

# On The Development Of The System Of Training Of Managers In The State Academy Of Management Under The President Of The Republic Of Uzbekistan

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## **Abstract**

*The article covers the establishment of the state Academy of management under the president of the Republic of Uzbekistan and activities of the Academy for training, retraining and professional development of management personnel in the state and society. Over the past period, reforms aimed at developing the activities of the Academy and their importance, introduction of new methods and technologies into the personnel training processes, the impact of the Academy's personnel training and its results, as well as achievements in international cooperation were analyzed.*

**Key Words:** *Academy of Public Administration, Learners, retraining and qualification courses, faculty and branches, international cooperation.*

## **INTRODUCTION**

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.

## **MATERIALS AND METHODS**

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[1].

This academy was assigned a number of important tasks such as increasing political-legal, moral, cultural and professional training of heads of various ministries, departments and authorities in the country, and their retraining, coordination of scientific research work in the construction of the state and society, development of programs to increase the effectiveness of management. "The essence of the Academy is embodied in its name. It reflects everything: it should have a historical, decisive significance in the construction of our statehood, civil society, in the reform of political, economic systems, in the achievement of the goals set before us"[2] said the first president of the Republic of Uzbekistan I.Karimov. The newly established institution within the framework of its activities:

- to carefully select talented, intelligent listeners among employees and leaders of state, public and economic structures, to increase their political, moral and professional level, to educate them as

capable supporters of restoration of the legal democratic state and Society of citizens built on the basis of harmony of national and universal values in the Republic;

- training of prospective young managers with higher education, two years of work experience for their comprehensive intelligence, spiritual and professional advancement;
- participation in the development and implementation of a new system of certification of management personnel and specialists;
- drawing up a professional card of the leader with the help of modern methods and forming a Reserve Bank of leaders for all sections of society and state construction;
- training of highly qualified personnel in specialties through doctoral and postgraduate studies;
- carrying out scientific research on improvement of state and society construction, economic development, psychology and sociology, as well as developing recommendations on improvement of personnel policy;
- scientific examination of concepts, programs, projects, recommendations and other documents related to the activities of the institutions for retraining and professional development of personnel in their specialty;
- the main directions of international cooperation in the field of professional development and training of management personnel, establishment of creative relations with academies, universities, institutes and other organizations of foreign countries have been defined[3].

In the charter, the admission of listeners to the Academy was carried out by the order of the rector of the Academy, which was approved by the decision of the Cabinet of Ministers to determine the number of listeners to be accepted annually. The procedure for admission to study was carried out in accordance with the rules of admission, approved by agreement with the state adviser of the president of the Republic of Uzbekistan – the head of the organizational and personnel service.

New structures that were not 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.

## RESULT AND DISCUSSION

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[4].

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 Ministry of foreign affairs, 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")

The audience increased their professional training in such areas as " history of international relations", " foreign policy and diplomacy", " international economic relations", " international finance", " world and regional economy", " international law", " diplomacy and consular service "and" politology".

*Information about the audience who studied in the Academy of aging of the state and society for 1995-2012[5]*

Year s	Specialties				Total	That,		
	Constructio n of the state and society	Fundament als and principles of market economy	Public relation s	Foreign economi c relations		Wome n	Abov e in the post	Decrease d position
1995- 1997	139	123	21	23	<b>306</b>	13	271	35
1997- 2012	712	738	296	287	<b>2033</b>	86	1818	215
<b>Total</b>	<b>851</b>	<b>861</b>	<b>317</b>	<b>310</b>	<b>2339</b>	<b>99</b>	<b>2089</b>	<b>250</b>

In the first years, about 60 professors and teachers worked at the Academy, 21 of them received the academic title of professors[6]. It has been defined as the main task of providing the professors and teachers with a high level of efficiency of the educational process, developing initiative and creative ability, aspiration for scientific research in the audience, as well as carrying out research work that ensures a high level of educational content[7].

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. All this contributed to the formation and development of new thinking and worldviews in the audience. In this regard, the first president of the Republic of Uzbekistan I.Karimov said that "the fate of reforms, its effect, its impact on our lives depend primarily on the qualification of personnel, the extent to which they have mastered their work, their patriotism and self-sacrifice. It is known to many that this problem becomes the most difficult, most difficult issue in today's transition period. If we could achieve the right solution to this problem, if we could solve the issue of putting people who feel grief, anxiety, suffering, who are business, entrepreneur, knowledgeable, honest, religious, glue, burning people as citizens in place, I am sure that our work will always come from Barari, victory and good luck"[8].

Therefore, the organizational structure of the academic process of the Academy has been more oriented towards the area of management organization. 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[9].

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.

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[10]. 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[11] 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.

At the same time, in the decree, conducting research work on the issues of Public Administration, the development of proposals for further improvement of the existing system on the basis of in-depth study of the experience of the organization of the system of Public Administration in foreign countries were established before the Academy as one of the main tasks.

