

Article

Modern Mechanisms for Implementing The Mentorship System in State Organizations

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Abstract: The article provides analytical information on the importance of creating a mentoring system in the training of managerial personnel in state organizations, prospects for its implementation, problems in this area, and their solutions. Practical mechanisms for modern and effective management in the state civil service through the creation of national mentoring programs, proposals and recommendations for using software resources, including online platforms, have been interpreted.

Keywords: Mentoring Practice, Leadership Training, Mentoring Program Mechanisms, Implementation Methods, A New Tool For Training National Personnel, Economic Efficiency Indicators, Software, Transparent Mechanism, Crisis Management, Education And Experience Sharing, Motivation, Corporate Culture, Inspiration, Mentor Couple, Professional Development, Public Civil Service, Human Capital, Leadership Potential

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1. Introduction

In our republic, in recent years, the improvement of the State Civil Service is promoted as an urgent issue of forming a new generation of personnel with professional, deep knowledge, modern thinking, and educated in the spirit of patriotism, and attracting them to the state service. Increasing the rights and freedoms of Merino civil servants, placing them in positions by meritocratic methods, and organizing the career growth process based on the principles of the social elevator are on the agenda. First of all, it is appropriate to take into account that many changes to legislative norms have been introduced, new mechanisms and principles of transparent work have been established, and this is assessed as a prelude to major reforms in a short period of time. At the same time, a number of systemic problems and shortcomings persist, leading to insufficient staffing of state bodies and organizations with qualified specialists, inconsistency of personnel qualifications with assigned tasks and modern needs, low quality of decisions made, or an increase in administrative costs. The obligation to be professional and highly qualified in the state civil service, in addition to higher education, requires such important qualities as suitability for official powers, work experience, at the same time, this principle requires constant and systematic professional development and professional development, and also provides for the creation of necessary conditions in this regard [1], [2], [3].

Therefore, it is important to improve the state civil system, increase the responsibility of executing and interested organizations, and adopt national programs that will be effective for them in practice. We propose amending the current legislation, creating

conditions and opportunities for establishing an institutional mentoring system, as well as this system as a national personnel training program and a unique new career model. Moreover, the organic connection of this system with the personnel training policy of the Republic can serve as a basis for the career model, integration of the assessment system with KPI, and stimulation using artificial intelligence tools through the formed database. The influence of organizational culture and any of its elements on the process of training managerial personnel in state organizations of the republic is a natural process, and in this regard, it is appropriate to bring the principles and level of influence of this system to the level of organizational culture through mentoring programs, harmonize with leadership methods, and regulate it through a guide or regulation consisting of uniform requirements and standards. As a result of my research, while familiarizing myself with advanced foreign experience, I can cite many effective mechanisms. In particular, Mentorship is both valuable and career-oriented [3], [4], [5].

It is value-oriented because it develops the student's character and values; career-oriented because it introduces students to ways of thinking, problem-solving, strategy-building, and developing skills relevant to their career.

It is important that through the application of this system, several pressing problems arise, namely: -prevention of staff turnover; -improvement or regulation of career growth; -organization of mutual cooperation and exchange of experience, knowledge; -increasing employee activity; effective use of the qualifications of highly qualified employees; Such positive results have been observed. Also, standards and requirements of international organizations European Mentoring and Coaching Council (EMCC), International Mentoring Association (IMA), and International Coaching Federation (ICF) have been developed worldwide to regulate this system, which are organized on the following principles: voluntariness, trust and confidentiality, mutual respect and equality, goal orientation. In addition, below you can learn about the requirements of international standards for creating a mentoring program, taking into account ethical rules based on international standards through the EMCC Code of Ethics is a recommendation and a required feature [6], [7], [8].

In addition, a number of key international organizations and their documents have been adopted, which are important documents for the implementation of these programs in an institutional form. In particular, such authoritative organizations as EMCC Global, International Mentoring Association (IMA), ICF (International Coaching Federation, UNESCO & OECD) have developed recommendations on the most effective European youth education and mentoring programs.

