EVALUATION OF REMOTE WORK IN THE PUBLIC ADMINISTRATION SYSTEM OF KAZAKHSTAN

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Annotation. Scientific interest in the research topic is due to the fact that in the modern world, the efficiency of civil servants is largely determined by the optimization and automation of business processes in the public administration system, through the introduction of digital solutions.

The study of remote forms of work using information and communication technology is a current hot topic in the public administration system in the Republic of Kazakhstan in the context of the accelerated growth of digitalization.

In turn, this article assesses the efficiency of information and communication technology in remote work, using the example of certain state tasks and services in Central state and Local executive bodies, in the civil service of the Republic of Kazakhstan.

This study focused on the results of sociological surveys conducted by the

Agency of the Republic of Kazakhstan for Civil Service Affairs jointly with the World Bank and the Academy of Public Administration under the President of the Republic of Kazakhstan.

As a result, a number of recommendations have been proposed to improve the effectiveness of the remote work in the public sector.

Key words: *public administration, civil servants, remote work, ICT, electronic document management system, Kazakhstan.*

ОЦЕНКА ДИСТАНЦИОННОЙ РАБОТЫ В СИСТЕМЕ ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ КАЗАХСТАНА

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Аннотация. Научный интерес к теме исследования обусловлен тем, что в современном мире эффективность работы государственных служащих, во многом определяются оптимизацией и автоматизацией бизнес-процессов в системе государственного управления, за счет внедрения цифровых решений.

В настоящее время в Республики Казахстан в условиях ускоренного развития цифровизации одним из актуальных вопросов в системе государственного управления, является изучение вопроса дистанционных форм занятости используя информационно-коммуникационные технологии.

В свою очередь в данной статье оценивается эффективность работы информационно – коммуникационных технологии при дистанционной работе, на государственной службе Республики Казахстан, на примере отдельных государственных функций и услуг в Центральных государственных, и в Местных исполнительных органах.

Данное исследование было сосредоточено на результатах социологических опросов Агентства Республики Казахстан по делам государственной службы совместно со Всемирным банком и Академии государственного управления при Президенте Республики Казахстан.

По итогам, предложены ряд рекомендаций по повышению эффективности дистанционного режима работы на государственной службе.

Ключевые слова: *государственное управление, государственные служащие, дистанционная работа, информационно-коммуникационные технологии, электронный документооборот, Казахстан.*

ҚАЗАҚСТАННЫҢ МЕМЛЕКЕТТІК БАСҚАРУ ЖҮЙЕСІНДЕГІ ҚАШЫҚТАН ЖҰМЫСТЫ БАҒАЛАУ

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Аңдатпа. Заманәуи әлемде мемлекеттік қызметшілердің жұмыстарының тиімділігі көбінесе цифрлық шешімдерді енгізу арқылы мемлекеттік басқару жүйесіндегі бизнес-процестерді оңтайландыру және автоматтандыру арқылы анықталатындығына байланысты зерттеу тақырыбы ғылыми қызығушылық танылытуда.

Қазіргі уақытта, Қазақстан Республикасында цифрландыруды жедел дамыту жағдайында ақпараттық-коммуникациялық технологияларды пайдалана отырып, жұмыспен қамтудың қашықтықтан нысандары мәселесін зерделеу мемлекеттік басқару жүйесіндегі өзекті мәселелердің бірі болып табылады.

Өз кезегінде, осы мақалада қашықтықтан жұмыс істеу кезінде, Қазақстан Республикасының Мемлекеттік қызметінде, орталық және жергілікті мемлекеттік атқарушы органдарда жекелеген мемлекеттік функциялар мен қызметтер мысалында ақпараттық – коммуникациялық технологиялар жұмысының тиімділігі бағаланады.

Аталған зерттеу Қазақстан Республикасы Мемлекеттік қызмет істері агенттігінің Дүниежүзілік банкпен және Қазақстан Республикасы Президентінің жанындағы Мемлекеттік басқару академиясымен бірлесіп жүргізген әлеуметтік сауалнамаларының нәтижелеріне бағытталды.

Қорытындысы бойынша мемлекеттік қызметтегі қашықтықтан жұмыс режимінің тиімділігін арттыру бойынша бірқатар ұсынымдар ұсынылды.