The Academy has established general metodological and special departments and optimized already existing ones. New educational programs have been developed for the economic and social spheres of Public Administration, as well as for the direction of regional management. The subjects to be taught were optimized saving 1152 hours of audience hours. Five new disciplines were added: "Analysis of Situations, Decision-making and Execution in Public Administration", "Service Records and Speech Skills", "Models of Economic Development", "Public Policy in the Field of Innovation, Science and Technology", "System of Values and Moral Qualities of Civil Servants, Development of Leadership Skills"[12].

In the training programs, more lessons were allocated for practical training, and in order to apply the knowledge gained by the audience in the production process and they were sent to higher state management bodies and large local and joint enterprises ("Shurtangazkimyo", "Mubarek gas processing plant", "Fergana oil refining plant", "Almalik mountain-Metallurgical Combine") for internship.

Periods	Total hours	Theoretical	Practical	That,				
				General Science		Specialized subjects		Subjects for Choice
				Hour	Number of	Hour	Number of	

					subjects		subjects	
<b>2012-2015</b>	<b>1152</b>	476	676	448	7	512	12	192
<b>2015-2017</b>	<b>1152</b>	342	810	576	9	416	9	160

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[13].

In the following years, a number of works have been carried out in order to train, retrain and regularly improve the skills of leading personnel in the system of Public Administration in our country. Over the past period, the Academy carried out intensive training and retraining of highly qualified, politically and spiritually mature leadership personnel, which will contribute to the democratization of our society, liberalization of economy and development of free civil society.

However, as time progressed and the political and legal consciousness and culture of the population grew, ... the requirements of "personal responsibility and responsibility of management personnel"[14] are increasing. "... the formation of a new composition of leaders and officials who have high professional skills and modern thinking, who are able to make the carefully-thought-out right decisions in all respects, and who achieve the set goals"[15] was defined as the main task, indicating the need to introduce new reforms into the industry by the President of The Republic of Uzbekistan SH. Mirziyoev. Zero "... it is time to formulate a practical reserve of personnel, develop a targeted program that will include important issues of their training and retraining"[16].

Because "... It will be correct to say that the Academy of Public Administration under the president is absolutely not able to cope with the task assigned to it. Therefore, it is necessary to radically change both this academy and its working style and to revise the leadership cadres"[17], – says the president of the Republic of Uzbekistan Sh.Mirziyoev.

The reason was the increasing demand for the deep integration of the academic process with management practice, the broad introduction of interactive and modulated methods into the system of training and professional development of management personnel. It has become necessary to harmonize the disciplines taught with the characteristics of managerial personnel training, to look at the problems of scientific research in public administration. Also, at the present stage of its development, it was necessary to liberalize society, update the approach, further improve the system of Personnel Training in modernization and reform of the country, and adapt the organizational, educational and scientific-practical activities of the Academy to the modern requirements.

Decree[18] 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[19] 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[20].

As a result of the new reforms, a total of 16 new disciplines, such as "The Spiritual Foundation of Management", "Structural Analysis and Management Decision-making", "Strategic Planning of

Territorial Management and Development of the Territory", "Innovation Management", "Ethics And Management Culture", "Diplomatic Protokol and Etiquettes", and "Public speaking skills", were added and the practice sessions were increased by up to 70 percent[21]. Previously, this indicator was 58%[22].

The period of internship in the structural divisions of state and economic management bodies, non-governmental organizations was extended to 36 weeks. Of these, 16 weeks were allocated to the internship in the capacity of the head of the relevant organization or the "dublyor" of the deputy head; 4 weeks were allocated to the foreign internship.

In 2015 year on the basis of the Moodle platform, the Academy established the portal of distance learning (estady.dba.uz) operating system installed. The Moodle platform is multifunctional, flexible, reliable and user-friendly, and today there are more than 60 thousand servers of this system in more than 100 countries, this distance learning portal is designed to provide remote communication to the audience, the use of more than 30000 books in the Academy ARM (Information Resource Center), the constant updating of new information on the course, the choice of a course and a teacher, the conduct of webinars and online testing, and opportunities to constantly contact with graduates.

Currently, 165 training courses, 8600 users, 10327 tests and questions checking the knowledge of the audience, 2417 information resources are placed on this educational portal. Also, the Academy conducts work on the preparation of video lectures of 110 subjects in total[23].

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[24] at the Academy. The institute was entrusted with such tasks as the introduction of advanced methods of studying and solving youth problems, the development of international cooperation in the implementation of state policy on youth, the organization of retraining and professional development training courses for prospective young personnel of state power, state and economic management bodies and public organizations on the basis of developed training plans and programs, creating manuals about professional development of young managers. Currently, there are 2 departments and 5 sub-departments in this institute.

