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**THE IMPORTANCE OF PREPARATION FOR THE ATTESTATION  
PROCESS AND THE ORGANIZATIONAL-LEGAL FOUNDATIONS OF  
FORMING THE ATTESTATION COMMISSION**

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### **Annotation**

This article explores the importance of preparation in the attestation process and the organizational-legal foundations of forming an attestation commission. Attestation serves as a key mechanism for evaluating the professional competence of employees. The effectiveness of this process is largely dependent on thorough preparation and the proper structuring of the commission. The article analyzes the selection criteria for commission members, the assessment metrics used, and the legal framework guiding the process. Emphasis is placed on ensuring transparency and objectivity, which are essential for fair employee evaluation within any institution.

### **Keywords**

attestation, preparation, commission, evaluation criteria, legal framework, employees, organization, qualification, law, objectivity.

One of the most crucial and responsible stages in the process of employee certification is the **preparatory phase**. The measures undertaken during this stage have a direct impact on the effectiveness of the certification process and its outcomes. Preparation for certification must be carried out **in accordance with the applicable legislation**, based on the **internal regulations of the organization**, and **within the established deadlines**. This stage serves to create the necessary conditions for an objective and comprehensive assessment of employees' performance.

According to experts, the **readiness of sectoral professionals and members of the certification commission** plays a pivotal role in ensuring the quality of the certification process. In particular, individuals involved in the certification procedure should be **fully informed about the certification criteria and assessment methods**, and actions aimed at enhancing their professional



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qualifications should be organized. These steps contribute significantly to ensuring both the **efficiency and objectivity** of the process.

In this regard, E.A. Nikolaeva concludes: “A high-quality and properly organized certification process serves as a means for assessing both the overall human resource potential of the enterprise and the capabilities of each individual employee. As a result of certification, employees are able to identify their strengths and weaknesses, and formulate plans for professional development and career advancement.”

Similarly, I.P. Vartanyan emphasizes the importance of conducting **necessary organizational measures in advance** in order to ensure the effective implementation of certification. In his view, the certification commission must first be established and approved. The commission typically includes department heads, highly qualified specialists, and representatives of trade unions. Based on the results of the certification, the commission may make management decisions concerning the employee’s suitability for their position, the reorganization of production, or changes to or termination of the employment contract [1].

In order to ensure that the certification of employees is conducted in a timely manner, in accordance with established procedures, and at a high level of quality and professionalism, **institutional responsibility** is assigned to the **head of the organization and the Human Resources (HR) department**. These entities are considered accountable for the overall organizational and legal compliance of the certification process.

An analysis of the legal sources related to employee certification indicates that the **current labor legislation of the Republic of Uzbekistan** does not provide a comprehensive legal framework for the preparatory stage of employee certification. Therefore, it is appropriate to analyze this process on the basis of available legal instruments, scholarly opinions, and internal organizational documents. As a rule, the process of employee certification is divided into **three main stages**. We also find this classification to be appropriate and justified. Referring to the views of scholars such as G.G. Chochua and L.A. Chikanova, the following **three stages of the certification process** are identified:

1. Preparation for the certification procedure;
2. Implementation of the certification process;
3. Summarization of results and formulation of conclusions [2].

While partially agreeing with the views of G.G. Chochua and L.A. Chikanova, we propose that the certification process should also include an additional **post-certification phase**, which involves **the development and implementation of follow-up measures** for all employees who have undergone the certification, based on the results obtained.

It is worth noting that in this regard, we fully support the opinion of A.S. Matalin. In particular, he also divides the employee certification process into three stages, which include: the development of methodological tools for evaluating employees (the preparatory stage), the organization and implementation of the certification procedure (the organizational stage), and the application of certification results in personnel management practices [3].

