



## Management of Competitive Personnel Training in Higher Education System

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### ABSTRACT

Currently, the higher education system of the Republic of Uzbekistan has reached a new level in the information technology society. The role of competitive highly qualified personnel trained in higher education institutions in the development of the country and the welfare of the people is invaluable. In this regard, the article provides information on scientific proposals for the modernization of the higher education system, their basis and expected results.

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The higher education system of the Republic of Uzbekistan has reached a new level in today's globalization, digital economy and modern knowledge society. In our country, the Third Renaissance is rising to the level of a national idea as a strategic task. In a highly competitive environment between

countries, companies and corporations, highly qualified personnel are required to be prepared for such emergencies. However, as noted in the UN Sustainable Development Goals 2030, higher education is becoming a leading factor in sustainable economic growth in the world. As a result, the pace of training highly qualified personnel in the world has been maintained in recent years, and by 2030 the number of university students will reach 414 million, which is 4.2 times more than in 2000. As the foundation of lifelong knowledge of modern professionals is laid in higher education institutions, targeted research is being carried out to provide scientific solutions to a number of problems in the effective management of higher education institutions, which are leading players in the world market of educational services.

In this mission, which has risen to the level of state policy in the Republic of Uzbekistan, the issues of improving the quality of higher education in higher education institutions play an important role in the training of highly qualified and competitive personnel in the higher education system in accordance with modern requirements and needs; attracting investments, innovations and modern technologies in the educational process; full introduction of credit-module system; strengthening scientific and pedagogical potential and material and technical base; strengthening the integration of higher education, science and practice systems and combating corruption.

The high level of urgency of these tasks and the need to address them step by step set a number of responsible tasks for higher education in our country. In his speech, President Shavkat Mirmonovich Mirziyoyev said, "We consider pre-school education and school education, the system of higher and secondary special education, as well as scientific and cultural institutions as the four links of the future Renaissance. We consider our kindergarten teacher, school teacher, professors and scientific and creative intellectuals to be the four pillars of the new Renaissance," he mentioned, and he expressed confidence that distinguished parents who supported this initiative would be the fifth ring, the fifth pillar of the new Renaissance.

In accordance with the above requirements, in order to contribute to the effective implementation of the tasks set by the President, we offer an in-depth analysis of the development trends in higher education in the country, effective management of training in higher education based on many years of research and pedagogical experience:

**Suggestion 1.** Optimizing the number of disciplines in higher education institutions and the humanities in the modern innovative economy on the need to move to the concept of "life-learning" in accordance with the principles of results-oriented control management; social sphere, economy and law; agriculture and water management; it is necessary to expand the practice of training bachelors for three years and masters for one year in areas of knowledge, such as services. Given the relevance and rationale of this proposal, the need for highly qualified personnel to acquire modern knowledge is acute, given that the knowledge studied in higher education institutions is rapidly becoming obsolete, shrinking from a hundred years in the Middle Ages to 20 years in the twentieth century, and in the current context of globalization, given that the life expectancy does not exceed even 3-5 years, that is the exact thing what makes the sharply increasing need for highly qualified personnel to acquire modern knowledge.

The concept of "lifelong learning" includes, firstly, the principle of globalization, change, renewal and reduction of jobs, obsolescence, decline and loss of highly qualified personnel in accordance with the requirements of a market economy, and secondly, the principle of "remembering" the fact that an employee (specialist) working in the field of education (specialty) is often limited to the knowledge of their field, has a negative impact on the strong position of highly qualified personnel in society.

**Suggestion 2.** In order to increase the effectiveness of training management, it is necessary to organize training on the basis of "Introductory-intermediate-advanced" stages, focusing on curricula, programs

and disciplines (specialties) from simple to complex, using a system of "stages" instead of "courses". The urgency and basis of this issue is that the existing imperfections in the teaching of disciplines (specialties) in higher education institutions, which arise as a result of frequent changes in curricula and programs, have not yet been resolved. In order to overcome these problems, it was proposed to shift curricula from simple to complex and to teach students to think innovatively on the basis of educational technologies and interactive methods, i.e. to organize training on the stages of "Introductory-intermediate-advanced". Specialty subjects should be taught step by step in higher education institutions. Accordingly, undergraduate students in the 1st year (I stage) understand the basis, history, mission, goals, objectives, terms and principles of the subject (science); Express their views on the knowledge and skills acquired in the 2nd year (II stage); Innovative thinking and critical approach to science in the 3rd year (III stage); In the 4th year (IV stage) they are required to be ready to create innovative ideas on the subjects they have been teaching for 3-4 years. In order to improve the quality of higher education, it is necessary to implement a system of "stages" instead of "courses" and implement curricula and programs from simple to complex, from specific to general, from individual to complex. This proposal serves to increase the level of improvement of knowledge and skills of students, as well as the gradual formation of creative abilities.

