

аттестации недостаточный уровень проявления определенных компетенций, имеют возможность их развития.

Проекция инновационных подходов и современных методик, применяемых в Академии на региональные филиалы, позволит в долгосрочной перспективе сблизить стандарты обучения центрального и местного уровня.

Статус государственного служащего предполагает высокие требования к его этическому облику. Положительный образ госслужащего складывается не только из умения общаться с людьми, но и из внешнего облика, речи, манеры поведения в целом.

Введение дисциплинарных проступков, дискредитирующих государственную службу, позволило усилить превенцию коррупции за счет профилактики нарушений служебной дисциплины, которые нередко служат предтечей для более тяжких правонарушений, в том числе коррупционного характера.

Наряду с этим, представляется целесообразным усиление ответственности служащих за нарушения этических норм, которые вызывают широкий общественный резонанс и обоснованную критику со стороны общества.

Принятие данных мер положительно скажется на формировании положительного имиджа государственной службы.

Тем самым успешная реализация мер по созданию современной системы государственной службы будет способствовать проведению ускоренной модернизации стратегических направлений развития Республики Казахстан. В свою очередь социально-экономическая модернизация и политическая демократизация позволят республике в перспективе занять достойную нишу среди наиболее конкурентоспособных стран мира.

Госслужащий должен жить и работать в полном согласии с требованиями законов и своей совестью, уметь распоряжаться данной властью и полномочиями, трудиться на благо государства и народа, а не ради собственного благополучия.

А также быть примером справедливости и скромности, проявлять нетерпимость к любым проявлениям коррупции.

Махатма Ганди говорил, что «Чиновники не хозяева, а слуги народа, поскольку получают жалованье из кармана налогоплательщиков».

Поэтому важно понимать, что государственная служба – это не просто престижная, ответственная и трудоемкая работа – это жизненная позиция гражданина, патриота, избравшего для себя путь служения своему государству и народу.

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## SOCIAL TECHNOLOGY FORMATION INTEGRITY OF CIVIL SERVANTS

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**Abstract.** With the acquisition of independence, the Head of State attaches special importance to the formation of a professional and effective apparatus of civil servants, which is a necessary condition for the socio-economic development and prosperity of the country. The strategy "Kazakhstan - 2030", adopted in 2012 became a basis for the formation of the professional staff of civil servants.

Currently, as a result of targeted reforms, a highly efficient Kazakhstan model of public service has been created, based on the principles of meritocracy and accountability to civil society.

According to OECD estimates, a professional-strategic state apparatus has been formed in Kazakhstan, which has been achieved through consistent reforms in the public service, such as switching to a career model, introducing a new wage system, optimizing business processes of state bodies and their subordinate organizations [1].

The next stage is the task of transition to an innovative civil service. Innovations in government include quick and adaptive responses, continuous learning, mobility and autonomy of the state apparatus.

In order to move to innovative model, a number of measures are targeted.

Thus, the approaches to the selection and hiring of civil servants have been revised, the practice of compulsory essay writing for the management unit has been introduced, a labor remuneration system has been tested in four government agencies based on a factor-scale remuneration.

The measures will allow to gradually move to a new wage system by searching for internal reserves in all government agencies since 2019.

In OECD countries, in addition to increased wages, employees are provided with a substantial social package. The same approach to increase the social security of civil servants is considered in Kazakhstan, including the introduction of preferential housing and pensions, the creation of conditions for recovery, the active use of the initiative of the Head of State "7-20-25" [2].

Within the framework of this article, the measures taken to improve the civil service system in Kazakhstan, which will positively affect the integrity of public servants, are presented. There are also problems of social differentiation in terms of the standard of living between public servants, on the one hand, and employees of business structures and ways to solve them. The essence of social technology is revealed as one of the positive ways to influence civil servants.

**Keywords:** civil service, civil servant, corruption, meritocracy, social status, integrity, social and managerial culture, competence of civil servant.