According to the viewpoint of Uzbek legal scholar F.U. Yuldasheva, the certification process should be structured into stages based on the sequence of activities it involves. Specifically, she outlines the following components as part of the certification stages:

- Drafting and issuing the order for conducting the certification;
- Providing information regarding the timing and specific characteristics of the certification;
- Establishing the certification commission;
- Organizing the work of the certification commission;
- Evaluating the competencies of employees;
- Drawing conclusions based on certification outcomes;
- Referring employees to professional development programs in order to enhance their qualifications;
- Making decisions regarding the suitability, unsuitability, or re-certification of those employees who did not pass the certification [4].

In our view, it is not entirely possible to agree with F.U. Yuldasheva's classification. The division of the process into too many stages may lead to certain inconveniences for both the employer and the employees undergoing certification, while also increasing the overall workload.

A number of scholars (A.M. Asaliev, G.G. Vukovich, O.G. Kirillova, and E.A. Kosareva) emphasize that **prior to initiating the certification process**, the organization's leadership should have a clear and precise understanding of its main stages. They propose the following classification of the certification procedure:

**Identifying the goals of certification.** The intended objectives of the certification must be aligned with the strategic goals of the organization and agreed upon with its management. The responsibility for preparing and conducting the certification is usually assigned to specialists within the Human Resources department.

**Preparation of Necessary Documentation.**

At this stage, the following activities are carried out: drafting an official order for conducting the certification process; developing or updating the internal regulations governing the certification; preparing evaluation sheets, relevant forms, and templates required for the assessment.

### **Organizational Arrangements.**

This phase includes the following measures: compiling a list of employees subject to certification; developing a certification schedule; and organizing training sessions for supervisors and members of the certification commission. The timelines and schedule for certification are approved by the head of the organization. The certification process is prepared and implemented based on the internal regulation formally approved by the organization. For each employee undergoing certification, the supervisor is required to prepare a written performance evaluation. This written evaluation, together with the employee's previous certification records, is submitted to the certification commission. The employee must be acquainted with the content of the performance evaluation concerning them.

**Formation of the Certification Commission.** The certification commission is established by an official order of the organization's management. The commission consists of a chairperson, a secretary, and other members, who are selected from among senior staff and qualified specialists. Based on the information collected during the certification process, the commission evaluates the employee's performance through an open voting procedure.

**Development of Conclusions and Recommendations by Commission Members.** The commission formulates an individual assessment for each employee and provides recommendations regarding their further professional development and future role within the organization.

The content of each stage is determined in accordance with the specific tasks performed by those responsible for that stage. These tasks directly define the substance and effectiveness of the overall certification process [5].

According to V.V. Zarodina, the stages of employee certification consist of the following:

- Issuing orders on the establishment of the certification commission, the schedule for conducting certification, and the list of employees subject to certification;
- Informing the employees undergoing certification about the schedule;
- Submitting performance appraisals of the employees to the certification commission;
- Providing employees with access to their performance appraisals;
- Conducting the certification procedure itself;
- Informing employees about the outcomes of their certification;
- Issuing an official order summarizing the certification results and the corresponding decisions [6].

The opinions of several other scholars – particularly Yu.D. Nikolaeva, N.A. Davidyan, and K.E. Agadzhanova – also merit attention with regard to the stages of employee certification. In their view, the process of certification should be divided into four stages:

**1. Preparatory Stage** – involves the issuance of an order to conduct certification, the preparation of necessary documentation, and informing the staff about the timeline and requirements of the certification process.

**2. Formation and Approval of the Certification Commission** – the selection and formal confirmation of the commission members.

**3. Main Stage** – during this stage, the commission directly conducts the certification process, which may include test assessments, completion of questionnaires, and digital processing of the results.

**4. Final Stage** – includes the analysis of evaluation results, formulation of final conclusions, and the adoption of relevant decisions for each employee based on the outcomes [7].

M.K. Talyzina and I.A. Zayakina also emphasize that the employee certification process should be structured into four distinct stages. According to their view, the certification process should consist of the following: the preparatory stage, employee performance evaluation, implementation of the certification procedure, and decision-making based on the results of the certification [8].

