

Suggestions For Improving The Efficiency Of Management Of Training Highly Qualified Personnel In The Higher Education System Of Uzbekistan

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Abstract: *Currently, in the information technology society, the higher education system of the Republic of Uzbekistan has risen to a new level. Competitive highly qualified personnel trained in higher educational institutions have a special place in increasing (exceeding) the country's prosperity and welfare of the population. In this regard, the article presents scientific proposals for the modernization of the higher education system, their foundations and information on the expected results.*

Keywords: *higher education institution, modernize, highly qualified personnel, rating, competitiveness, quality of education, term of study, pedagogical staff, lifelong education, teacher-student system, graduate, performance indicator, employer.*

1. INTRODUCTION

Relevance and necessity of the topic. In the context of globalization and rapid information exchange in the world, in a highly competitive environment between countries, companies and corporations, highly qualified personnel need 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 [1]. Therefore, the issue of improving the quality of higher education is a complex problem in terms of creating the foundation of knowledge acquired by modern professionals in their lifetime in higher education institutions.

In the world practice, targeted research has been organized to provide scientific solutions to a number of problems in the effective management of higher education institutions, which are leading players in the market of educational services, to serve the development of the country and society. Improving the ranking and competitiveness of higher education institutions in this area, a comprehensive approach to the management of training and employment of highly qualified personnel in accordance with modern requirements and needs of the economy, improving the quality of education, improving process management, investment, innovation and technology issues such as involvement are studied separately.

The government of Uzbekistan pays great attention to the rapid development of higher education management. In particular, the Action Strategy for the five priority areas of development of the Republic of Uzbekistan for 2017-2021 sets tasks for the "Priorities for the development of the social sphere, in this case, the tasks of development of education and science, improvement of the state youth policy, i.e. further improvement of the system of

continuing education, increase of opportunities of quality educational services, continuation of the policy of training highly qualified personnel in accordance with modern needs of the labor market, improving the quality and efficiency of higher education institutions on the basis of the introduction of international standards for quality assessment of education and training, employment of graduates of secondary special, vocational and higher education institutions and their involvement in private entrepreneurship" [2]. In addition, the need to modernize the system of higher education, improve and evaluate the quality of education, increase the ranking and competitiveness of universities, the effective integration of higher education, science and industry and the training of competitive highly qualified personnel in universities is highlighted in the Laws of the Republic of Uzbekistan [3,4], Decrees of the President of the Republic of Uzbekistan [2,5,6] and Resolutions of the President of the Republic of Uzbekistan [7-9]. The high level of urgency of these tasks and the need to address them step by step testify to the transition of higher education in our country to a new level. This can be seen in the views expressed by the President in his speeches and direct conversations [10-12], as well as the high attention paid to the participants of higher education. Our responsibility is to contribute to the effective implementation of these tasks set by our President and industry leaders, and to implement the tasks set out in the Concept of Development of Higher Education in Uzbekistan until 2030 by thoroughly analyzing the development trends in higher education in the country and increasing the effectiveness of management of training highly qualified personnel in higher education. Thus, the main goal of our research is to develop scientific proposals and practical recommendations for the modernization of the higher education system and improving the management of training of highly qualified personnel in higher education institutions.

Analysis of the literature on the subject. Lybanova M.V. "The concepts of 'quality' and 'competitiveness' are not the same for graduates of educational institutions" [17; p.343]. Kislyakova Y.G. and others [16] devoted to improving the quality of professional training of university graduates, the article adopted a qualimetric approach as a method of quality assessment. Dorjideeva V.A. [14] proposed a new indicator of "quality of life related to education" with less emphasis on its quality in the evaluation of education. Akhunova G.N. in 2003-2005, concluded that "the quality of specialists trained in educational institutions of Uzbekistan often does not meet the growing requirements of the practice of a market economy" [13; p.125], However, the HEI, regardless of its status and departmental subordination, must ensure the quality of education according to the scope and content of state education standards.