**Аңдатпа.** Тәуелсіздік алғаннан бері Мемлекет басшысы мемлекеттік қызметшілердің кәсіби және тиімді аппаратын қалыптастыруға ерекше мән беріп келеді, ол елдің әлеуметтік-экономикалық дамуы мен өркендеуінің қажетті шарты болып табылады. 2012 жылы қабылданған «Қазақстан – 2030» Стратегиясы мемлекеттік қызметшілердің кәсіби құрамын қалыптастырудың негізі болды.

Қазіргі уақытта мақсатты реформалар нәтижесінде меритократия және азаматтық қоғамға есеп беру қағидаттарына негізделген мемлекеттік қызметтің тиімділігі жоғары қазақстандық моделі құрылды.

ЭЫДҰ бағалауы бойынша Қазақстанда кәсіби-стратегиялық мемлекеттік аппарат қалыптасты, бұл мемлекеттік қызметте мансаптық үлгіге көшу, еңбекақы төлеудің жаңа жүйесін енгізу, мемлекеттік органдар мен олардың ведомстволық бағынысты ұйымдарының бизнес-процестерін оңтайландыру сияқты жүйелі жүргізілген реформалар есебінен қол жеткізілді [1].

Келесі кезеңде инновациялық мемлекеттік қызметке көшу міндеті тұр. Мемлекеттік органдардағы инновацияларға жылдам және бейімді әрекет ету, тұрақты оқыту, мемлекеттік аппараттың ұтқырлығы мен дербестігі және т.б. жатады.

Инновациялық модельге көшу мақсатында мақсатты түрде бірқатар шаралар қабылдануда. Мәселен, мемлекеттік қызметшілерді іріктеу және жалдау тәсілдері қайта қаралды, басқару блогы үшін міндетті түрде эссе жазу практикасы енгізілді, төрт мемлекеттік органда факторлық-баллдық шкала негізінде еңбекақы төлеу жүйесі сынақтан өтті.

ЭЫДҰ елдерінде жоғары жалақыдан басқа қызметкерлерге қомақты әлеуметтік пакет беріледі. Мемлекеттік қызметшілерді әлеуметтік қамтамасыз етуді арттыру бойынша Қазақстанда да осындай тәсіл қарастырылуда, оның ішінде жеңілдікті тұрғын үй және зейнетақымен қамтамасыз етуді енгізу, сауықтыру үшін жағдай жасау, Мемлекет басшысының «7-20-25» бастамасын белсенді пайдалану [2].

Осы мақала шеңберінде Қазақстанда мемлекеттік қызмет жүйесін жетілдіру бойынша қабылданып жатқан шаралар келтірілген, олар мемлекеттік қызметшілердің парасаттылығына оң әсер етеді. Сонымен қатар, бір жағынан, мемлекеттік қызметшілер мен бизнес-құрылым қызметкерлері арасындағы өмір сүру деңгейі бойынша әлеуметтік дифференциация проблемалары және оларды шешу жолдары келтірілген. Мемлекеттік қызметшілерге әсер етудің оң тәсілдерінің бірі ретінде әлеуметтік технологияның мәні ашылды.

**Тірек сөздер:** мемлекеттік қызмет, мемлекеттік қызметші, сыбайлас жемқорлық, меритократия, әлеуметтік мәртебе, парасаттылық, әлеуметтік және басқарушылық мәдениет, құзыреттілік.

**Аннотация.** С приобретением независимости Глава государства особое значение придает формированию профессионального и эффективного аппарата государственных служащих, который является необходимым условием социально-экономического развития и процветания страны. Стратегия «Казахстан – 2030», принятая в 2012 году, стала своего рода основой формирования профессионального состава государственных служащих.

В настоящее время, в результате целенаправленных реформ, создана высокоэффективная казахстанская модель государственной службы, основанная на принципах меритократии и подотчетности гражданскому обществу.

По оценкам ОЭСР в Казахстане сформирован профессионально-стратегический государственный аппарат, что достигнуто за счет последовательно проводимых реформ в государственной службе, таких, как переход на карьерную модель, внедрение новой системы оплаты труда, оптимизация бизнес-процессов государственных органов и их подведомственных организаций [1].

На следующем этапе стоит задача по переходу к инновационной государственной службе. К инновациям в государственных органах относятся быстрое и адаптивное реагирование, постоянное обучение, мобильность и автономность государственного аппарата и т.д.

