

ЎЗБЕКИСТОН РЕСПУБЛИКАСИ  
ОЛИЙ ВА ЎРТА МАХСУС ТАЪЛИМ ВАЗИРЛИГИ

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ЎЗБЕКИСТОН РЕСПУБЛИКАСИ ПРЕЗИДЕНТИ ХУЗУРИДАГИ ДАВЛАТ БОШҚАРУВ  
АКАДЕМИЯСИНИНГ ФАОЛИЯТИНИ РИВОЖЛАНТИРИШ ХУСУСИДАО РАЗВИТИИ ДЕЯТЕЛЬНОСТИ АКАДЕМИИ ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ ПРИ  
ПРЕЗИДЕНТЕ РЕСПУБЛИКИ УЗБЕКИСТАНDEVELOPING ACTIVITIES OF THE ACADEMY OF PUBLIC ADMINISTRATION UNDER  
PRESIDENT OF THE REPUBLIC OF UZBEKISTANA. Yuldashev<sup>1</sup><sup>1</sup>A. Yuldashev<sup>1</sup>Council secretary, Namangan institute of engineering  
and technology.**Аннотация**

Мақолада Ўзбекистон Республикаси Президенти ҳузуридаги Давлат бошқарув академиясини ташкил этилишининг тарихий аҳамияти ҳамда давлат ва жамият бошқарувидаги раҳбар кадрларни тайёрлашдаги ўрни ёритилган. Мустақиллик йилларида Академия фаолиятини ривожлантиришга қаратилган ислохотлар, кадрлар тайёрлаш салмоғи ҳамда халқаро ҳамкорликда эришилган натижалар таҳлил қилинган.

**Аннотация**

В статье рассматривается историческое значение создания Академии государственного управления при Президенте Республики Узбекистан и ее роль в подготовке руководящих кадров в сфере государственного и общественного управления. За годы независимости были проанализированы реформы, направленные на развитие деятельности Академии, влияние подготовки кадров и результаты, достигнутые в международном сотрудничестве.

**Annotation**

The article is devoted to the historical significance of the establishment the Academy of Public Administration under the President of the Republic of Uzbekistan and its role in the training of senior personnel in the state and Public Administration. During the years of independence, reforms aimed at developing the activities of the Academy, the impact of training and the results achieved in international cooperation were analyzed.

**Таянч сўз ва иборалар:** Давлат бошқарув академияси, тингловчилар, қайта тайёрлаш ва малака ошириш курслари, кафедра, факультет ва филиаллар, халқаро ҳамкорлик.

**Ключевые слова и выражения:** Академия государственного управления, слушатели, курсы переподготовки и повышения квалификации, профессорско-преподавательский состав и филиалы, международное сотрудничество.

**Key words and expressions:** Academy of Public Administration, Learners, retraining and qualification courses, teachers staff, faculty and branches, international cooperation.

Large-scale reforms are carried out in the Republic aimed at democratization of state power and management, liberalization of Economy, Development of free civil society. Ensuring the consistency and effectiveness of the reforms directly depends on the leadership in the management system, during their training it is important to increase their potential, raise spiritual and moral consciousness, and improve the system of retraining continuously.

The selection, training, retraining and professional development of high-potential, politically and spiritually mature leader personnel, as well as the appointment of suitable positions are of particular importance in the effective implementation of the strategic goals of the country. Today, the state Academy of management under the president of the

Republic of Uzbekistan is the leading institution in the Republic in carrying out such tasks.

After gaining independence in the country, the totalitarian system, which reigned on the basis of single-party rule, went bankrupt, and in its place efforts began to restore civil society based on Democratic demands. Of course, in every state that aims to formulate a new system, there will be problems with regard to the selection and training of potential personnel, because the organizational forms of Management in the old system and the system of manpower training have produced inconsistency in the achievement of the goals in the new system.

The Academy of state and public construction under the president of the Republic of Uzbekistan was established on the

initiative of I.Karimov, the first president of the Republic of Uzbekistan with the aim of selection, training and retraining leader personnel on the basis of new technologies and methods, who can eliminate these problems, have high-qualified, modern knowledge, and who are initiative, aspiring to innovations, and understand the fundamental essence of new reforms[].

New structures which did not exist during the reign of the former Union for the training of leadership personnel were established in the Academy. Scientific research was carried out on the adaptation of the system of selection and retraining of prospective personnel to the requirements of a new state and a new society. The audience was taught aspects of entering into an effective relationship with the staff, improving the systematic solution of the problems of the citizens. There is also an understanding of modern methods of training, adoption and implementation of managerial decision making projects of management personnel.

When the academy was established, 2 faculties (state and society building, principles and principles of market economy), 12 faculties were functioning. In the 1995-1996 academic year, 72 listeners were accepted, and in the following academic years this figure reached 140 people[].