In this regard, the US Department of Defense has launched the "Mentor Protégé Program," which is aimed at developing partnerships between small business representatives (mentors) and large companies (mentors).

This program operates at the federal level and is considered the oldest mentoring program.

Experts from the US online mentoring platform Using the power of mentoring programs is one of the best ways to increase employee engagement, retain employees, develop collaboration, and improve education and development in government agencies.

However, they came to the conclusion that without a correct strategy and a solid platform, it can be difficult to implement an effective program that will give you the desired result, so it is advisable that each new system or national program be implemented in the form of a transparent mechanism with objective observation and work without the human factor [9], [10].

In addition, in order to prevent a pressing personnel problem - staff turnover - the Leadership Pipeline program was launched, which, in turn, made it convenient to form an internal personnel reserve and use them appropriately.

Also, government agencies can benefit greatly from implementing the traditional "one-to-one" or group-oriented mentor-apprentice program.

That is, one mentor can lead and lead a group of mentors, which significantly saves costs and time expenditure.

In Japan, the process of mentoring is systematized through the relations of senpai (mentor) - kohai (mentee), and deep-rooted corporate culture and personal initiative are important because mutually warm social relations are based on values. Through several special programs organized for 4 weeks to 2 years, such as the Japanese Women's Leadership Initiative (JWLI) fellowship, Women in Science Japan (WISJ), Tokyo Innovation Base, Japanese Society Group mentoring program, MentorMe, individual meetings, goal orientation, support in academic activities, and the practice of sharing unique experience are conducted [11].

In Kyrgyzstan, at the initiative of the Ministry of Labor and Social Protection and Migration, a regulation on the creation of a "Mentoring in Enterprises and Organizations" system has been adopted.

It provides for the speedy acquisition of knowledge and skills by interns and inexperienced young specialists, as well as newly appointed employees, from highly qualified employees. This is, of course, part of this state's personnel policy, and it is significant that mentoring is applied not only in the private sector, but also in the subjects of the non-state sector, working in cooperation with the state and the state [12].

According to the Ministry of Science and Education of neighboring Kazakhstan, a mentoring program for more than 300 children and children deprived of parental care has been launched in 17 cities, and this program, in turn, is an inclusive approach aimed at adapting representatives of this segment to society and preparing them for independent life. Also, the program called "Sisterhood power" is a mentoring program for women entrepreneurs in the regions of Kazakhstan, organized to develop business and improve leadership skills. Participants of this program are expected to help others in the role of mentors in the future, carrying out a 2-month individual mentorship and a +2-month peer-to-peer networking and sharing phase [13], [14].

In addition, one can consider the experience of mentoring in state and public organizations of the Finnish state. In Finland, mentoring programs are mainly implemented in higher educational institutions, integration of young specialists, as well as in public organizations. In this regard, two methods are used, the main of which is fully organized and controlled by the state and is also used in the activities of public organizations operating with state support [15].

In addition to the above, it can be said that another modern type of mentoring - reverse mentoring - is also becoming increasingly popular. The reason for this is that this method equally considers the interests of both parties and is based on the exchange of knowledge and experience. It is important to note that a mentor can be not only an elderly expert with many years of experience, but also a relatively younger generation of proactive thinkers, capable of effectively using modern information and telecommunication technologies, who, in turn, are inclined to share experience with an older colleague.