Түйін сөздер: *мемлекеттік басқару, мемлекеттік қызметшілер, қашықтан жұмыс, ақпараттық-коммуникациялық технологиялар, электрондық құжат айналымы, Қазақстан.*

Introduction

Since the state apparatus and civil servants are the primary implementers of the current operational tasks of de-bureaucratization and digital transformation of all spheres of public administration, and since they are also the primary agents

of the reforms initiated in the nation, these two factors together determine the relevance of the study. In addition, it is an important condition for the sustainable socio–economic development of the country improving the welfare of citizens and minimizing losses during crisis phenomena in the economy.

By analyzing the phenomenon of "remote work" in the scientific literature and regulatory legal acts, as well as by analyzing the survey data, this study aims to evaluate the effectiveness of the state policy in the area of information and communication technology in remote employment. It also seeks to determine the degree to which civil servants in Kazakhstan are satisfied with remote work.

In general, the epidemic and trends in the Republic of Kazakhstan towards widespread digitalization have demonstrated the viability of remote work as well as the usage of flexible forms of employment. The Republic's Labour Code was amended in 2021 to reflect the current general standards on this subject.

In response, the Agency of the Republic of Kazakhstan for Civil Service Affairs approved the "Rules for the use of remote work, combined remote work, and flexible working hours for civil servants" in 2023 while taking into account the unique characteristics of the state apparatus.

These guidelines define remote work as the application of the labour process away from the employer's site while using information and communication technology.

The application of the labour process through alternating times of performing labour-related tasks both on-site at the employer's location and remotely is known as combined remote work.

However, since the new standards had no impact on the development of existing digital platforms or the nation's overall digital infrastructure, the existing basis for remote activities in the public administration system does not fully address the issue of the viability of remote work in terms of the effectiveness of using the current electronic document flow. The experience of the world's industrialized nations demonstrates that the introduction of digital infrastructure is currently receiving significant attention as a part of the process of digital transformation of all sectors of the economy, including the public administration system. On the basis of the aforementioned, the authors highlight the fact that the issues that occur while moving to remote work are still extremely relevant today and, in the opinion of many writers, will continue to be relevant for a very long time.

This article is divided into three sections:

- In the first part of the study, a literary review is presented on the study of the issue of distance employment in the public administration system.

- In the second part of the study, a selective assessment of the use of remote mode of work in the state bodies of the Republic of Kazakhstan is presented according to the methodology of the distribution of administrative public positions of building "B" by functional blocks.

In the third part of the study, the answers of civil servants are presented,

indicating the existing barriers and disadvantages of using information and communication technologies for remote work in the public administration system of the Republic of Kazakhstan.

In the final part of the article, the results are summarized and a number of recommendations are proposed to eliminate the identified problems.

Methodology

To analyze the state policy regarding remote forms of employment in the public administration system of the Republic of Kazakhstan, the method of research of secondary and primary data is used, as well as the analysis of domestic and foreign scientific literature on the problems of remote work, issues related to information and communication technologies used in public service.

Additionally, information from two sociological surveys that were conducted in 2020 by the Agency of the Republic of Kazakhstan for Civil Service Affairs in collaboration with the World Bank among employees of 17 Central state bodies and 17 Local Executive bodies of the Republic of Kazakhstan and yielded responses from 43,646 employees—or roughly 55% of the workforce in Kazakhstan—were used.

In 2022, a doctoral student at the Academy of Public Administration under the President of the Republic of Kazakhstan used the Google Forms tool to conduct a second online survey with 1,000 participants, 897 of whom were Republic of Kazakhstan civil servants, in order to determine how government agencies function during the COVID-19 crisis.

This survey was conducted to determine how well the government's efforts to expand remote jobs in the nation's public administration system were working.

The questions were accepted by the research committee of the Academy of Public Administration under the President of the Republic of Kazakhstan in order to adhere to ethical standards within the context of academic research.

Literature review

In the process of writing this study, the authors studied the works of English-speaking, Russian and Kazakh scientists.

Therefore, in recent years, in the field of foreign science, the scientific works of Italian scientists Stefania Capecchi Giustina and Orientale Caputo have been devoted to the issues of remote employment of public administration, devoted to the issue of working conditions of Italian public administration employees who were engaged in mandatory remote work during the early stages of the COVID-19 pandemic (March-May 2020) [1].