We believe it is essential to elaborate, in detail, on the specific actions to be taken and the decisions to be made by responsible parties at each stage of the certification process. The preparatory phase is considered the **initial and most responsible stage** of the employee certification process. The clarity and thoroughness of the tasks performed during this stage lay the foundation for the quality, completeness, and objectivity of the certification outcomes.

The main tasks to be performed during the **preparatory stage** include:

1. Issuance of an official order on conducting the certification;
2. Compiling and informing the list of employees subject to certification;
3. Developing a detailed certification schedule;
4. Preparing performance appraisals and other relevant documentation;
5. Providing explanatory sessions on the certification procedure;
6. Forming the certification commission.

In this context, L.V. Bershova proposes a three-stage model of the certification process:

- **Development of methodological tools for employee assessment (preparatory stage).**

At this stage, the group of employees subject to certification is identified, and all necessary documents required for the process are prepared. Additionally, documents that objectively reflect the actual performance results of the employees being assessed are compiled.

**• Organization and Implementation of the Certification Process (Organizational Stage).**

At this stage, meetings of the certification commissions are held, during which the professional and personal qualities of the employees are discussed. Based on the prepared performance appraisals, interviews are conducted with the employees undergoing certification, and other relevant procedures are carried out.

**• Utilization of Certification Results in Human Resource Management (Application Stage).**

At this final stage, the certification process is formally concluded. Based on the findings of the certification, an action plan consisting of organizational and technical measures aimed at improving human resource management is developed and approved [9].

Official sources also recommend that the following actions be undertaken during the preparatory phase:

- Issuing an order and forming the certification commission;
- Preparing the certification schedule and assessment questions;
- Compiling performance appraisals and expert opinions;
- Familiarizing employees with the certification schedule;
- Documenting conclusions and communicating them to the employees [10].

Each element of the preparatory phase serves to ensure the proper and effective organization of the certification process. According to scholars E.A. Nikolaeva and I.P. Vartanyan, the clear and high-quality organization of certification plays a crucial role in evaluating personnel potential, identifying employees' strengths and weaknesses, and defining their professional development trajectories.

First and foremost, attention must be given to the organization's **order (or resolution) regarding the certification of employees**. This is essential because the certification schedule, the composition of the certification commission, the minutes of the commission meetings, and the general and core provisions related to the certification form are all reflected in this order.

In order to draft a certification order (or resolution), it is necessary to first identify and thoroughly examine its **legal basis**. For instance, Paragraph 51 of Annex No. 2, approved by **Presidential Decree No. PF-5987 dated April 29, 2020**, "*On Additional Measures for the Fundamental Improvement of Legal Education and Science in the Republic of Uzbekistan*", establishes a special measure for conducting



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the certification of administrative and managerial staff, support and engineering personnel, service workers, and other employees of Tashkent State University of Law (TSUL), as well as pedagogical and academic support staff of its affiliated academic lyceum and legal technical schools [11].

Hence, in this case, the **legal foundation** is constituted by the Presidential Decree of the Republic of Uzbekistan. Most importantly, this Decree clearly specifies both the **responsible executors** and the **deadline** for conducting the certification.

In conclusion, the **order (or resolution) on the certification process** must be issued by the head of the responsible organization or by the superior authority overseeing it. A concrete example of this is **Order No. 147**, adopted on **May 3, 2021** by the **Minister of Justice of the Republic of Uzbekistan**, titled *“On the Extraordinary Certification of Administrative, Technical, and Service Staff of Tashkent State University of Law, as well as Pedagogical and Academic Support Staff of the Ministry of Justice’s Legal Technical Schools and the University’s Academic Lyceum.”*

