

Certain Aspects of Enhancing Personnel Capacity in The Prosecution Authorities in The Conditions of New Uzbekistan

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Abstract

This article analyzes the legal and organizational foundations of forming a professional personnel corps in the prosecution authorities. The author examines the modernization of the selection, training, and professional development system, as well as the implementation of modern management methods in this field. The article proposes ways to increase the effectiveness of ensuring the rule of law by strengthening human resources potential.

Keywords: Prosecution authorities, professional personnel, personnel policy, professional development, competitive selection, personnel reserve, legal reforms.

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1. Introduction

In the system of public administration, the quality of human resources, professional capacity, and service discipline are among the important factors that determine the practical effectiveness of any reform. The question of work with personnel is of particular significance in the prosecutorial system, which carries out the responsible tasks of ensuring legality, combating crime, and protecting the rights and freedoms of citizens.

In recent years, a number of organizational-legal reforms directed at training qualified specialists in the sphere of the civil service, law enforcement agencies, and investigation have been carried out in Uzbekistan. These processes require new approaches to the selection, professional development, advanced training, and formation of a reserve of executive personnel in the prosecutorial system as well.

Today, law enforcement practice is not limited to traditional legal knowledge. New tasks associated with digital technologies, cybercrime, financial offences, international criminal threats, and data analysis demand of employees broad-based competence, agile thinking, responsibility, and the ability to make effective use of modern information technologies.

From this standpoint, the improvement of personnel policy in the prosecution authorities is not merely an organizational matter but an important legal-practical direction that serves to ensure the rule of law, strengthen public trust in state bodies, and guarantee the stable functioning of the law enforcement system.

In this sense, the Decree of the President of the Republic of Uzbekistan No. PD-5843 of 3 October 2019 "On Measures for the Fundamental Improvement of the Personnel Policy and the Civil Service System in the Republic of Uzbekistan" was adopted. It acknowledged

that a number of systemic problems and shortcomings persist that are leading to the insufficient supply of state bodies and organizations with qualified specialists, the non-conformity of personnel qualifications to the assigned tasks and contemporary needs, and the low quality of decisions being taken. In particular, it is not permitting the pursuit of a unified personnel policy in state bodies and organizations, the effective management of employees and development of human resources, the formation of a reserve of qualified personnel on a competitive basis, and the timely filling by them of vacant positions in the civil service. For this reason, a consistent continuation of the tasks relating to the coordination of the activities of state bodies and organizations — including prosecution authorities — in the sphere of personnel policy within the scope of their competences was envisaged.¹

Furthermore, the Resolution of the President of the Republic of Uzbekistan No. PP-4551 of 13 December 2019 "On Additional Measures for Ensuring the Supremacy of the Constitution and the Law, Strengthening Public Control in this Area, and Elevating Legal Culture in Society" was adopted. Pursuant thereto, the effectiveness of the reforms and the principal guarantee of peace and development are directly linked to ensuring the supremacy of the Constitution and the law. The practical implementation of the principle that state bodies must serve the interests of the people was envisaged. In turn, priority tasks were defined for the prosecution authorities: to ensure the supremacy of the Constitution and the law, to effectively combat the adverse consequences of violations of law, and to prevent such situations at an early stage. Continuing the personnel policy, the matter of elevating legal awareness and legal culture in society was brought to the fore.²

At the same time, the Decree of the President of the Republic of Uzbekistan No. PD-6041 of 10 August 2020 "On Measures for the Further Strengthening of Guarantees for the Protection of the Rights and Freedoms of the Individual in Judicial and Investigative Activities" acknowledged that the introduction and development of digital technologies in the world and in our country also affected crime. Today, criminals are armed with modern digital technologies; to counter them, investigative bodies must widely introduce modern information and communication technologies. To this end, the further strengthening of the material and technical base of inquiry and preliminary investigation bodies, the enhancement of personnel capacity, and the introduction

of the position of prosecutor-criminalist in the prosecutorial system were envisaged.³

The Decree of the President of the Republic of Uzbekistan No. PD-257 of 28 November 2022 "On the Introduction of a Qualitatively New System of Training Qualified Personnel in the Field of Criminal Investigation" stated that the head of state regards the full realization of the noble idea of "For the Dignity of the Individual" in investigative activities in the country, the organization of the timely detection of crimes, and the improvement of the activities of investigative bodies on the basis of the principle of ensuring the rule of law and the inevitability of punishment for an act as one of the important tasks. In this connection, it was stated that a fundamental increase in the effectiveness of the system of training and retraining high-level specialists in the investigative sphere that meets the requirements of the reforms being carried out in the sector and of the times is required. Furthermore, the practice of training and retraining qualified personnel in the field of criminal investigation under the conditions of New Uzbekistan must be brought to a qualitatively new level, advanced international standards and modern information technologies must be widely introduced into this direction, and the demand of law enforcement bodies for highly qualified personnel must be met. For this purpose, the establishment of the Law Enforcement Academy and the training therein of investigators in the field of criminal investigation in the harmony of modern knowledge, practice, and theory was stated to be necessary. To this end, the task of filling the Law Enforcement Academy with highly qualified scholarly-pedagogical personnel was assigned. Targeted training of personnel studying at the Academy was envisaged. At the same time, the issues of training, retraining, and the continuous upgrading of the qualifications of employees working in the prosecutorial system, as well as the organization of internships, were included.⁴