In the paper titled "Whether and how does the crisis-induced situation change e-leadership in the public sector?" Rita Toleikien, Irma Rybnikova, and Vita Jukneviien discuss this issue. Evidence from Lithuanian Public Administration" outlines the issues with e-governance that arise in Lithuanian state institutions as well as how the epidemic has impacted e-governance and its

effects on municipal workers [2].

High-speed telecommunications have a positive effect on the development of regions and municipalities, according to Finnish researchers Lehtonen, Olli, Voutilainen, Olli, Muilu, and Toivo. Conversely, they find that a lack of digital infrastructure can result in digital isolation or disruption. Finland is therefore researching the digital divide across various municipal types and how it affects remote work [3].

Nemec, Juraj, Drechsler, Wolfgang, Hajnal, Gyorgy, scientists from the Czech Republic, Estonia, Hungary, and Slovakia, in their publication Public policy during COVID-19: Challenges for public administration and policy research in central and eastern Europe According to the article's findings, scientists examined the public administration experience in Central and Eastern Europe in relation to COVID-19, and they then proposed recommendations and solutions to enhance the efficacy of flexible forms of employment in terms of legislation, cyber security, and technical support [4].

As the public sector is currently undergoing disruptive transformations, many of which are related to digitalization, the use of social networks, or open innovation and collaboration, American and Spanish researchers Criado, J. Ignacio, Herranz, Cristina, and Villodre, Julián studied informal virtual training of civil servants. The scientists described how public employees apply informal learning techniques in the context of digital social advances in their article. It analyses the objectives and outcomes of informal virtual education now taking place in the public spheres of the USA and Spain [5].

The works of Kostrova Yu. B. addressing the topic of benefits and features of employing information and communication technology in the Russian Federation's public administration in distant operation were of particular interest to Russian scholars [6].

Additionally, the writings of Borisova E. D. regarding the application of electronic document management systems in the Russian Federation's public sector were researched [7].

R.G. Baranov's work was focused on the issue of information security in the administration of civil officials who operate remotely. The researcher provided an outline for setting up a secure work environment for a public servant doing remote work [8].

Scientists from Kazakhstan should pay particular attention to R. T. Dulambayev's works on the issues involved in the transition to remote operation in the country's public administration system. The author of the paper included the findings of a study on the use of remote work in Kazakhstan's government institutions. Conclusions about the benefits and drawbacks of this form of job for civil officials are given in light of the study's findings [9].

Studying the works of M. Absattarov generated a lot of curiosity. The author of the article described the concept of developing and implementing specialized information systems for remote document management in the Republic of

Kazakhstan's public administration system. These systems could be installed and operated in tandem with the current document management system while maintaining secure information protection [10].

It is also important to mention A. Olshanskaya's study, which is devoted to the subject of how the crown crisis has affected Kazakhstan's labour market as a whole. The author of this article has primarily provided an analysis of the effects of the coronation crisis on Kazakhstan's population's labour force, the sectoral structure of employment, the differentiation of labour earnings, and migratory flows [11].

In general, it is worth noting that the problems of remote employment in the public administration system are in the focus of attention of international organizations such as the UN, the World Bank, the EBRD, etc.

Research results
Evaluation of the application of the remote format of work

It is advisable to run a random check of the algorithms for the exercise of powers in order to assess remote work in the Republic of Kazakhstan's public administration system. In addition, as this strategy adheres to the scientific method, it is suggested that administrative regulations serve as the primary source for such verification, taking into account the current standards and laws in the public sector.

They can't be used to analyze every component of the activity, of course, but they can be used to identify the problems that make remote work the most challenging.

The Methodology of the Distribution of Administrative Public Posts of the Republic of Kazakhstan of the "B" Corps by Functional Blocks [12] is the basis for the analysis the authors propose after studying the aspects of the activities of public administration in general.

In summary, it should be emphasized that this Methodology was created in order to address the problems with government officials' compensation in the political and administrative spheres.

The authors also suggest evaluating the efficacy of remote work in the Republic of Kazakhstan's current public administration system using this methodology.

The following functional blocks are used to distribute public positions in accordance with this methodology:

1) Block "A" – This functional block's official powers are related to the direct execution of the mission, the strategic goals and tasks delegated to the state body, and the preparation of decisions that support the formulation, definition, and application of state policy.