In practice, there are cases in which **certification orders (or decisions) are issued by individuals who do not possess the legal authority** to do so. For example, Paragraph 93, subparagraph 2 of the Regulation *“On the Procedure for Service in the Internal Affairs Bodies”*, approved by Annex 1 to the Resolution of the President of the Republic of Uzbekistan No. PQ-3413 dated November 29, 2017, stipulates that **the decision to conduct an extraordinary certification shall be made by a superior officer who has the authority to appoint personnel to the respective position.**

According to case materials, in a civil case considered by the Mirabad Interdistrict Civil Court on June 19, 2024, the court ruled that the certification procedure conducted in relation to plaintiff J.A. Mamirov was **in violation of the law**. In this instance, the provisions of the *“Regulation on the Procedure for Certification of Employees Serving in the Internal Affairs Bodies”* were grossly violated. In particular, it was found that the right to organize the certification is **strictly reserved to the official who holds the authority to appoint personnel**, and this requirement has a clearly defined legal basis. Non-compliance with this requirement placed the **legal validity of the entire certification process in doubt.**

Consequently, the court deemed that this **serious procedural error** – namely, the issuance of a certification decision by an unauthorized person – rendered the minutes of the certification commission meeting and the resulting decision **unlawful**, and both were accordingly annulled [12].

In our opinion, analyzing the **content and structure of the certification order** is of particular importance. It is recommended that such an order include the following elements:



- A reference to the normative legal documents that form the legal basis for the certification process;
  - In cases where no internal regulation on certification exists, the approval of such a regulation;
  - Strict adherence to existing legal norms and procedures;
  - Formation of the certification commission, and the assignment of responsibilities related to its preparation and execution;
  - Approval of the certification schedule (timeline), the list of assessment questions, and other relevant annexes;
  - Provision for video recording of the certification procedures and, where necessary, real-time broadcasting;
  - Notifying employees about the certification process and familiarizing them with the list of questions in advance.
  - To ensure the effective organization of the commission's work, it is necessary to prepare the required documentation and carry out all related procedures within the established timeframes. The draft order is typically prepared by the Human Resources (HR) department, signed by the head of the organization, and assigned to a responsible individual for execution. The order and the certification schedule must be communicated to the employees undergoing certification **no later than one month prior** to the certification date. However, in some legal acts, this timeframe may vary.
    - For instance, **Paragraph 19** of the *Regulation on the Certification of Employees of the Justice Authorities and Institutions* stipulates that employees scheduled for regular certification must be **notified at least one month in advance** and provided with the list of questions. In the case of **extraordinary or early certification**, employees must be informed **no later than 15 calendar days in advance**, in accordance with the prescribed rules [13].
      - Depending on the type of certification, the relevant **notification period may be specifically defined** in normative legal acts or internal organizational documents. However, these timeframes must not violate employees' rights or lawful interests and should comply with the **principles of equality and transparency**. Therefore, establishing a **standard practice of one-month prior notification** for all types of certification is advisable.
        - If an employee is **not properly informed** of the certification order or schedule within the established timeframe, this may disrupt the process. In such cases, the content of the documents must first be **officially delivered in writing**, and only then can the employee be granted the required **minimum one-month preparation period**. Any decision to **extend the certification deadline** must also be formally documented.



- In conclusion, failure to provide timely notification in accordance with the issued order and schedule constitutes a **violation of employee rights**, which may result in the certification commission's decision being declared invalid and lead to the **reinstatement of the employee**.

With regard to judicial practice in this area, it is noteworthy that, based on Order No. 131 issued on October 10, 2023, by the Director General of the State Environmental Expertise Center under the Ministry of Ecology, Environmental Protection, and Climate Change of the Republic of Uzbekistan, the staff of the central office and regional branches of the Center underwent certification between November 5 and 20, 2023. The list of certification questions was sent via the Telegram messenger on October 11 to the heads of regional branches, and was subsequently distributed to employees of the Karakalpakstan branch by its director on October 12. This was confirmed by phone screenshots.