Important directions of improving the quality of higher education identified by our government are described in the article by Jumaev N.K., Bekmuradov A.Sh.: "Intellectualization of curricula and programs; informatization of the educational process; individualization of education; intensification of education; integration of education, science and real practice" [15; p.47]. On these issues Gulomov S. and Begalov B. emphasized that "The quality of the educational process is provided by such factors as the curriculum, the scientific potential of teachers involved in the educational process, the potential of students, the tools of the educational process, educational technologies, the quality of educational process management" [21; p.73]. In addition, Ochilov A.O. [18] argues that investment in the quality of education can be very beneficial for Uzbekistan. For the quality of education, we chose the average final exam scores of students (first attempt), and the number of graduates was chosen as the best representative of the amount of education [19]. Ochilov A., Ruziev Z., Babaeva L., Ganieva Sh. [20] determined that a change in the number of educated labor force per unit causes an almost 2 percent increase in economic growth in Uzbekistan. A change in capital investment by one unit leads to an increase in economic growth by 0.02 percent. An analysis of the scientific literature on the effective management of the higher education

system shows that research work on the modernization of the higher education system has not been fully and adequately implemented.

2. RESEARCH METHODOLOGY.

In order to effectively manage the training of highly qualified personnel in higher education institutions in Uzbekistan in the implementation of scientific research, interviews with scientists and industry representatives, analysis of their written and oral feedback, expert evaluation, process observation, systematic approach to economic events and processes, comparative conclusions, suggestions and recommendations in the relevant areas are given through the analysis.

Suggestions for analysis and results. On the topicality of the issues, on the basis of many years of research and pedagogical experience, we present the following scientific and practical proposals for the modernization of higher education in the country:

Suggestion 1. In accordance with the principle of results-oriented control management in the modern innovative economy, it is necessary to optimize the number of subjects in higher education institutions due to the need to move to the concept of "continuing education", and it is necessary to expand the practice of training bachelors for three years and masters for one year in areas of knowledge, such as humanitarian field; social sphere, economy and law; agriculture and water management; services. Given the relevance and basis of this proposal, we would like to emphasize that the knowledge studied in higher education institutions is rapidly becoming obsolete, shrinking from a hundred years in the Middle Ages to 50-20 years in the twentieth century, and in today's globalization their lifespan does not exceed 3-5 years, so the need for highly qualified personnel to acquire modern knowledge is growing rapidly. Knowledge and technology, which are based on education, created by scientists and specialists, and capable of establishing real control over production and resources in society, must be constantly updated because they are a means of meeting the needs of the state, society and the individual. Indeed, the concept of "lifelong learning" is based, first of all, on 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, secondly, the fact that an employee (specialist) working in only one field of study (specialization) is often limited by the knowledge of his/her field has a negative impact on the strong position of highly qualified personnel in society. Therefore, in order to increase the effectiveness of the management of the training of highly qualified and competitive personnel in the world, including in the universities of our country, the importance of creating, testing and timely transfer of new knowledge, it is important to accept the transition from the concept of "lifelong learning" to the concept of "continuing education" and adherence to its procedures which should be an objective necessity and purpose. According to the comparative analysis of these concepts, as a first scientific result, we proposed to optimize the number of subjects in the system of continuing education and reduce the period of training bachelors and masters from four to three years and from two to one year, respectively. The implementation of this proposal will allow graduates to improve their skills and certification through the online system once every three years for a period of one month, reduce the "spiritual obsolescence" of knowledge acquired at each stage of higher education, non-repetition, optimization of subjects taught in the previous stages of continuing education, the transition to new modern disciplines, increasing in the country's human development index and the number of highly qualified personnel - graduates of higher education institutions per 10,000 population. In addition, the level of provision of enterprises and organizations with the necessary specialists will accelerate by a quarter (25%), i.e. one year; saves a one-year cost of training bachelors at universities; increases the

contribution of community members to GDP; increases the level of activity and culture of the members of the society.