2) Block "B" - Although not directly related, the official powers granted by this functional block's state position are of a facilitative nature in the execution of the mission, strategic objectives, and tasks assigned to the state body, as well

as the preparation of decisions that support the development, definition, and application of state policy.

3) Block "C" - The official powers granted by the state position of this functional block are related to the upkeep and maintenance of the state body's functionality rather than the execution of the mission, strategic goals, and tasks assigned to the state body, or the preparation of decisions that contribute to the development, definition, and implementation of state policy.

It is theoretically possible to evaluate the remote mode of work for some areas of all three functional blocks of administrative civil servants after taking into account their characteristics and unique characteristics. This is because today their official authority permits them to work remotely, in accordance with the current labour legislation and the rules for the use of remote work and combined remote work, for civil servants. It is necessary to conduct a sample already on the example of the Central and Local State Bodies of the Republic, with an assessment based on the powers established in the Regulations on State Bodies and the division of functions into main and auxiliary with respect to the activities of the selected state bodies, in order to provide a clearer definition of which powers are really effectively implemented in a remote format, and which are not.

In this regard, further, the sample of authors included 16 state functions, including 3 functions involving the performance of control functions and 4 public services of four departments operating in the same area, these are:

- Ministry of Information and Public Development of the Republic of Kazakhstan; [13]

- Department of Internal Policy of the Akimat of Astana city; [14]

- Department of Religious Affairs of the Akimat of Astana city; [15]

- Department of Social sphere of the Akim's office of the "Esil" district of Astana. [16]

Further, according to the Methodology of the distribution of administrative state posts of the "B" corps by functional blocks, we will theoretically divide the functions of these state bodies into main and auxiliary ones.

This approach will define in more detail the state functions that can be performed in a remote format (see Table 1).

Thus, the main functional responsibilities in the elective direction are leadership in the field of information, interaction between the state and civil society, state youth policy, ensuring internal political stability in the camp or region, interfaith, interethnic harmony, and religious activities.

The auxiliary functional responsibilities in this area are the functions that ensure the activity, control, monitoring and are of a facilitating nature in the implementation of the mission, strategic goals and tasks assigned to the state body.

Table 1. List of main and auxiliary functions.

№	Main functions	№	Auxiliary functions
1	forecasting and prevention of unauthorized protest actions	1	organization of work with information constituting state secrets
2	implementation of interaction and cooperation with youth organizations to strengthen interethnic harmony and tolerance	2	mobilization work and information security
3	media information policy	3	registration and issuance of documents that cannot be issued in electronic form
4	implementation of the formation, development and security of the unified information space of the Republic of Kazakhstan, as well as interdepartmental coordination of activities to ensure the security of the information space	4	implementation of internal control, including the implementation of the mission, strategic goals and objectives of the state body
5	coordination of work with diasporas and interaction with organizations of compatriots, living abroad	5	implementation of internal audit
6	implementation of registration, re-registration of domestic TV and radio channels	6	organization and conduct of public procurement

Source:Compiled by [13; 14; 15; 16].

Based on a review of all four state bodies' operations, specifically those of committees, departments of departments, and departments, it is reasonable to conclude that just three tasks cannot now be carried out remotely. These tasks are:

- registration and issuance of documents that cannot be issued in electronic form;

- organization of work with information constituting state secrets; [17]

- mobilization work and information security. [18]

First of all, because civil servants who have appropriate access to work with documents with stamps and other information of a secret or official nature in a remote format are not permitted by the current State Secrets Law of the Republic of Kazakhstan and the Instruction on the Protection of State Secrets of the Republic of Kazakhstan. Additionally, civil officials who work with secret documents must do so in a specially protected environment on the grounds of the authorized state entity.

Second, there is no provision for remote work outside the regime premises of a state body with documents defining the content, scope, procedure, and timing

of measures to fulfill the mobilization task, in accordance with the Law of the Republic of Kazakhstan On Mobilization Training and Mobilization.

Additionally, according to the law, authorized public servants do not have the right to deal with data pertaining to the scheduling of military service members to guarantee their continuing work during mobilization, martial law, and in a remote format during times of war.