However, under the Regulation approved on November 6, 2023, it is required that employees must be notified and provided with the list of certification questions **no later than one month before the certification date**. Contrary to this requirement, on the same day the regulation was approved (November 6), the certification commission held a meeting and determined that **Aybek Bakhtiyarovich Bektemirov** was not suitable for his current position. As a result, the employer committed a serious violation by conducting the certification without duly notifying the employee. Consequently, the termination of Mr. Bektemirov's employment contract on January 9, 2024, was declared **unlawful**, and he was reinstated to his previous or an equivalent position [14].

In our view, **informing an employee about the certification questions in advance should not be considered a right of the employer, but rather a legal obligation**. Such a practice ensures transparency and fairness in the certification process and allows the employee an opportunity to have their qualifications and performance assessed objectively.

The **composition of the certification commission** is also of critical importance. In most cases, this composition is proposed by the HR department to the head of the organization. The structure of the commission, its members' qualifications, and their impartiality significantly influence the credibility of the certification. The commission also plays a vital role in **resolving disputes in a fair and lawful manner**.

For example, based on the order issued by the Rector of the University of World Economy and Diplomacy (UWED), S. Safoev, on January 22, 2025, a certification commission was established, composed of highly qualified experts. This composition ensured that the certification procedure was **fair and legally grounded**. In a case considered by the Mirzo Ulugbek Interdistrict Court on May



13, 2025, it was concluded that UWED had complied with labor legislation, and therefore the plaintiff's claim that their dismissal was unlawful was **dismissed** [15].

According to the analysis of documents related to certification, the composition of the employee certification commission is generally expected to include: the **chairperson of the certification commission**, the **deputy chairperson**, the **secretary**, and **other commission members**. It should be explicitly stipulated that, by mutual agreement, representatives from courts, law enforcement bodies, public organizations, and other relevant institutions comprising highly qualified personnel may be included in the commission.

In this regard, I.P. Vartanyan notes:

"The commission usually consists of department heads, highly qualified specialists, and representatives of trade unions" [16].

Supporting this view, it must be acknowledged that current practices reveal **certain challenges** in the formation and functioning of certification commissions.

A number of **legal and organizational issues** are associated with the activities of certification commissions. One such issue is the **lack of a clearly defined legal standard** regarding the number of commission members. Currently, this number is determined at the discretion of the organization's leadership. However, in our opinion, the normative legal documents regulating the certification process should establish this as a **mandatory requirement**. It is recommended that the commission be composed of an **odd number of members** (e.g., 7, 9, or 11), which would eliminate the possibility of a tie in voting and ensure that decisions are made by a majority vote. Moreover, the number of commission members should be **proportionate to the number of employees being certified**, ensuring procedural balance.

Another significant issue concerns **changes in the composition of the commission**. In some cases, members may be unable to fully perform their duties due to reassignment to other positions, changes in workplace, or the termination of employment. Such situations may lead to **delays, disruptions**, or even the need to reorganize the certification process.

For this reason, commission members should be selected on a **stable and long-term basis**, and the **procedure for their replacement** must be clearly defined within a legal framework. This, in turn, will contribute to the **continuity, effectiveness, and impartiality** of the certification process. The next issue to be discussed is the preparation of the **certification schedule** and related materials. As an important organizational and legal document, the certification schedule serves to ensure that the process is conducted in a structured and orderly manner, that all participants are notified in a timely fashion, and that the overall efficiency of the process is maintained.



The schedule must clearly include the following information:

- Full name, position, and department of the employee;
- Date, time, and location of the certification;
- Additional remarks.

The schedule must be formally **approved by the employer's order** and must coincide with official working hours. In practice, the schedule is sometimes developed after the issuance of the order, which can lead to ambiguities. Therefore, it is advisable that the schedule be attached as an annex to the draft certification order. Otherwise, this may undermine the responsibility of both the HR department and the employer. The schedule must also be compiled **in proportion to the number of employees undergoing certification**.