В целях перехода к инновационной модели целенаправленно принимаются ряд мер. Так, пересмотрены подходы к отбору и найму государственных служащих, внедрена практика обязательного написания эссе для управленческого блока, в четырех госорганах апробирована система оплаты труда на основе факторно-балльной шкалы.

Применяемые меры вкпе позволят поэтапно перейти на новую систему оплаты труда путем изыскания внутренних резервов во всех государственных органах с 2019 года.

В странах ОЭСР, кроме повышенной заработной платы, сотрудникам предоставляется солидный социальный пакет. Такой же подход по увеличению социального обеспечения государственных служащих рассматривается и в Казахстане, в том числе введение льготного жилищного и пенсионного обеспечения, создание условий для оздоровления, активное использование инициативы Главы государства «7-20-25» [2].

В рамках данной статьи приведены принимаемые меры по совершенствованию системы государственной службы в Казахстане, которые положительно повлияют на формирование добропорядочности государственных служащих. Также приведены проблемы социальной дифференциации по уровню жизни между государственными служащими, с одной стороны, и работниками бизнес-структур и пути их решения. Раскрыта суть социальной технологии как один из положительных способов воздействия на государственных служащих.

**Ключевые слова:** государственная служба, государственный служащий, коррупция, меритократия, социальный статус, добропорядочность, социальная и управленческая культура, компетенция.

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There are several typical features of the Kazakhstani public administration system, which show that it is not socially and technologically oriented. At the same time, the socio-technological orientation refers to the ability of the state apparatus to apply approved social technologies. In turn, social technology is associated with the readiness of management systems for the adoption and implementation of socio-technological procedures. A characteristic feature of public administration in Kazakhstan, which impedes the introduction of social technologies, is the lack of expediency of actions, lack of strategic thinking, orientation in most cases to the situation, but not to the future.

A concomitant factor in the lack of strategic thinking is a perceptible decrease in the level of analytical activity in the institutions of social management and in society as a whole. The lack of analytical strategic thinking and behavior is compensated by the development of various integrated and targeted programs. As a result, at the state level of governance, in fact, a situation of program redundancy has emerged, but program objectives, as a rule, are not achieved by the basic parameters. For local government, compliance with all stages is usually extremely difficult in terms of resources and time.

Social technology is a sequence of stages of social interaction, during which each entity implements its own management strategy in relation to others and forms social reality [3].

Social technologies can be considered as a direction of professional activity. In this case, it is advisable to identify a number of actions aimed at anticipating and eliminating negative social processes. These include certain methods of exposure: administrative; managerial; economic; pedagogical; legal; psychological.

In the current conditions of social development of Kazakhstani society, social technologies are particularly important in the development of human resources, including civil servants. First of all, the development of social capital is associated with the need for a competitive model of social and economic transformations in society and the establishment of historical and cultural aspects of innovation activities in Kazakhstan's society, which is possible only with a highly sufficient, prestigious, socially, ethical personality, including state employees.

When forming a high-quality concept of human resource management, it is necessary to take into account external and internal factors that negatively affect the quality of the population of Kazakhstan, which will become a special priority for the entire management system in Kazakhstan, including the state apparatus.

In practice, the modern personnel management system in world society has concluded that the 21st century is becoming the century of the human dimension in the economy.

Despite the huge steps taken in the current Kazakhstani social society, there are a number of problems associated with the residual attitude towards public servants, which remains the status factor, and not the most important resource of public service.

The social approach to the problem in the management of public servants shows the importance of social and cultural prerequisites in the selection and development of the principles and methods of public servant management, which remains insufficiently studied.

Many scientists who have studied the approaches to civil servants are mainly in the field of labor economics and their research has been focused on the study of such components as recruitment, promotion and relocation, assessment of performance and level of motivation of public servants, training and management processes of public servants. employees; types of personnel activities of the civil service.

Social technology in the formation of the integrity of the public servant acts as an integrating mechanism in social science, it is based on the management culture, which is a basic phenomenon in relation to public servants.