Thirdly, some government tasks that require physical presence, such as clarifying the law governing how to organize and hold peaceful assemblies in the Republic of Kazakhstan, issuing the proper notifications of permits, or delaying peaceful assemblies, rallies, marches, or actions, cannot be performed entirely remotely. If the output is not a document or a document that must precisely adhere to a predetermined format (such as a certificate for a film team, certified journalist, etc.), it cannot be executed remotely.

Further, after analyzing the control, audit and other auxiliary functions, such as:

- implementation of internal control, including the implementation of the mission, strategic goals and objectives of the state body;
- implementation of internal audit; [19].
- organization and conduct of public procurement; [20].

The research in this instance revealed that the aforementioned 3 functions—control, supervision, and verification—are really performed in the form of both scheduled and unscheduled inspections. With the exception of the scope of the inspection, which is not essential for establishing the viability of remote work, the process for conducting scheduled and unscheduled inspections is the same. On-site inspections can also be done remotely because they are conducted at the person's location and are independent of the location of the person's workplace. Since inspection planning is already nearly entirely done electronically, it can be done from a distance.

Thus, when switching to electronic document management, there is no obstacle to the performance of control and supervisory functions in the form of conducting documentary checks in remote mode.

After analyzing the remaining 6 functions: [21].

- forecasting and prevention of unauthorized protest actions;
- implementation of interaction and cooperation with youth organizations to strengthen interethnic harmony and tolerance;
- media information policy;
- implementation of the formation, development and security of the unified information space of the Republic of Kazakhstan, as well as interdepartmental coordination of activities to ensure the security of the information space;
- coordination of work with diasporas and interaction with organizations of compatriots living abroad;
- implementation of registration, re-registration of domestic TV and radio channels.

Since the availability of an electronic document management system is the primary requirement for the proper performance of the analyzed 6 activities, there are no evident hurdles in this situation for government officials to carry out their functional duties in the distant format of work.

Further, by analyzing the scope of public services in the field of religious activity. In this case, the provision of 4 public services by the Department of Religious Affairs of Astana is specifically considered [22].

- Issuance of a decision on the approval of the location of special stationary premises for the distribution of religious literature and other information materials of religious content, objects of religious purpose.

- Registration and re-registration of persons engaged in missionary activities;

- Issuance of a decision on the construction of religious buildings (structures), determination of their location;

- Issuance of a decision on the conversion (change of functional purpose) of buildings (structures) into religious buildings (structures);

Having studied this business process for the provision of 4 public services in the field of religion, we can say with confidence that there are also no fundamental difficulties for this type of authority when switching to remote work, since receiving an application from an individual or legal entity with documents attached, carrying out formal verification (completeness of documents and correctness of their registration), request if necessary, information in other executive authorities, decision-making and (or) other actions that make up the meaning of the public service, the output of the result is legally carried out in an online format, by means of the e-government portal E-Gov [23].

Thus, having analyzed the performance of all selected 12 state functions of 4 public services on the example of one sphere of activity, with the exception of 3 functions related to state secrets, mobilization preparation and issuance of documents that cannot be issued in electronic format, it is possible to formulate a hypothesis that regardless of whether the state body is Central or Local, the share of The number of civil servants who can do their work remotely is 75%.

The Head of State's directive to move up to 80% of state personnel to fully do their work in a remote format during the Pandemic, while retaining the same wage system as in the traditional mode of employment, is another indirect confirmation of this [24]. Modern information and communication technologies, in turn, play a significant and crucial role in ensuring remote employment in the public administration system. In this article, the authors focus on the effective use of electronic document management systems as one of the key areas of information and communication technology in the public administration system. Since it is obviously useless to discuss the potential for remote work for government employees without also transitioning to electronic document management.

Information and communication technologies are generally understood in the public sector as a collection of procedures, operational procedures, software, and hardware that are combined for the purpose of gathering, processing, storing,

distributing, displaying, and subsequently using information in the interests of the state and its citizens [25].

To exchange electronic documents with officials of the relevant state body, state bodies of the Republic of Kazakhstan can use the Unified Electronic Document Management System of State Bodies (UESED), an electronic document management system. The transfer of the state apparatus to contemporary methods of a unified centralized cloud document management (OSDO) is currently under progress as part of the de-bureaucratization and digital transformation of the public sector in the Republic of Kazakhstan.