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.

The audience will be accepted on the basis of the proposals and recommendations of the Union of youth of Uzbekistan, State Management Bodies, Public Organizations of the Republic of Uzbekistan, prospective personnel with higher education and at least 2 years of work experience not exceeding 30 years of age on the basis of the exam. Entrance examinations are conducted in 2 stages through the form of tests and interviews.

The duration of re-training is 16 weeks (the total volume is not less than 576 hours, taking into account the acquisition of experience), separated from the production. Audience training was determined not more than 36 hours per week, the highest volume of training load was determined not more than 54 hours per week.

Professors and teachers of the Department of "Management psychology and leadership" give the audience knowledge on the social, psychological, spiritual and legal basis of management, peculiarities of Leadership, Initiative and acquisition of leadership qualities. In this context, the main goal is to form a systematic analysis, logical thinking, effective decision-making skills and skills in the audience.

The Department of "Strategic management" is carrying out research on strategic planning and management of the activities of prospective young personnel of state authorities, economic and public organizations, development of projects aimed at increasing the social activity of young people. This department was organized with the aim of forming the skills of active participation in the economic policy carried out by the state.

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[25].

By the decree[26] 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. With this decision in the regional branches:

- formation of skills of management personnel on the basis of modern educational technologies of the educational process, conducting interactive sessions and round-the-clock conversations, analyzing and solving problems in the regions;

- maintaining a basic position in the workplace and average monthly salary during the study period for the listeners who are studying in the qualification courses without leaving the workplace;

- training on management personnel, including state grant without separation from production and short-term programs whose duration on the basis of payment-contract does not exceed one month;

- only local government bodies, territorial structures of Public Administration bodies, management personnel and responsible employees of other state organizations are accepted for qualification courses on the basis of state grant.

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[27].

According to April 2019, 7175 heads and civil servants improved their qualifications in the Academy and its branches[28], including:

<b>№</b>	<b>Name of the bodies of state power, state and economic management</b>	<b>Retrained ones</b>
<b>1.</b>	Heads of district divisions	3447
<b>2.</b>	Deputy governors of district (city)	1112
<b>3.</b>	Profilaktika inspectors	277
<b>4.</b>	Heads of people's reception	214
<b>5.</b>	Training courses in places organized in Namangan and Fergana regions	189
<b>6.</b>	Representatives of the group working with a layer of the population in need of social protection	257
<b>7.</b>	State security officers	85
<b>8.</b>	Republican Council on coordination of activities of self-governing bodies of citizens	179
<b>9.</b>	Management personnel of "Uzbekneftegaz" JSC	230
<b>10.</b>	52 district governors, sector leaders, deputy governors	780
<b>11.</b>	Heads of commercial banks	98
<b>12.</b>	Higher education institutions	283
<b>13.</b>	Other organizations	24
<b>Total</b>		<b>7175</b>

In addition, the Academy organizes courses on retraining and professional development of representatives of some spheres. 4-month long correspondence courses for the legislative Deputies of the Oliy Majlis of the Republic of Uzbekistan and 10-month correspondence courses for military personnel are organized. In addition, short-term special training courses are organized for employees of state and economic management bodies responsible for consideration of citizens' appeals, activists

of political parties and deputies of local councils, bank employees and employees of Uzbekneftegaz JSC.

On June 27, 2019, the resolution[29] of the president of the Republic of Uzbekistan was adopted in order to further develop the system of training, retraining and professional development of management personnel, to raise the level of personnel provision in the state and economic management bodies.

With this presidential decree, starting from the academic year 2019/2020 in the Academy:

- 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".

According to the decree, in 2019/2020 academic year 36 grants to the master's degree for 1 year, 54 payment-contracts, 12 grants to the master's degree for 2 years, 18 payment-contracts, separated from the production;

24 grants for 4 months of retraining courses separated from production, 36 pay-contracts, 36 grants for 10 months of retraining courses without separation from production, 54 pay-contracts – total 270 quotas were allocated.

A total of 1250 applications were accepted in the admission processes organized for 120 post-graduate studies and 150 allocated places for retraining courses; that is an average of 5 contenders per seat[30].

The formation of a database of worthy candidates for training, retraining and professional development of management personnel, the employment of graduates and their professional growth status are carried out by the monitoring and professional growth Department of the Academy.

The Academy established effective relations with representative offices of a number of international organizations, institutions and funds. These relations have a constructive character, they include modernization of the system of Public Administration, activities of local government bodies, cooperation in various sectors that contribute to achieving maximum efficiency of management.

Since the first years of its activity, the Academy has established extensive cooperation with the UN office in Uzbekistan. In particular, international projects such as TACIS, IREX, IESC, AED, USAID, UNV/VNDP, DAAD, international financial institutions such as the World Bank, the European bank for reconstruction and development, the Asian bank, the National School of administration under the Prime Minister of France (ENA) and the Lil regional administration Institute (L'IRA) were in cooperation. The Academy managed to receive 10 international grants, the total amount of which is 5 889 864 US dollars, in the period up to 2000 years.