Suggestion 2. In order to increase the effectiveness of training management, it is better to use a system of "degree" instead of "grade", and it is necessary to organize teaching on the basis of "introductory-intermediate-advanced" stages, focusing on curricula, programs and specialties from simple to complex. The urgency and basis of this issue is that the emerging and existing shortcomings in the teaching of special subjects 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, to teach students to think innovatively through the use of educational technologies and interactive methods, that is, to organize training on the stages of "introduction-intermediate-advanced". Specialty subjects should be taught step by step in higher education institutions. Accordingly, undergraduate students in the 1st year are required to understand the basics, history, mission, goals, objectives, terms and principles of the subject; in the 2nd year, they are required to express their views on the knowledge and skills they have acquired; in the 3rd year, to think innovatively and take a critical approach to the subject; in the 4th year, they are required to be ready to create innovative ideas on the subjects they have been teaching for 3-4 years. 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. To improve the quality of education in higher education and combat corruption, the following is proposed: a) it is proposed to improve the performance of the "teacher-student" innovative management system in the educational process, evaluate the performance of teachers on a 100-point scale and, based on the results, encourage them or take appropriate measures. It is necessary to create effective mechanisms for the integration system of "student - teacher - dean's office - vice-rector - rector" in higher education. However, the rector or vice-rector cannot control 10,000 students and more than 500 professors every day, and the dean or deputy dean 1000-1200 students and 70-80 teachers, whether they are involving in corruption. Considering that a total of 20-25 students are attached to the teacher by the order of the rector, he should take time every day and meet with his students at least once a day, show his student the right way and, if necessary, fight corruption in this way. If the teacher does not have the strength to fight corruption, let him report to senior management; b) according to the current procedure, the minimum required mastering of students in the subject is 55%. However, according to the requirements of the order of the Ministry of Higher and Secondary Special Education of the Republic of Uzbekistan "On approval of the rules for determining the workload of teaching staff of higher education institutions and teaching methods, research and "teacher-student" work" dated September 10, 2018, for students enrolled in higher education institutions from the 2018-2019 academic year, it is 60.0%. Accordingly, in the system of 100% mastering of subjects in one university, we offer to leave the opportunity to give up to 50% of the student's knowledge (on current and intermediate assessments) to the teacher who teaches the subject, and the remaining 50% (final assessment of students' knowledge in electronic form) we offer to give to a professor from another university who teaches the same subject, and pay him on an hourly basis. It is expedient to entrust it to the State Testing Center of the Republic of Uzbekistan (its territorial subdivisions), the State Inspectorate for Quality Control in Education (its territorial subdivisions) or the Ministry of Higher and Secondary Special Education to carry out corruption combating in terms of the requirements of the principles, such as fairness, openness, transparency and efficiency.

The fight against corruption in higher education has become an urgent task. However, officials of the Ministry of Higher and Secondary Special Education and rectors of higher

education institutions have been sworn in on this issue. If Suggestion 3 will be implemented, it ensures that students' knowledge and skills in the subjects taught are assessed and passed without corruption.

Suggestion 4. It is necessary to make changes to the section "Research work" of the form of the personal work plan of the teachers, and the code of the specialty, the topic of the dissertation, the full name of supervisor, the scientific degree, the title, the signature, the level of performance of dissertations during the academic year, deadlines for dissertation defense, number of published articles should be covered in detail. The urgency of the proposal is that the scientific potential in universities is not at the required level. In addition, the fact that some universities are creating better conditions for professors with academic degrees and titles, which leads to the transfer of this category professors 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 remake a contract with teachers of the same category. The saddest thing is that many of them are wasting their time by publishing one or two dissertation thesis in their name every academic year, deceiving the leaders and themselves by saying that they are "performing the science". This often leads to a decline in the ranking of universities and the quality of education, and in some cases, the development of corruption. So it's time to make drastic decisions in this regard.

Given the limited time of the dissertation research work due to the level of relevance and the obsolescence of the topics, the executor can not repeat the planned task type and deadlines for 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 will be seriously engaged in research work or forced to move to another job.

Suggestion 5. In order to increase the effectiveness of management of training highly qualified personnel, it is necessary to develop mechanisms for the integration of higher education, science and industry. To do this, it is necessary to organize online monitoring of the work process of employers, the learning process of students, the process of solving the problems of enterprises on the basis of contracts by research institutions, as well as mutual visits of integration participants to enterprises, organizations and universities. However, one of the important factors in improving the efficiency of management of training highly qualified personnel is their employment on time. This means that at the present time it is important to select, hire and effectively use the labor of graduates of higher education institutions. Although highly qualified personnel are employed in various ways and means in places that require higher education, in fact, in recent years in the regions and sectors of the country, the employment rate of bachelor's degree graduates is not at the required level. Some employers do not hire graduates, and reports in this area are filled out in the name of falsification. In practice, however, the recruitment process is becoming corrupt. In order to prevent such a situation, it is advisable for employers to create a group of knowledgeable, experienced and reliable specialists of the manufacturing enterprises they lead, with the participation of which to organize practical training for university students in these enterprises. For this, mutually beneficial agreements should be signed between the university administration and employers.