The novelty of this technology is that information, files, interchange, and storage of documents are offered as a "Cloud" and stored on the servers of the unified info communication operator JSC "NIT", making them accessible and safe from any location in the nation for any government agency.

As a result, the state agencies of the Republic of Kazakhstan are currently largely implementing the cloud document management OSDO "Documentolog" project, which enables the use of digital solutions to safely optimize the passage of official correspondence between government agencies, with the potential to work together on one draught document, eliminating duplication of orders, operational formation of analytical reports, as well as the translation of documents. So far, 320 GO territorial divisions, 69 state entities (28 central, 38 committees, 1 bureau, 2 departments of the Office of the President of the Republic of Kazakhstan), and 10 local executive bodies have all switched to cloud document management. Consequently, there are more than 24,000 users who are connected to cloud document management [26]. While cloud document management has been implemented, it should be focused that alternative electronic document management systems are still in use in various governmental offices of the Republic.

Discussion

The authors suggest becoming familiar with the findings of sociological surveys that were conducted among Republic of Kazakhstan civil servants in 2020 and 2022 in order to make a more thorough evaluation of the effectiveness of the electronic document management system in the country's public sector. Thus, 35% of civil servants note that it is more convenient for them to use the cloud-based document management system (OSDO) than the unified electronic document management system (ESED), according to the results of the 2020 survey among civil servants that compares the two systems.

However, 30% of government employees disagree, saying that they prefer the unified Electronic Document Management system (EDMS) to the cloud document management system (OSDO). They give Internet access issues and the system's unfriendly user interface as their reasons for doing so, both of which make it difficult to find and store the necessary documents. Perhaps because they don't use either system, the other 35% of federal servants find it challenging

to respond. (see Fig. 1).

**Figure 1.** Comparison EDMS and OSDO
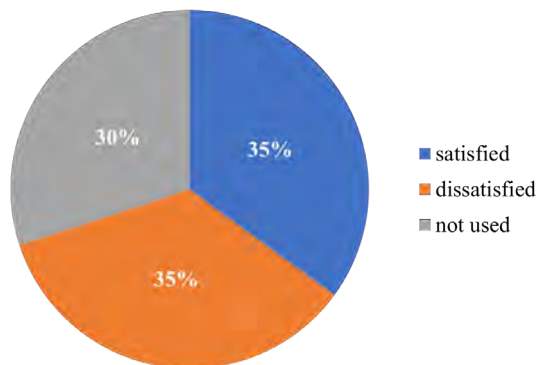
Source: compiled by the authors on the basis of a survey

Additionally, according to the survey results, 65% of respondents noted that the main advantages of the two systems is that they are fast and easy to use, but on condition of high-quality Internet and training in working with electronic document management systems.

Further, analyzing the results of a survey among civil servants from 2022, when asked whether they used official online resources or other social digital platforms when working remotely, 56% of civil servants answered that they used only official resources, 41% said that they used open public sources and messengers, 3%, they stated that they used both closed and open platforms (see Figure 2).

Figure 2. Comparison EDMS and OSDO
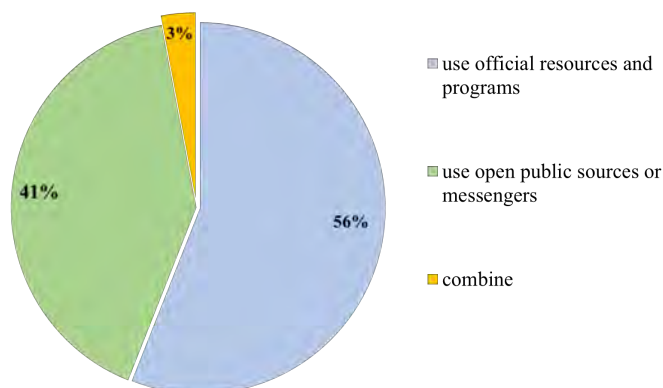
Source: compiled by the authors on the basis of a survey

Additionally, online employment adjusts for digital inequality on its own terms. Even while digital proficiency is a requirement for remote work for civil officials, it is still not at a sufficient level in the public sector. Accordingly, the poll found that 39% of government employees identified as insecure users, who had either a low degree of digital literacy or none at all, making it challenging for them to carry out their official tasks and functions online. Nevertheless, 61% of public sector workers regard themselves to be advanced users. (see Figure 3).