At present, international cooperation has become one of the priorities of the Academy of Public Administration and cooperation with leading international partners is being carried out in this regard. Foreign specialists with high qualifications in the field of State and Public Administration are involved in the organization and conduct of Educational, Scientific and methodical work. With the aim of studying advanced foreign practice and introducing the worthy ones into practice, academic exchange with leading foreign educational institutions and centers was established.

In order to get acquainted with the achievements of modern science and technology in the field of administrative management of foreign countries, 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".



*Information on the internship of teachers (employees) and listeners of the Academy of State Management under the president of the Republic of Uzbekistan abroad for 1995-2020*

Years/periods	Sent abroad (number)	
	Audience	Pedagogues/Teachers
1995-2011	605	495
2012-2016	58	74
2017-2020	208	154
<b>Total</b>	<b>871</b>	<b>723</b>

Analyzing the number of teachers and listeners sent abroad during the previous period at the Academy, in 1995-2011, approximately 38 listeners and 31 teachers per year, 15 listeners and 18 teachers in 2012-2016, 53 listeners and 36 teachers in 2017-2019 were sent abroad for internship and practice. Of course, as a result of the reforms carried out in the last years, we can see that the Academy has developed international cooperation relations.

In the 2018-2019 academic year, the Academy established cooperation with 13 international and regional organizations and educational institutions[31].

To this end, a joint project on the theme "Assistance in the training of management personnel in Uzbekistan", whose value is equal to 350 thousand US dollars, was implemented in cooperation with the UNDP in order to develop and support the training, retraining and professional development of highly qualified management personnel for the system of Public Administration.

Currently, in cooperation with the Korea International Cooperation Agency (KOIKA), the project "Increasing the capacity of the Academy of Public Administration through the introduction of innovations in the public sector of the Republic of Uzbekistan" is being implemented for 2018-2020. The cost of this project is 3 million US dollars and within the framework of which further improvement of the capacity of the Academy of Public Administration training, retraining and professional development of management personnel is being carried out.

The Academy cooperates with more than 30 international and regional organizations and foreign higher education institutions such as UN Development Programme global Center for public service improvement, Hanns Zeydel Foundation, Asian Development Bank office, coordinator of security and Cooperation Organization projects in Europe, German society for international cooperation (GIZ), Regional Office of Conrad Adenauer Foundation, South Korean Institute for public service training (COTI), Korea International Cooperation Agency (KOIKA), National Institute for Human Resource Development (NHI) of the Republic of Korea, France National School of management ( ENA), Virginia Polytechnic Institute (Vi-Tech), Academy of Public Administration under the president of the Republic of Azerbaijan, Nagoya University of Japan, European College of Belgium, School of administrative management of Italy (Mian), UN TD Global Center for public service improvement, Regional Office of the Fridrix Ebert Foundation, National School of Public Service (SNA), Waseda University, National Institute of political studies of Japan (GRIPS), School of Management, Russian Academy of national economy and public service under the president of the Russian Federation, Moscow State University named after Lomonosov, Public Administration under the president of the Republic of Kazakhstan, Shanhai Academy of Social Sciences under the president of Tajikistan, Kazan Federal University.

## CONCLUSION

The need for potential personnel meeting modern requirements in various spheres and sectors of Uzbekistan, which is rapidly developing today, is increasing. In addition, 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.

Having opened up-to-date and promising areas of Personnel Training, it is necessary to reduce the normative requirements for applicants and increase the quotas for admission. It will be appropriate for tenders to organize master classes and seminars with the participation of experienced heads of

state bodies, regional governors, introduce mobile, effective and convenient methods of getting acquainted with their work activities, increase the number of practice sessions for the audience.

It is also necessary to conduct more sociological questionnaires with the participation of civil servants working in the management bodies of the middle and lower layers in order to identify the problems that impede development. For this the mobile method (social networks) should be used effectively. It is necessary to find real solutions to the identified problems, to introduce them into the upper layers of these bodies and to regularly study and analyze the effectiveness of the proposals submitted. We think that all this will serve to eliminate the existing shortcomings in management more quickly.

It is also necessary to identify the requirements for leadership personnel, pay a special attention to their spiritual outlook and diplomatic ethics in the formation of the reserve of candidates and introduce modern methodological methods into practice in this regard.

In order to effectively use the academic potential of the Academy, the experience of professors and teachers, as well as material and technical support, it is necessary to organize field courses and master classes. Thus, at the Republican level, the Academy's coverage of senior staff and reserve personnel will increase and will serve to prepare dedicated leaders who will serve to the development of the country and the welfare of our people.

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