

# Modern Approaches To Management Of Training Of Highly Qualified Personnel In The New Uzbekistan Higher Education System

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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 cadres trained in higher educational institutions have a special place in increasing (exceeding) the country's prosperity and welfare of the people. 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.

## 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, in the "Development Strategy of New Uzbekistan for 2022-2026" [3], by 2026, educational programs and textbooks will be fully revised and implemented in educational institutions based on advanced foreign experience (goal 42), the part of continuous education up to higher education to reach 50% coverage level with higher education and improve the quality of education (Goal 46), Targeted preparation of 10 potential higher education institutions of the republic to enter the QS and THE international ratings by 2026 (goal 47), increase the number of non-governmental higher education organizations at least 50 in the country by 2026 (goal 49), improve the position of the Republic of Uzbekistan in the global innovation index and the tasks of entering the top-50 countries (goal 52) have been set by 2030.

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 [4-5], Decrees of the President of the Republic of Uzbekistan [2,6-8] and Resolutions of the President of the Republic of Uzbekistan [9-11]. 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 and develop higher educational system until 2030. This can be seen in the views expressed by the President in his speeches and direct conversations [14-17], 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.**

Akhunova G.N. In 2003-2005, "The quality of specialists being trained in the educational institutions of Uzbekistan in many cases does not meet the ever-growing requirements of the practice of the market economy" [18; p. 125] came to the conclusion, Dorjdeeva V.A. [19] proposed a new indicator of "quality of life related to education", taking less into account its quality when evaluating education. Kislyakova Yu.G.'s article [21] is dedicated to improving the quality of professional training of graduates of HEIs, and as a result of scientific research, the qualitative approach was adopted as a method of quality assessment. Lybanova M.V. "The concepts of "quality" and "competitiveness" are not the same description of graduates of educational institutions" [22; s.343] proved that. After all, HEIs, regardless of their status and departmental subordination, must ensure the quality of education according to the scope and content of the state educational 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"[20; 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" [26; p.73]. Also Ochilov A. [23] asserts that it can be useful to invest in Uzbekistan and improve quality of education. Po kachestvu obrazovaniya avtorov vybrany srednie final eksmanatsionnye bally studentsov (pervaya popytka) i kolichestvo vypusnikov [24].

Ochilov A., Ruziev Z., Babaeva L., Ganieva Sh. [25] 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.

**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:

**1. A proposal to move from the concept of "Lifelong learning" to the concept of "life-learning" in society.** 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.

## **2. A proposal to use the system of "levels" instead of "courses" in higher education institutions.**

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 create a model of 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 formation of knowledge and skills of students, as well as the gradual formation of creative abilities.

## **3. A proposal to improve the quality of education and fight against corruption in a higher education institution.**

To improve the quality of education in higher education institution 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. We would suggest to use effective mechanisms for the integration system of "student – (tutor)teacher - dean's office - vice-rector - rector" in higher

education which was developed according to the results of scientific research

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 (tutor) 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 higher education institution and the control is 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.

**4. A proposal to make changes to the "Scientific-research works" section of the personal work plan form of the professor-teacher.** 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 number of potential professors and teachers is a minority, 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.

**5. A proposal for effective management of the mechanism for launching the integration of higher education, science and industry.** 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 and improve the management of this mechanism. 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 vacancies, however, the recruitment process is becoming corrupt in some cases. 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 and established 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.