While the state sets its tasks and conditions in the field of education, industrial enterprises and leaders must also come up with their own requirements and proposals in the field of education. What are the similarities and differences between production technology and education technology today, what changes are expected in their forms and content in the

near future, what are the internal and external relations between them, what specialists are needed to produce in this context, higher and secondary education? What are the problems between the enterprise and the educational institution for the implementation of training in special educational institutions, and how can they be solved jointly? Is the head of the organization, who contributed to the completion of the "portfolio of orders", i.e. involved in determining the number of students to be admitted to the new academic year on the basis of state grants or paid contracts, ready to hire these young professionals after 3-4 years? Are they interested in how students performed during their first, second, third academic years on the orders of enterprises and organizations? How they conduct training and internships, how they prepare and defend their dissertations, what they achieve in these processes and what problems they face? Is there a sufficient material and technical base for practical and laboratory training in educational institutions? What additional modern knowledge should be given to the trained personnel? What areas of our society are lagging behind, and what areas should be trained to develop these areas? In what areas are there more than enough specialists? Such questions should be of more interest than ever to the leaders and leading specialists of manufacturing enterprises who are not indifferent to changes in society. The expected result of this proposal is that employers who have seen or watched online the process of training highly qualified personnel in higher education institutions will not be able to state their unprovable excuse for hiring graduates, saying 'graduates do not have modern knowledge', as a result, they are forced to hire them. The efficiency of graduates' access to jobs that require higher education in their specialties will be increased.

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 employee's monthly salary should be equal to the teacher-professor's monthly salary. At the beginning of the academic year, this employee should prepare, coordinate, approve and monitor the implementation of a special program plan for each academic year for each teacher, professor, head of the department, dean of the faculty and other staff on the basis of indicators of ranking and competitiveness of universities, and the results should be discussed by the Council at the end of each quarter. After all, the special program executor (professor-teacher) cannot report monthly on the works that have not done and is forced to work on himself. As a result, the ranking, prestige and competitiveness of the university will increase.

Suggestion 7. The Ministry of Employment and Labor Relations of the Republic of Uzbekistan should create a global Internet site for graduates of higher education institutions, which should include basic information about bachelors and masters. After the creation of the state electronic information system on vacancies and needs in the country, the created global Internet sites must act as mandatory sites for registration of information on vacancies and needs. We explain the relevance and rationale for this proposal as follows. There is no system for collecting, analyzing and regulating the process of training and employment of specialists, which answers the questions of what are the positions and occupations in the labor market that require higher education in all sectors of the economy, and who occupies them, when these positions will become vacancies in connection with the results of attestation and retirement of employees. The Ministry of Employment and Labor Relations of the Republic of Uzbekistan should create a global Internet site for graduates of higher education institutions, which should include basic information (year of birth, nationality, gender, place of permanent residence, degree of higher education and specialty, rating points accumulated in 4 years (6) in the field of specialties on the basis of state educational standards, knowledge of foreign languages, computer literacy), and additional information (participation in social and political events and public works outside of scheduled hours; use of information and resource centers, internet, mass media and other sources; participation in international and national Olympiads and prestigious competitions; ability to engage in science and participate

in conferences; use their activities during the internship; speeches through the media; Level of compliance with the internal procedures of the university; level of spirituality, diligence, knowledge, initiative, responsibility, speech, leadership and other intellectual abilities) about bachelors and masters.

It is advisable that in order to control the regular operation of these sites strictly, the materials of the site should be supplemented/changed with the real information. This offer will allow bachelors and masters to be placed in a timely and reasonable manner to work somewhere or study in the next stages of education, to meet the needs of enterprises and organizations for knowledgeable and responsible personnel, furthermore, it serves to prevent cases of recruitment or concealment of vacancies on the basis of corruption, regardless of the level of literacy and responsibility of some employers.

Implementation of scientific proposals in practice. The scientific results of the doctoral dissertation (Suggestions 1-2), defended by the researcher A.O.Ochilov on the topic 08.00.13 - Management "Improving the effectiveness of management of training of highly qualified personnel" were put into practice in the preparation of current regulations, in this case, Law of the Republic of Uzbekistan "On State Youth Policy", Resolution of the President of the Republic of Uzbekistan dated June 5, 2018, No. PR-3775 "On additional measures to improve the quality of education in higher education institutions and ensure their active participation in the ongoing comprehensive reforms in the country" and Resolution of the Cabinet of Ministers dated October 20, 2018, No. 841 "On measures to implement national goals and objectives in the field of sustainable development until 2030".

3. CONCLUSION.

We believe that these proposals, which are an integral part of the scientific work, in the future will serve to increase the effectiveness of management of training highly qualified personnel in the higher education system of the Republic of Uzbekistan.

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