

## *Preface*

As the challenges facing governments become more complex, the role of a well-functioning public administration is more important than ever. An effective civil service built on the principles of merit and professionalism is an essential part of a high-performing public sector capable of delivering quality services and value to citizens.

In Kazakhstan, as in many other countries, the government is looking at how to invest in building a professional, strategic and innovative civil service that can improve the effectiveness of public programmes in the country and the overall performance of public organisations.

Taking this into account, the Astana Civil Service Hub and the OECD Public Governance Directorate partnered to develop a joint study benchmarking Kazakhstan's strategic human resource management (HRM) practices against those in OECD countries. This study provides a window into how the HR system that Kazakhstan is putting in place compares with the general trends of HRM in OECD countries; and includes additional insights into the methods, strategies, approaches, technologies and experiences of other OECD countries.

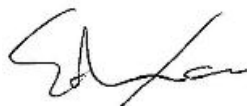
This report is the first outcome of an ongoing partnership between the OECD Public Governance Directorate and the Astana Civil Service Hub. The results of this study were presented at OECD headquarters in December 2017 with representatives from several different government agencies of the Republic of Kazakhstan, including the Agency for Civil Service and Anti-corruption.

We hope that this work will be a useful guide for decision makers in the field of strategic civil service management, as well as for those with a wider interest in public governance reform issues.

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**From:**  
**Benchmarking Civil Service Reform in Kazakhstan**

**Access the complete publication at:**  
<https://doi.org/10.1787/9789264288096-en>

**Please cite this chapter as:**

OECD (2018), "Preface", in *Benchmarking Civil Service Reform in Kazakhstan*, OECD Publishing, Paris.

DOI: <https://doi.org/10.1787/9789264288096-1-en>

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