**6. A proposal to issue graded diplomas and "Bachelor's quality indicators" (intellectual, moral and management skills rating) application to graduates of higher education institutions.** 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. However, graduates with high marks (86-100%) in all subjects are awarded with an honors diploma, and students who graduate with average (55-70%) and quality indicators (71-85%) are awarded diplomas of the same category. Therefore, in accordance with our proposals, we believe that the implementation of this proposal can bring about the following achievements and advantages, if according to the knowledge, learning, skills and qualifications of the graduates of the bachelor's education courses, they are given differentiated-category diplomas and its second application: **firstly**, the student's need to become more knowledgeable, responsible, competent, hardworking and competitive, and professors' needs to work on themselves and provide students with worldly knowledge will increase; **secondly**, along with the knowledge and skills acquired by the students during their studies, it will be possible to calculate the quality indicators of the Bachelor (intellectual, spiritual and management skills rating) and present them to the employers; **thirdly**, the ability of ordering and consumer organizations to place orders for highly qualified personnel and to select them from OTMs will be eased; **fourthly**, in order to maintain and increase the institution's rating, the management of the higher education institution, with the participation of professors and experts in the field, creates the necessary conditions for students to graduate with high and medium ratings as much as possible. In our republic, the large number of high-class and first-class diplomas, as well as the small number of certificates, are of great importance in determining the rating of HEIs in our republic every year. **fifthly**, a high-class diploma for gifted and talented students who graduated from higher education institutions with a rating of 86-100%, and a first-class diploma for graduates with a rating of 71-85%; Class II diploma for students who have mastered the subjects on average, graduated from

higher education institution based on the rating of 61-70%; He studied with difficulty at the Higher Education Institution, he did not participate in training sessions and qualification practices many times for no good reason, he passed the subjects in 2-3 attempts with difficulty with 55-60% rating indicators, giving certificates to students who have not fulfilled the requirements of ACS, with low knowledge, or re-educating them for another year on the basis of a fee-contract at the final stage, giving them the opportunity to re-master the subjects, solves the problem of the current 55-85%, i.e., the same diploma is awarded to graduating bachelors with a very wide range of rating indicators; **sixth**, the number of educated and competitive personnel in the society will be increased, as a result, the enterprises of our republic will start working at an accelerated pace, the integration of higher education, science and production will be promoted, the commercialization of ideas will be realized, highly qualified personnel who meet world standards will start working in all aspects, all the social- economic and moral indicators have been increased, and our country will take a place among the developed countries in the near future. After all, the knowledge acquired by a student (master's degree) in the educational system is the most important factor necessary to increase the economy and rating of the company he works for, to rise to the ranks and support his family, that is, to find his place in society.

The following results are expected from this proposal: as a result of issuing graded diplomas and application of quality indicators to bachelors, healthy competition among students in the processes of studying and passing qualification practices in HEIs, studying on the basis of higher rating indicators and striving to become a competitive highly qualified staff will increase; the needs of professors and teachers to work more on themselves, to provide students with worldly knowledge based on modern ICT and pedagogical technologies, to improve the image of HEIs and their careers; the possibilities of employers to place orders for highly qualified personnel and to select them from HEIs will be improved, the level and rating of enterprises to produce products and provide services that meet international standards in accordance with requirements and needs will be increased.

### **7. A proposal to allocate a state unit coordinating the management of improving the rating and competitiveness of the institution in the HEI.**

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.

### **8. A proposal to create global Internet network sites dedicated to graduates of higher education institutions and to improve the employment of graduates using these sites.**

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, digitalization skills), 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, creative skills) 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.

### **9. A proposal to increase the responsibility of institutions in giving academic and financial independence to higher education institutions.**

As a modern approach to the management of training of highly qualified personnel in the higher education system of the new Uzbekistan, in accordance with the requirements of the Decision of the President of the Republic of Uzbekistan PQ-60 [12], the following additional powers were granted to the state higher education institutions granted financial independence in the field of academic independence: **First of all**, until the announcement of the decision, these educational documents were created by the main HEIs under the jurisdiction of the Ministry and approved by the Ministry for the students of the relevant bachelor's degree (master's degree) of the higher education institutions operating in our republic. It was possible to approve educational plans, educational programs, qualification requirements on the basis of professional standards, to determine the form of education taking into account the language of education and the characteristics of educational directions and specialties. **Secondly**, in accordance with the requirements of the Decision of the President of the Republic of Uzbekistan No. PQ-3775 [11], the authority to determine the terms of education is given to HEIs, which places a great responsibility on the management of the institutions. After all, undergraduate students are trained in 3 years in many developed countries, for example, in Austria, the Netherlands, Italy and Norway. In fact, changing the study period of undergraduate students from 4 years