However, in practice, this requirement is not always followed. For example, in **September 2023**, more than **600 preventive inspectors** in **Bukhara region** underwent certification over just two days—**October 1 and 2**. As a result, **502 employees** were deemed suitable for their positions, **147 were assigned to repeat certification in six months**, and **33 were declared unfit** for their positions. Such expedited certification sessions may compromise the consistency and objectivity of the process, and in some cases, may even infringe on employees' rights. Therefore, the certification schedule must be developed on the basis of a **carefully prepared and realistic plan** [17].

It is particularly concerning that over **600 employees** were scheduled to undergo certification within two days, making it nearly impossible for **three certification commission panels** to thoroughly and impartially assess the performance of each employee. In concrete terms, **at least 100 employees** were certified per day. Such an approach may give rise to **doubts about the credibility** of the results and could potentially lead to **labor disputes** in the future.

Indeed, this was the case for **Alisher Jumayevich Saksanov, Anvar Khalilovich Khattabov, Azizbek Ikhtiyor ugli Ubaydullaev, Oybek Khusenovich Nekov, Sherzod Shukhratovich Yuldashev, Bekhruz Nurulloevich Razzakov, Javokhirbek Tokhirjon ugli Khamroev, and Odil Botirkhon ugli Yoqubov**, all of whom contested the results of their certification. They initially filed claims with the **courts of first instance**, and subsequently appealed to higher courts [19].

Thus, when developing the **certification schedule**, the **number of employees subject to certification** must be given special attention by the certification commission. Based on the above analysis, particularly the results of social surveys and interviews conducted, it is deemed optimal to certify no more than **20 to 30 employees per day**. This approach serves to ensure the effectiveness of the certification process, enhances the ability of commission members to deliver **objective and impartial evaluations**, and creates the opportunity for a thorough

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assessment of each employee's **professional performance and personal qualities**. In addition, such an approach may contribute to a **decrease in the number of labor disputes** related to certification brought before the courts.

While forming the certification schedule, it is also important to take into account that **certain categories of employees are not subject to certification**.

According to the *Regulation on the Certification of Employees of Justice Bodies and Institutions*, the following individuals are **exempt from certification**:

- Employees who are on annual (paid) leave;
- Employees undergoing medical treatment due to **temporary incapacity to work**;
- **Pregnant women or women with children under the age of three**, as well as those on **maternity leave or childcare leave** [20].

Some certification-related documents provide additional clarification:

- Employees on annual leave or temporarily incapacitated may be certified **no earlier than the end of the month in which they return to work**;
- Employees returning from childcare leave may be certified **within one year** of resuming employment;
- **Pregnant women and women with children under the age of three**, as well as those on maternity or childcare leave, are **not to be certified** unless they **voluntarily submit a written request** to participate in the certification process [21].

When referring to the legislation of foreign countries on this matter, the following categories of individuals can be identified as typically **exempt from certification**, based on comparative legal analysis:

1. Individuals holding a professional qualification category (e.g., teaching staff at educational institutions);
2. Employees who have worked in their current position **for less than two years** within the certifying organization;
3. **Pregnant women**;
4. Women on **maternity leave**;
5. Individuals on **parental leave** until their child reaches the age of three;
6. Employees who have been **absent from work for more than four consecutive months** due to illness [22].

In addition, Article 48 of the Federal Law No. 79-FZ "On the State Civil Service of the Russian Federation", adopted on July 27, 2004, stipulates that **state civil servants** who are on maternity leave or parental leave until their child reaches the age of three **shall not be subject to certification**. It is further established that such employees may only be certified **at least one year after** returning from leave [23].

It is especially important to emphasize that employees returning from parental leave should undergo certification **no earlier than one year** after resuming work,

while those returning from annual leave or temporary incapacity for work may be certified during the **month following** their return.

