcing services guarantees the quality and reliability of external assessment mechanisms, ensuring standardized and accountable recruitment practices. It is also important to ensure the public disclosure of selection results, as transparent publication of recruitment outcomes increases public trust in the civil service and reinforces confidence in a merit-based selection system. Finally, introducing clear competency indicators for each position aligns recruitment and placement with meritocratic principles and supports the professional adaptation and effective performance of personnel.

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