to 3 years has a significant socio-economic effect, such as one year less participation of students in HEI, one year reduction of payment-contract funds, one year acceleration of higher education coverage. **Thirdly**, setting the cost of studying at the higher education institutions on the basis of a fee-contract, providing grants from extra-budgetary funds, giving the authority to accept the doctoral studies on the basis of competition in addition to the quota, creates a wide range of opportunities for scientific researchers, as a result, the scientific potential of the higher education institutions of our republic is increased. In addition, on the basis of Decision No. PQ-60, the restriction of a doctor of science (professor) to supervise up to 6 doctoral students and independent researchers was removed. **Fourth**, many graduate students today have full-time jobs in the labor market. An employee (student) enrolled in a master's degree does not comply with the requirements of the Labor Code and other regulatory documents. In accordance with the requirements of the above Decision, the introduction of part-time, distance and evening forms of education at the master's level creates conditions for the student enrolled in the master's level to easily maintain a job in the labor market. **Fifth**, official permission to implement academic mobility between institutions of higher education on the basis of mutual agreements gives the student the opportunity to acquire modern knowledge and skills, which are limited in the HEI he is studying, by choosing another HEI (or HEIs). For this purpose, professors and teachers sent to HEIs of developed foreign countries will have the opportunity to teach students based on world standards and improve the quality and efficiency of education.

Sixth, the authority to create and publish textbooks, training manuals and other educational literature for a higher educational institution (educational institutions within its structure) creates conditions for timely review and publication of these educational literature being prepared in HEIs. One of the most important aspects of the Decision of the President of the Republic of Uzbekistan "On Measures to Grant Financial Independence to State Higher Education Institutions" [13] is the establishment of Supervisory Boards instead of Boards of Trustees in state higher education institutions granted financial independence from



January 1, 2022. In this regulatory document, the composition of the Supervisory Board is approved by the relevant ministry (department) where the higher education institution is located, the rector of the Higher Education Institution is appointed and dismissed by the Supervisory Board, the Supervisory Board transfers its powers to the board of the higher education institution, and also assumes the powers that belong to the board of the higher education institution. It was determined that he is entitled to receive it.

In paragraph 6 of the Decree No. PF-5847[8] of the President of the Republic of Uzbekistan dated October 8, 2019 "On approval of the concept of the development of the higher education system of the Republic of Uzbekistan until 2030", students in connection with ensuring the financial independence and stability of higher education institutions and strengthening their material and technical support residences, library, educational workshops, laboratories, sports rehabilitation and timely provision of the growing need for social infrastructure objects and strengthening of their material and technical base based on the requirements of the time; the tasks of organizing construction, reconstruction and capital repair works based on the requirements of the times, using advanced technologies and engineering solutions based on innovative technologies, resource-efficient and fast-building constructions and materials in this process are defined. In order to fulfill the tasks of this Decree and increase the effectiveness of the reforms implemented in the higher education system, to ensure the financial stability of state HEIs, to independently solve the issues of strengthening the material and technical base, to expand the possibility of attracting funds for scientific research activities, and to develop a competitive environment among higher education institutions, PQ- In accordance with the requirements of Resolution No. 61, the state higher education institutions granted independence were given the authority to make independent decisions on many issues from January 1, 2022. Determining the cost and duration of training on the basis of a fee-contract as part of such powers; attract local and foreign professors and specialists on the basis of contracts and determine the amount of remuneration for their work based on the requirements of the

market situation, allocate scholarships and grants for students at the expense of their own funds; direct purchase of educational and scientific literature, textbooks and manuals from foreign countries; determining the procedure for providing paid services in vacant buildings and structures, etc.

**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".

**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. In addition, from the point of view of the relevance of the issues on the agenda, research tasks, research objects and subjects have been defined, and research works are being carried out in order to study and improve each of the suggestions given in the article. If you consider it necessary, we inform you that you can send your proposals and recommendations to the e-mail address akram.oo@mail.ru in order to increase the efficiency of management of training of highly qualified personnel in higher education institutions.

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