**Suggestion 3.** Amendments were made to the section "Research work" of the personal work plan form of the professor-teacher, which includes the code of the specialty, name, dissertation topic, surname, academic degree, title, signature of the supervisor (consultant), degree of completion of dissertation sections during the academic year, defense deadlines, number of articles to be published should be covered in detail. The urgency of the proposal is that the scientific potential in higher education is not at the required level. In addition, the creation of better conditions for professors with academic degrees and titles in some universities leads to the transfer of such teachers to higher education institutions with higher salaries. Also, in recent years, the increase in the number of students compared to the increase in the number of professors and teachers with academic degrees and titles in higher education institutions has led to an increase in the workload of institutions. As a result, rectors are again forced to hire teachers without academic degrees and titles, or to re-select and contract teachers of the same category.

The saddest thing is that many of them are wasting their time by publishing one or two lecture theses in their name every academic year, deceiving the leaders and themselves by saying that they are "doing science". This often leads to a decline in university rankings and the quality of education, and in some cases, to the development of corruption. So it's time to make drastic decisions in this regard.

Given the limited time limit for the relevance of the dissertation research work and the obsolescence of the topics, the executor can not repeat the planned type of assignment and timing of the research work on an individual basis for many years. That is, he cannot submit a personal work plan to the supervisor once a year for approval without completing the components of the dissertation research work. As a result, he is seriously engaged in research work or is forced to move to another job.

**Suggestion 4.** Organization and development of permanent scientific seminars on the basis of departments with high scientific potential, training personnel for master's specialties; it is expedient to obtain the permission of the HAC to establish the activities of the Academic Councils awarding academic degrees (PhD, DSc) at the university, provided that the quality and efficiency are ensured.

**Suggestion 5.** Many universities in the Republic of Uzbekistan have a very high level of workload of teachers, including the fact that every year pedagogs prepare teaching materials in 5-6 subjects (sometimes up to 10 subjects) and perform 800-900 hours of workload (sometimes more than 1000 hours), carefully prepare for quality teaching of these subjects, coach group students, work with students with difficult and academic debts, take time to study and analyze many years of scientific

works on the chosen topic, collect statistical materials for the dissertation, as well as conducts and analyzes experiments, tests and surveys, writes articles, participates in scientific conferences, seminars and councils, prepares monographs and dissertations, publishes printed materials, discusses the results of scientific development and research, corrects shortcomings and suggestions, and at the end, they will have to do other works at the same time. The scientific potential of higher education institutions is declining as a result of the fact that pedagogical staff work in such conditions, that more and more entrants with secondary education are admitted on an super-contract basis, and that more time is spent on their training.

In addition, many universities have senior teachers who are approaching retirement age, have not done research for many years, and do not have academic degrees to compete for the position they hold in competitions. In our opinion, no matter how much they are forced, they do not engage in scientific work and do not try to get an academic degree or academic title.

With this in mind, the **proposal** is to divide the teaching staff into two categories for a period of one year by the decision of the University Council, without changing the amount of the established monthly salary, to summarize the results at the end of the year and update the Council decision annually.

**The first category** includes those with academic degrees and academic titles, as well as those who are purposefully engaged in research work (assessed on the basis of efficiency and effectiveness indicators). Representatives of the first category are required to complete an average of 600-700 hours of study load per academic year, to engage in innovation and research, to implement and commercialize scientific developments, as well as to integrate higher education, science and industry. with the opportunity to write articles, prepare textbooks, manuals and other teaching materials. Their work will play an important role in improving the quality of higher education, enhancing scientific potential, increasing university rankings and competitiveness.

**The second category** should include all non-academic degrees who do not do academic work, do not seek an academic degree or academic title. Representatives of this category are required to complete 1200-1400 hours of workload per academic year, prepare all teaching materials on the subjects taught online and offline, ensure the availability of teaching materials on the subjects taught at the department on the Information Resource Center and Internet platforms, coaching group students , qualifying internships, and increasing the efficiency of job placement of graduates. A teacher without an academic degree who has been running from auditorium to auditorium, from organization to organization for a year will adapt to work in such an order or try to move to the first category. In both cases, the university management does not lose, because it creates conditions for the teacher to work, evaluates his work, does not dismiss him due to lack of academic degree, does not allow the reduction of the teacher's salary and work experience, fulfills his mission wisely.

Suggestion 6. In the department of higher education of the State Inspectorate for Quality Control of Education, an extra-budgetary staff unit should be allocated, and the monthly salary of an employee should be equal to the monthly salary of a professor. At the beginning of the academic year, each employee prepares, coordinates, approves and implements a special program plan for one academic year for each teacher, professor, head of the department, dean of the faculty and other employees on the basis of indicators of ranking and competitiveness of higher education institutions, and the results should be discussed by the Council at the end of each quarter. Since the executor of the special program plan (professor-teacher) is not able to report on the work not done on a monthly basis, he will have to constantly work on the tasks on the agenda, make a worthy contribution to improving labor performance, increasing the ranking and competitiveness of higher education. As a result, the ranking, prestige and competitiveness of the university will increase.

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