As was noted, at the present stage of development of the world community in all highly developed countries, the issue of managing civil servants is the most important priority in their national state policy.

Considering that Kazakhstan is a country where the process of improving the new type of civil servants is being carried out, for Kazakhstan society the most important task is the formation of a modern concept of public service taking into account the specifics of Kazakhstan history, cultural and economic factors, market orientation.

Today, the role of social technologies in the formation of a social state is increasing in society. The very nature of Kazakhstan's statehood, including the civil service system, mainly depends on the re-formation of people's consciousness, and only then on changes in legislation and technology. Based on this, the social norms of civil servants can be divided into three groups: norms of a universal nature, norms within departmental behavior, and norms for resolving service conflicts.

The norms of a universal nature regulate both official relations and relations between the state and society, such relations can be attributed - honesty, goodwill, respect for the individual, modesty, etc.

Standards within departmental behavior, in the form of discipline, communication skills, ability to keep state and other secrets provided by law, loyalty, etc. These relationships occur between civil servants within a department or institution.

The norms for resolving service conflicts are the ability to find a compromise, both in decision-making and in their implementation.

The above norms are accepted as a guideline for a public servant in the course of his work activity, and as a guide for action in the event of a particular problem. These standards allow you to decide whether a person is suitable for work in the public service or not.

Standards of conduct for civil servants are being created, with the Code of Ethics of public servants playing a crucial role.

The ethical code of civil servants serves as the basis for the formation of proper morality in the civil service system, respectful attitude to it from the society, and is also a kind of tool for self-control.

According to the Code of Ethics, the main component of the transparency of the image of a public servant is his "integrity", on the basis of which it is assessed how conscientiously the civil servant performs his work, whether he observes ethical norms and standards. An obligatory requirement for civil servants is the display of courtesy and correctness towards others, as well as justice, selflessness and loyalty. A public servant needs to be deeply aware of personal responsibility for the results of his activities [4].

First of all, the civil servant should have the competences "Orientation to the consumer of services" and "Informing the consumer of services", and he should proceed from the needs of service recipients.

Of all the criteria required for a civil servant, integrity is a fundamental one — a relatively new term that is currently present in mandatory competency requirements for civil servants.

The integrity of civil servants implies that a civil servant does not only carry anti-corruption values, but also imposes them on others. One cannot say a civil servant as a good person if he passes by some negative manifestations on the part of his colleagues, subordinates or relatives. He must have zero tolerance for corruption. Therefore, integrity has a deeper meaning, it is much broader than actions to combat corruption. Accordingly, integrity today means not only the fight against corruption, but also the cultivation of a new culture at the level of management. At the same time, heads of state bodies play a significant role in promoting integrity in the civil service by conducting information work on the measures taken to comply with anti-corruption legislation, ethical and other norms, as well as a report to the public. For example, during the reform of the civil service and anti-corruption policy in the media, explanations were given on improving the civil service and combating corruption, the formation of highly professional personnel.

Today, the state apparatus is faced with the task of transforming into a highly efficient, mobile, citizen-oriented and constantly improving organization.

The main capital of the civil service is the employees who work in it. Their high professionalism

and effectiveness are the key to effective service to the citizens of the country.

In order for highly professional employees to link their long-term career with the state apparatus, public service must become an attractive place of work both from the "inside" and "outside".

For the attractiveness of the civil service, it is first necessary to increase the social prestige and responsibility of civil servants.

It should be noted that there is a significant social differentiation in the standard of living between civil servants, on the one hand, and employees of business structures and the private sector, on the other. This social difference leads to a lack of integrity of civil servants or is the cause of corruption among public servants.

In addition, the professional activity of a civil servant is characterized by a significant restriction of certain personal rights and freedoms, which, of course, requires adequate social compensation from the state.

The lack of substantial benefits and social privileges make the public service uncompetitive and unattractive for prospective and highly qualified personnel.

Therefore, in order to raise the level of prestige of the civil service in society, it is advisable to increase the level of social support for civil servants.

Thus, to increase the prestige of the civil service, it is necessary to develop a sufficiently large social package for civil servants, involving a gradual increase in social services and preferences included in its composition, as well as annual publication of its market value.