The Faculty of "state relations and foreign economic relations" was established in order to radically improve and retrain the political and professional training of the senior staff of the ministries, departments, authorities, specialists of public and economic structures participating in the field of Foreign Relations. The Department of "state relations" of this faculty – 20 and the Department of "foreign economic relations" – 20 listeners were determined to be accepted on the recommendations of the ministries of Foreign Affairs and foreign economic relations of the Republic of Uzbekistan. In addition, the tasks of deepening and coordination of scientific research on the prospects of development of foreign political and foreign economic relations of the Republic of Uzbekistan were assigned.

In connection with the establishment of the new faculty, the names of some departments were changed and new ones were created. ("Foreign policy and diplomacy", "world economy and modern international

economic relations", "international law, international financial institutions", "diplomacy and consular service")

Efforts made in the field of effective training and professional development of leadership personnel in the academy were focused on the development of professional activity of the audience. In particular, they were taught ways to formulate the skills of making the right decision under any circumstances, methods of protecting the interests of the state, society and citizens, and ways of ensuring the stability of society. The audience was informed about the comprehensive development of the country and the aspects of ensuring the peace of the people.

Particular attention was paid to the formation of aspects of the solution of socio-economic, political, ideological complex problems that arise during the transition period, especially in the listeners. Also, methods of analyzing the general situation in the construction of state and society, relations between states and nationalities were taught.

Measures were taken to coordinate the training and qualification system with the modern requirements. The system of Educational Sciences introduced new educational sciences on the areas of Public Administration, the construction of society, ensuring national interests and security, management qualification, preparation for the effective management of political, social, economic processes. In particular, instead of repeating the disciplines taught in higher educational institutions, such disciplines as "National idea and responsibility of the leader", "national interests and activities of the leader", "Political Management", "political technology", "Akmeology", "psychology of Management", "sociology of Management", "Information Technology in management", "culture of management and spirituality of the leader" were introduced in new directions that meet the modern requirements of management and leadership studies.

The structure of the faculties and departments has been changed and, in contrast to higher educational institutions, such units as "society building, national idea and national interests", "Sociology and Psychology of Management", "Culture of Spirituality and management", "Modern Management", "Financial Management", "Information

Technologies Of Management" have been established.

The Faculty of "Improving leadership skills and retraining leader" was established in 2006 with the aim of keeping the students informed of modern practical experience. At the same time, the "Department of improvement of qualifications" and the "Department of methodology of retraining and professional development of leader personnel" were established, in 2006-2007 almost 2000 heads of various fields improved their skills in this faculty. A seminar on the topic "methodological problems of training and retraining of leader personnel in the conditions of democratization

and modernization of public life" was organized regularly[].

The basis of psychodiagnostic tests, which clearly demonstrate the personal characteristics necessary for the selection of a particular leader for a higher position, was created; on the basis of which the study of the social and personal characteristics of a particular personnel developed a methodology for drawing up his professional program. In order to create the necessary conditions for further improvement of the professionalism of managers, a methodological base and training programs of retraining courses were designed for 1 Week, 10 days, 1 month and 3 months.

<b>№</b>	<b>academic year</b>	<b>Duration of study</b>	<b>graduates</b>
<b>1</b>	1995-1997	10 month	169
<b>2</b>	1997-2007	10-12,5 month	1366
<b>3</b>	2007-2011	10-10,5 month	644
<b>4</b>	2011-2012	8 month	186
	<b>total</b>		<b>2365</b>

*Information on administrative staff trained at the Academy of State and Social Construction under the President of the Republic of Uzbekistan*

By the decree of the president of the Republic of Uzbekistan on April 10, 2012, the Academy of State and Public Construction under the President of the Republic of Uzbekistan has been reorganized as the Academy of Public Administration under the President of the Republic of Uzbekistan[]. In accordance with this decree, the Academy's activities were improved and the 2 year long master's degree program in the specialties of Master of Public Administration (MPSM) and Master in Public Sector Management (MPSM) started on the basis of international standards.

On August 20, 2015, the decree[] of the president of the Republic of Uzbekistan "On Measures to Improve the Activities of the Academy of Public Administration under the President of the Republic of Uzbekistan" was adopted, on the basis of which measures were taken to organize the activities of the Academy in educational, methodical, scientific research and information and analytical directions. In the Academy the masters began to be trained in three specialties: management in the field of Economics, Management in the social sphere, as well as regional management. Particular attention was paid to the formation of such qualities as free use of information and Communication Technologies, good knowledge of foreign languages, understanding the

purpose and essence of reforms, understanding the strategy of national development, analysis, psychological stability, constant work on oneself, strict adherence to the rules of healthy living and the ethics of the leader. Attention was paid to the development of analytical thinking in the audience, the formation of practical skills of decision-making and strategic planning in complex conditions, the qualities of initiative and leadership.

The requirements for the candidates for the master's degree and the changes in the admission processes have been introduced, and the age of the candidates has been determined to be under 35 years (previously 40 years), they should have at least 2 years (previously 3 years) work experience in the system of state bodies as a superintendent. The requirements for candidates to know one of the foreign languages, especially the English language, have been increased, along with the candidates passing the test, the exams in 3 directions and the final interview were held. The knowledge and skills of the audience were evaluated during the academic year on the basis of tests, interviews, conclusions[].