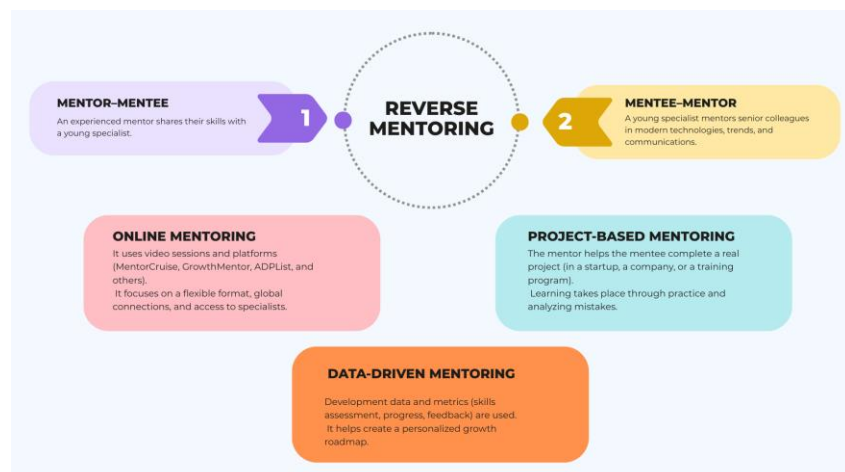


Figure 1. Graphic work.

This pilot program, launched in March of this year, aims to facilitate entry into the Finnish labor market for young (university or recent graduate) or foreign university students, with the goal of mutual integration and support for young professionals by the state and industry association.

In addition, it can be added that these programs are dedicated to the process of implementing mentorship in the field of public administration, for the first time being the "Public Procurement Professionals" mentoring program, which lasted from October 2022 to the end of 2023. This experience is significant for the implementation of mentoring by dividing into associated networks. In addition, the "FIKA Mentoring Programme" implemented by Luckan Integration: migrants work together with a mentor to integrate into Finnish society, learn a language, and find a job.

This program is considered a very important project in strengthening social unity in the mutual integration of state public organizations into working with groups that do not have equal opportunities in society, and it should be noted that it has been proven useful in employment and establishing connections with public organizations.

In addition, there is also E-mentoring, that is, the direction of electronic mentoring, the uniqueness of which is that interaction can be synchronous. For example, it can be communicated via video calls or chat programs, and asynchronously through emails and forums. Also, this method can be a convenient opportunity for young people who do not have the opportunity to meet face-to-face with a mentor with disabilities and is assessed as an inclusive approach.

In addition to the above, it can be said that another modern type of mentoring - reverse mentoring - is also becoming increasingly popular. The reason for this is that this method takes into account the interests of both parties equally and is based on the exchange of knowledge and experience. It is important that a mentor can be not only an expert with older years of experience, but also a relatively younger generation of proactive thinkers, capable of effectively using modern information and telecommunication technologies, who, in turn, are inclined to share experience with an older colleague.

2. Conclusion

Such factors as the changing political, socio-economic situation, climate change, and changes in values in society require effective and professional methods and solutions in public administration. Therefore, the proper organization of work in the state civil service, the adoption of state national programs for personnel training, taking into account the unique national characteristics, is an issue on the agenda. In this regard, we have cited many examples of advanced foreign experience and propose implementing a new institutional form of public administration - mentoring programs. We believe that through this process, many pressing problems in the field of personnel training will be addressed, including staff turnover, the creation of a reserve of managerial personnel worthy of their authority, the creation of an internal personnel base, the form of corporate culture, a reduction in administrative costs, a rapid way for young, inexperienced specialists to find their place in the labor market, the creation of a base of senior personnel, its economically productive use, the improvement of social relations, and moreover, through the created transparent systems, the process of appointing leading personnel for the development of society will serve to strengthen the reliability and involvement of the state in the form of political and administrative management.

In particular, in order to improve the principles of equality and justice created for our multinational people, society, and representatives of different nationalities living in it, it is considered relevant to create more effective and improved open mechanisms for specialists to work on themselves based on the labor market situation, promotion, and appointment to positions. In this regard, as a result of our research, we are pleased to contribute to the creation of national mentoring programs that use high information technologies of scientific and practical significance, which work without the human factor, evaluate, and include indicators of individual development and motivation, and we hope to present this with specific mechanisms in our future work.

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