High efficiency in the service of society and the integrity of civil servants in the public service will be achieved through the introduction of the following approaches.

1. Formation of civil service as an attractive employer. One of the most important issues to be addressed is the salary increase of civil servants. This issue will be resolved within the framework of a tested new remuneration system based on the results of their work, based on a factor-scale scale.

2. Improving the social guarantees of civil servants also contributes to increasing the competitiveness of the state apparatus and attracting high-level professionals to the public sector. Thus, in OECD countries, in addition to competitive wages and guarantees of stability, a social package is presented to employees. Therefore, it is necessary to work out mechanisms for introducing additional surcharges to existing pension accruals for each year of civil service and providing employees with housing, expanding the rental housing program and establishing a low interest rate.

To increase the attractiveness of the civil service, the organizational culture of the state apparatus should be changed. The advanced international experience shows that in order to effectively use the human potential of the civil service,

its organizational culture should become faster, less hierarchical, oriented instead of a process towards a result and support innovative approaches to solving the issues it faces.

Today there is sufficient institutional and personnel potential for the transition of the civil service to large-scale application of project management. The main advantages of project management are optimization and structuring of business processes, saving resources, ensuring transparency through teamwork, achieving specific goals through clear planning, personification of responsibility for achieving the final results and effective interagency cooperation.

3. Pay particular attention to the development of competencies and capacity building of civil servants.

Today, a new framework of competencies for administrative civil service positions has been developed based on the best foreign practice. It is synchronized with the project of a factor-scale scale and includes such competencies as "System Management", "Change Management", "Strategic Thinking", "Leadership", "Consumer Orientation", "Responsibility", "Initiative (Innovation)", "Integrity" and "Stress resistance" [5].

It is expected that the implementation of these approaches will improve the integrity of civil servants.

4. Human resource management in the civil service.

First of all, effective personnel services are distinguished by the ability to plan the needs of an organization for human resources, conduct search and selection of candidates, adapt employees and evaluate their effectiveness, build a corporate culture and a positive moral and psychological climate in the team.

At the same time, with the provision of social packages, it is necessary to further improve the civil service system by increasing the responsibility of representatives of state authorities to citizens for their decisions. The integrity and level of professionalism of an individual civil servant has a multiplicative effect in the minds of the population, thereby spreading a certain stereotype to the entire state apparatus.

Therefore, in order to avoid discrediting the state apparatus as a whole and strengthening the positive image of civil servants, their level of responsibility should be increased. Why is it advisable to take the following measures:

1) to strengthen not only legal, but also moral responsibility for the actions of civil servants;

2) to legally toughen the responsibility of civil servants for neglect, malpractice and corruption offenses in the performance of official duties;

3) to organize an information campaign on the existing public control measures (telephone hotlines, ethics control books) over the actions of civil servants, more widely involve civilian institutions to increase the transparency of the activities of the state apparatus;

4) in public places of departmental buildings to place information about the rights of citizens and the duties of civil servants in the direct work of civil servants with the population;

5) develop and improve institutions of service or internal control.

Thus, we can draw the following conclusions.

When applying social technologies, the term "integrity" means a sequence of actions, values, principles and results. At the same time, the integrity of civil servants means that he has values in which he believes and who he upholds. In the context of performance, a civil servant is considered to be respectable if he performs his duties honestly, competently and fully.

The term integrity, in addition to honesty and integrity, is also synonymous with the concept of integrity.

It should be noted that improving management efficiency in government structures by fostering integrity and directly countering corruption risks is a powerful tool in the fight against corruption.

Fostering integrity also provides benefits in the implementation of the powers of state bodies, contributes to increasing the level of trust in civil servants, minimizes the potential for abuse, and also saves money by fighting corruption.

For all government bodies that are considering initiating the process of fostering the integrity of civil servants, it is recommended to conduct their own diagnostics of corruption risks, provide support in this matter from the widest circle of officials, consider a set of tools from both packages - fostering integrity and fighting corruption.

Ultimately, enhanced measures are needed to further enhance the integrity of civil servants in relation to citizens.

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