One of the important normative legal instruments relating to personnel policy in state bodies is the Law of the Republic of Uzbekistan No. UZL-788 "On the Civil Service" of 8 August 2022.⁵ It regulates labour relations of employees serving in the public service, including those working in the prosecutorial system. The issues of organizing open and transparent competitive processes for citizens wishing to work in the prosecution authorities, introducing modern methods in the screening and selection of personnel, and in addition ensuring the retraining of employees, the upgrading of their

qualifications, and their receipt of education were also included.⁶

Today, in the matter of combating cyber threats, employees of the prosecution authorities are required to master modern knowledge and skills impartially. Cyber threats are dangerous due to their speed, global scale, and the capacity to cause harm to a very large number of people and in large amounts simultaneously. In Uzbekistan, 98 per cent of cybercrimes are connected with bank cards, and citizens suffered losses of 1.9 trillion soums over four years. In 2025, cybercrimes accounted for 44.4 per cent of total crimes.⁷ For this reason, the Decree of the President of the Republic of Uzbekistan No. PD-204 of 3 November 2025 "On the Approval of the 'Digital Prosecution — 2030' Strategy and Measures for its Effective Implementation" was adopted. The Decree envisaged providing the prosecution authorities with legal personnel who have deeply mastered knowledge in the sphere of information technologies, continuously upgrading the qualifications of employees in this direction, and also — at the Law Enforcement Academy, beginning from the 2026/2027 academic year within the framework of annual admission parameters (quotas) — training personnel in the "Cyber Law" bachelor's degree program in the full-time form of study with a duration of four years. In this regard, a "ROAD MAP" for the implementation of the "Digital Prosecution — 2030" strategy was drawn up.⁸

A normative legal instrument was adopted envisaging the organization of the prosecutorial system in accordance with modern standards, increasing the effectiveness of the work of employees, increasing public trust in the prosecution, attracting promising personnel to the prosecution authorities, and training professional personnel in future. In particular, this instrument is the Decree of the President of the Republic of Uzbekistan No. PD-95 of 19 July 2025 "On Measures for Organizing the Civil Service on the Basis of New Approaches and Forming a Corps of Professional and Results-Oriented Civil Servants." The following were defined as the principal directions of this instrument: (1) the introduction of modern methods and mechanisms of work with personnel in state bodies and of a holistic system thereof; (2) the formation of a reserve of capable and promising executive personnel in state bodies and the further improvement of the system of training a new generation of executive personnel; (3) the organization and monitoring of the continuous development of the necessary knowledge and professional competencies of

employees throughout their entire working careers from the moment of admission to the civil service; (4) increasing the interest, engagement, and confidence of women in the sector for the purpose of broadly attracting them to the civil service; and (5) strengthening public trust in state bodies by ensuring the strict observance of ethical rules by employees working in the prosecutorial system in the performance of their duties and by developing professional culture.⁹

In summary, the personnel policy in the country is connected with the introduction, development, and penetration of digital technologies in the world; filling (the reserve of) the prosecution authorities with professional, qualified, and competent personnel is beyond any doubt. The development of new types of (cyber) crime has alarmed society and the state; it is therefore clearly necessary to train, retrain, and upgrade the qualifications of practitioners working in the prosecution authorities for the purpose of impartially equipping them with modern knowledge and skills, which in turn serves to increase the trust of society. The greater issue lies in the introduction of new technologies conforming to modern standards, the expediency of choosing a particular technological solution and system architecture, as well as in the introduction of technological innovations and the elimination of threats in the selection of employees possessing modern knowledge and skills. Personnel policy is directly linked to the place and role of the President of the Republic of Uzbekistan, the possession of broad authority in the sphere of personnel policy and management, which constitutes an important instrument for ensuring the effectiveness and stability of the prosecution authorities. However, the mutual cooperation and coordination of all state power and administration bodies is required for the resolution of prospective and strategic tasks.

Personnel policy in the prosecution authorities — centralized activities directed at the selection, placement, training, and education of personnel — ensures professionalism, high moral character, and devotion to service. This policy rests upon the principles of unity, legality, and strict hierarchy, including the conduct of attestation, the formation of a personnel reserve, and professional development.

The substance of modern personnel policy in the prosecution authorities consists in forming professional, independent, and highly qualified personnel through open, transparent competitive selection, the introduction of digital technologies, continuous training, and the

strengthening of social guarantees. Principal attention is directed towards the proportionality of experienced and young personnel, as well as towards increasing the effectiveness of supervisory activities.

Civilization, science, and policy are continuous (inseparable) and constitute the guarantee of progress of any state. Through them, the patronage of the state is managed, utilized, developed, and preserved. Personnel policy belongs to the state and is applied throughout Uzbekistan.

The principal objective of personnel policy in the prosecution authorities is to create a composition of highly professional, honest, and disciplined personnel capable of ensuring the rule of law and legality, and the protection of the rights of individuals, citizens, and the state. This is achieved through high-quality selection, professional training, the upgrading of employees' qualifications, and their incentivization.

To this end, three principal directions must be implemented in the prosecution authorities for the achievement of strategic objectives: (1) the definition of strategic tasks establishing the near-term and long-term goals to be achieved within the defined time frame; (2) the development of the means, forms, and methods of activity for achieving the defined objectives; (3) the creation of the most effective system for the selection, placement, training, and education of such personnel of public administration who know, understand, and are capable of implementing the assigned tasks within the allotted time frame.

Personnel policy in the prosecution authorities is implemented and applied by the President of the Republic of Uzbekistan and the Prosecutor General. Personnel policy is set forth in a clearly defined normative legal instrument; nonetheless, irrespective of the degree to which it is articulated, it operates within every organization.

2. Conclusion

In conclusion, personnel policy in the prosecution authorities constitutes an important component of state legal policy, and its effectiveness directly affects the level of ensuring legality, combating crime, and protecting the rights of citizens. Today, the formation of professional, digitally competent, honest, and responsible personnel in the prosecutorial system is one of the most important tasks.

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