Figure 3. Digital literacy of government employees working remotely
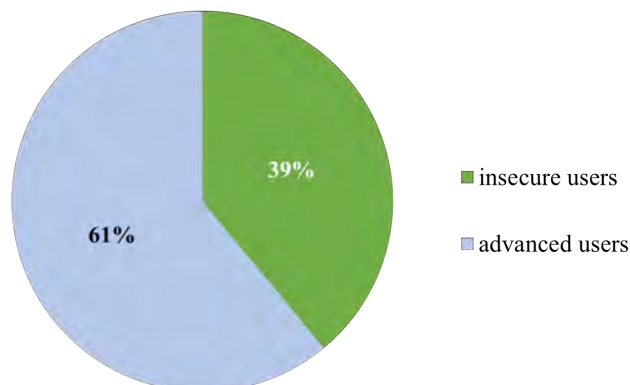
Source: compiled by the authors on the basis of a survey

Additionally, the tools and technology utilized by federal workers to operate online are generally good. However, not all government organizations are able to provide their staff members excellent remote jobs. As a result, 44% of respondents said their workplace was not adequately equipped, and 11% of respondents said they had insufficient material and technical equipment when working remotely (see Figure 4). Nevertheless, 45% of the study's government servant participants gave their remote work a positive evaluation.

Figure 4. Digital literacy of government employees working remotely
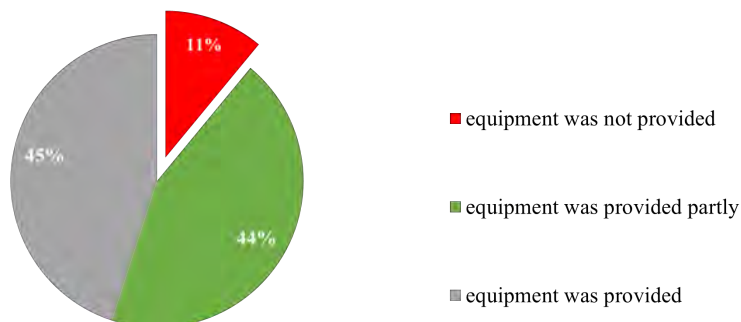
Source: compiled by the authors on the basis of a survey

Conclusion and recommendations

The results of the research undertaken enable us to draw the conclusion that different levels of conditions are being created in Kazakhstan so that government entities can function remotely in terms of the law and technology. The Rules for the Use of Remote and Combination Work for Civil Service Employees have been prepared in specific.

A system for managing and exchanging electronic documents between governmental agencies in the Republic of Kazakhstan has also been introduced as part of the overall growth of information and communication technology. Additionally, a number of governmental services are actively given to the nation's citizens and other legal organizations on the E-gov digital portal within the framework of the e-government idea.

Additionally, it was discovered that up to 80% of the nation's government officials may theoretically operate remotely as a consequence of the research of the functional powers of the state entities of the Republic.

However, the efficiency of electronic document management and the setup of a remote workplace for civil servants themselves are both issues that are currently present when taking into account information and communication technologies used in the remote format business process in the public sector. In this regard, the following suggestions might be made to increase the effectiveness of remote employment in Kazakhstan's public administration system:

- Improve the user interface for searching and saving the relevant documents in the government agency' current cloud document management system.

- Increase platform security while employing digital ones. In this context, the government needs to pay special attention to the legislative regulation of digital security in the public sector of the country, in order to create a solid security system for data transmission, processing and storage, which will guarantee the protection of the interests of individuals, businesses and the state.

Additionally, it is essential that the servers hosting the data kept in the "cloud" are situated in the Republic of Kazakhstan. Because the owners of data centers will abide by local laws if they are located outside of our country, in the event of a legal dispute.

- To improve public employees' level of digital proficiency by routinely offering specialized training in the efficient use of digital platforms for remote work.

- to update the technical foundation and office furnishings for government workers who conduct remote work. In addition, all employees who have been moved to a remote work mode should have their virtual workspaces set to the same standard for all positions within the company.

In general, it's critical to comprehend how effective experience in the public sector (in relation to functional socio-economic models) might develop other

facets of national life.

Since doing remote activities has several benefits, one of which is reducing lost working time and promoting digitization, one of the state's strategic goals.

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