Certification procedures may take various forms, including:

- **Testing**, which evaluates theoretical knowledge;
- **Written examination**, which assesses analytical thinking and legal reasoning skills;
- **Oral interviews**, which allow evaluation of personal qualities and practical experience.

The selected method must be aligned with the **purpose of the certification**. For managerial-level positions, the choice of assessment format presents an additional challenge. In our view, in the social sectors, it is advisable to adopt a combination of performance-based evaluation tools such as **professional and personal tests, point-based rating systems, self-assessment, the “360-degree feedback” method, social surveys**, and, where possible, **business simulation exercises**.

Certification methods are generally divided into **two main categories**:

1. **Performance-based evaluation** - relies on measurable indicators reflecting the effectiveness and efficiency of the employee’s work outcomes.
2. **Methods based on the analysis of personal qualities** - includes tools such as tests, questionnaires, psychological assessments, and self-assessment.

According to the classification proposed by **V.V. Zarodina**, the following are the most commonly used certification methods:

1. **Interview** - conducted directly with the supervisor or members of the certification commission. The interview consists of open-ended questions and subject-specific discussions, aimed at assessing the employee’s level of professional development, future plans, and expectations.
2. **Testing** - includes at least 50 questions on professional topics, with each question containing one or two correct answers.
3. **Interview + Test Combination** - represents a comprehensive method for evaluating both the employee’s knowledge and professional development level [24].

The **chairperson of the certification commission** bears **primary responsibility** for the relevance and accuracy of the certification questions presented to the employees.

Although the commission as a whole is collectively responsible for ensuring the fairness and quality of the certification process, the **ultimate responsibility for verifying the legality, clarity, and difficulty level of the questions** lies with the chairperson. This is because the **authority to approve the list of questions** falls



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exclusively within the **competence of the chairperson**, who is directly accountable for their content and compliance with regulatory standards.

According to **N.A. Platonova**, the questions posed during certification must be relevant to the specific employer, clearly formulated, aligned with the employee's job functions, and must not go beyond the scope of labor obligations defined in the employment contract, job description, and internal regulatory documents of the organization. Undoubtedly, this enhances the effectiveness of the employee certification mechanism. Moreover, the list of questions or tests should be provided to the employee in advance, for example, together with the certification schedule [25].

However, we do not fully agree with N.A. Platonova's opinion. In our view, while it is appropriate to inform the employee in advance about the general structure of the certification and acquaint them with the purpose and process, **providing the exact content of knowledge-assessing tools such as tests** may reduce the validity of measuring the employee's actual level of theoretical understanding. This would limit the primary goal of the certification process – namely, **to objectively assess the employee's true qualifications, preparedness, and professional competence**. Therefore, we argue that **test questions should not be disclosed to the employee beforehand**.

In conclusion, **employee certification** serves as a critical **legal and organizational instrument** for assessing workforce quality, improving performance, and enhancing management efficiency within labor relations. Based on current legislation and judicial practice, procedural violations in the certification process – such as failure to provide timely notification, failure to inform employees about the questions in due time, or unjustified formation of the commission – may result in serious violations of employees' labor rights.

Thus, the organization of certification must adhere strictly to the following principles:

- **Legality and transparency;**
- **Proper and timely notification** of the employee and provision of sufficient time for preparation;
- **Impartiality and numerical stability (odd-numbered composition)** of the commission;
- Use of **appropriate and purpose-driven assessment methods**, based on clearly defined and objective criteria.

Utilizing diverse certification formats – such as **testing, written examinations, oral interviews**, the **“360-degree feedback” method**, and others – creates opportunities for a comprehensive evaluation of employee performance. At the same time, certification timelines must reflect considerations of the **employee's**



**individual circumstances** (e.g., leave, temporary incapacity), in line with the principles of **justice and human dignity**. As a result, a **scientifically and practically grounded certification system** not only facilitates assessment of human resource potential but also strengthens **trust, stability, and effectiveness** in labor relations.

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