Decree[] of the president of the Republic of Uzbekistan "On measures for the further development of the system of training, retraining and professional development of

managerial personnel in the state Academy of Management under the President of the Republic of Uzbekistan" with the purpose of eliminating the existing shortcomings and problems in the system of training of leaders, as well as introducing up to-date technologies and in order to ensure reinforcement of it the decree[] of the Cabinet of Ministers were adopted. According to this degree the main working activities and tasks of the Academy and the processes of Personnel Training were reformed. Specific tasks were set for the organization of Public Administration, the creation of legal bases and modern methods of management. State educational standards for Master's specialties and retraining courses in the field of management personnel training have been developed.

Today, the Academy has become an educational institution and a scientific center capable of responding to national and world conditions; currently 330 listeners are taught by 36 professors and teachers (30 of them have scientific degrees) from Modern Management Science. The Academy consists of 2 faculties, 9 departments, 9 administrative departments and centers[].

In order to study the problems of young people in the Republic, to develop scientifically-based recommendations for solving these problems, to form a database on prospective young personnel in the territory, to create a monitoring system for their professional development, and to carry out scientific research in this regard, the Institute for Studying the Problems of Young People and Training Prospective Personnel was established at the Academy[]. This institution, in coordination with the Academy of Public Administration under the president of the Republic of Uzbekistan and the Youth Union of Uzbekistan, organizes retraining and professional development courses for up to 4 months and up to 1 month for retraining prospective young personnel of state authorities, state and economic management bodies, and public organizations.

At present, the institute is carrying out effective work on selection, retraining and professional development of young prospective personnel. Over the past period, 162 young people have been trained in the 4-month retraining courses of the Institute and 55 of them have been recognized as worthy of the

high positions of Ministries, Departments, Organizations and local authorities[].

By the decree[] of the president of the Republic of Uzbekistan in order to improve the quality of professional development of management personnel in the areas and to create favorable conditions for the audience in every way, regional branches of the Academy of Public Administration under the president of the Republic of Uzbekistan and the Ministry of Higher and secondary special education were established in Gulistan, Karshi, Samarkand, Urgench and Fergana. The establishment of regional branches served to elevate the work in this regard to a new level and regularly and systematically improve the skills of management personnel.

The training sessions in the regional branches are managed by means of video-conferencing; the lessons are conducted by the Academy of Public Administration, leading professors and teachers of higher educational institutions of the regions, as well as experienced specialists of ministries and departments.

In the 2018/2019 academic year, 4176 grants were allocated to these regional branches on the basis of local government bodies, territorial structures of state and economic management bodies, as well as quotas on the basis of 1680 contracts for the qualification of management personnel of non-profit and other organizations[]. According to April 2019, 7175 heads and civil servants improved their qualifications in the Academy and its branches[].

In order to raise the level of personnel provision in the state and economic management bodies from the 2019/2020 academic year:

- implementation of training of management personnel on the basis of a grant and payment-contract, one-year leave from production and two-year master's degree without separation from production, on educational programs;

- admission to the master's and retraining courses was determined only on the basis of the primary selection of candidates among the persons recommended by the state authorities and administrative bodies, state organizations, economic management bodies and non-profit organizations of the Republic in territories, and subsequently by conducting tests and

interviews at the Academy. The conduct of the initial stage of the entrance tests in places serves to increase the quality of the selection from the second side, if the first one increases the chances of the participants in the competition. The audience was determined to prepare only on the specialty "Public Administration".[]

International cooperation is one of the priorities of the Academy, which currently has established cooperation with more than 30 international and regional organizations, foreign universities.

In this regard, highly qualified foreign specialists in the field of public administration are involved in the organization and conduct of educational, scientific and methodological work. Academic exchanges with leading foreign educational institutions and centers have been established in order to study advanced foreign practice. In particular, in 2019 108 professors, teachers and employees of the Academy, 159 listeners were sent abroad for internship. 73 leading experts from abroad visited the Academy and gave lectures and master classes in the areas of "State and community management system", "Strategic planning in public administration", "Economic development of territories", "Management of personal in public service" and "Innovation management".

In conclusion, it should be noted that the need for potential personnel meeting modern requirements in various spheres and sectors of Uzbekistan, which is increasing. There is an increasing need for training, retraining and professional development of management personnel of state and local bodies, HR (human resource) specialists as competitive personnel based on the experience of advanced foreign countries and the introduction of innovative technologies into practice in our country.

Therefore, the issue of improving the activities of the Academy of Public Administration under the President of the Republic of Uzbekistan, its development in accordance with modern requirements and the introduction of new technologies into the training system remains relevant. At the same time, it is necessary to reduce the regulatory requirements for candidates, increase admission quotas, and identify modern and promising areas of study. Videos showing the results achieved by graduates of the Academy should be widely covered in the media. This will increase the flow of candidates in the admission process, creating a strong competitive environment among potential candidates.

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