

THE ROLE AND IMPORTANCE OF MANAGEMENT PERSONNEL IN ACHIEVING THE NATIONAL GOALS OF UZBEKISTAN ON THE BASIS OF THE UN SUSTAINABLE DEVELOPMENT GOALS

Atamuratov Murat Utepbergenovich,

Vice-rector of Tashkent State Technical University named after I.Karimov

Doctor of Philosophy in Political Science (PhD), Associate Professor

atamuratov78 @ rambler.ru; Phone: (+94) 631-26-25

Annotation

The article highlights the role and importance of management in Uzbekistan's achievement of national goals based on the UN Sustainable Development Goals. Also, the requirements for managers today, the competencies that need to be formed in management personnel are analyzed. Practical suggestions and recommendations on the formation of management competencies in management personnel were developed.

Keywords: UN Sustainable Development Goals, national goals of Uzbekistan, management staff, management competencies.

Аннотация. Мақола БМТнинг барқарор ривожланиш мақсадлари асосида Ўзбекистоннинг миллий мақсадларга эришишда бошқарув кадрларининг ўрни ва аҳамияти ёритилган. Шунингдек, Бугунги кунда раҳбар кадрларга қўйиладиган талаблар, бошқарув кадрларида шакллантирилиши лозим бўлган компетенциялар таҳлил этилган. Раҳбар кадрларда бошқарув компетенцияларини шакллантириш бўйича амалий таклиф ва тавсиялар ишлаб чиқарилган.

Калит сўзлар: БМТнинг барқарор ривожланиш мақсадлари, Ўзбекистоннинг миллий мақсадлари, бошқарув кадрлари, бошқарув компетенциялари.

Аннотация. В статье освещается роль и значение менеджмента в достижении Узбекистаном национальных целей, основанных на Целях устойчивого развития ООН. Также анализируются требования к менеджерам сегодня, компетенции, которые необходимо сформировать у управленческого персонала. Разработаны практические предложения и



рекомендации по формированию управленческих компетенций у управленческого персонала.

Ключевые слова: Цели устойчивого развития ООН, национальные цели Узбекистана, управленческий персонал, управленческие компетенции.

Introduction

The Sustainable Development Goals are a global call of the United Nations to all countries to improve the economic, social and environmental situation in the world, which will further improve the well-being of people, preserve the environment and preserve biodiversity. The main goal of Sustainable Development until 2030 is a new global commitment to eradicate poverty and move the world towards sustainable development. This document was presented at the September 2015 summit of the United Nations General Assembly in accordance with Resolution No. 70 adopted 17 goals and represents 169 functions.

The implementation of the national goals of Uzbekistan on the basis of the United Nations Sustainable Development Goals imposes a number of tasks on the leadership. The state programs adopted for the implementation of the Action Strategy for the five priority areas of development of the Republic of Uzbekistan in 2017-2021 set out specific measures in line with the United Nations Sustainable Development Goals. In particular, the state program for the Year of Science, Enlightenment and Development of the Digital Economy sets 284 tasks. Implementation of these tasks requires increasing the competence and responsibility of management personnel at all levels of public administration.

The Coordinating Council for the Implementation of the National Goals and Objectives in the Field of Sustainable Development of the Republic of Uzbekistan until 2030 A number of reforms are being carried out to ensure communication between government agencies and other organizations of the Republic of Uzbekistan, as well as to establish practical cooperation between Parliament, government and civil society institutions in achieving the United Nations Sustainable Development Goals.



Figure 1. UN Sustainable Development Goals

A Parliamentary Commission has been established to monitor the implementation of the National Goals and Objectives in the field of sustainable development of the Republic of Uzbekistan until 2030. The Parliamentary Commission is a permanent body of the Board under the Oliy Majlis of the Republic of Uzbekistan. Assists the Coordinating Council for the implementation of national goals and objectives in the field of sustainable development of the Republic of Uzbekistan until 2030 to ensure the effective functioning of government agencies, relevant ministries and agencies to ensure the implementation of national goals and objectives, intersectoral coordination and an integrated approach to achieving the Sustainable Development Goals.

In order to organize systematic work on the consistent implementation of the UN Global Agenda for Sustainable Development, the Cabinet of Ministers of the Republic of Uzbekistan on October 20, 2018 adopted Resolution No. 841 "On measures to implement the National Goals and Objectives in Sustainable Development until 2030". Under this resolution, the government has been assigned 16 national goals and 125 tasks for sustainable development until 2030. A Coordinating Council for the Implementation of National Goals and Objectives has been established, with the Ministry of Economy and Poverty Reduction of the Republic of Uzbekistan as its working body. The working body is to make decisions on the necessary implementation of the National Goals and Objectives, which must be fulfilled by the state and economic administration bodies



responsible for the implementation of the National Goals and Objectives; Including relevant specialists and experts to develop and address issues related to the implementation of national goals and objectives having rights foreign, as well as scientific and other institutions. The "road map" was approved by the Cabinet of Ministers.

It should be noted that in his speech at the 72 nd session of the UN General Assembly on September 19, 2017, President of the Republic of Uzbekistan Shavkat Mirziyoyev noted that the next five-year strategy for the development of Uzbekistan was adopted. The essence is that it is fully in line with the United Nations Sustainable Development Goals.

Indeed, a number of achievements have been made in the implementation of the UN Sustainable Development Goals, which include 17 areas of human development until 2030. In particular, improving the quality of education in our country, increasing the role and activity of women in society, reducing child mortality; improving maternal health; positive results are being achieved in the prevention of various infectious and dangerous diseases, ensuring environmental sustainability.

Requirements for leading personnel in achieving the national goals of Uzbekistan on the basis of the UN Sustainable Development Goals. Achieving sustainable development goals requires the active participation of leadership. Therefore, modern management personnel should be the main initiators in the implementation of the priorities of long-term sustainable development goals. President Mirziyoyev said: "The main task of every leader is to live among the people, listen to their problems, take immediate measures to meet the needs and legitimate demands of the population." It is unfortunate that at the moment there is no practical reserve of personnel capable of carrying out the assigned tasks responsibly and professionally. " This shows that the reform of the management training system is urgent in the light of modern requirements.

Achieving the national goals of Uzbekistan, developed on the basis of these goals, is inextricably linked with the training of potential leaders and management staff. At the current stage of reforms in the country, the new requirements for the leading cadres of public authorities and administration pay special attention to their content. In his Address to the Oliy Majlis, President Shavkat Mirziyoyev said: indicates that the role of staff is high.

The work to be done in the field of human resource development to ensure the implementation of the national goals of Uzbekistan on the basis of the United

Nations Sustainable Development Goals includes the following areas:

1. Improving the regulatory documents related to personnel policy at the level of existing requirements.
2. Improving competitiveness in the field of training.
3. Ensure that managers and management staff receive continuous training and continuous improvement of their skills.
4. Regularly ensure that all educational institutions in the system of retraining and advanced training operate at the level of modern requirements.
5. Implementation of modern advanced methods of personnel selection system.
6. Monitoring the effectiveness of human resources.
7. Development and implementation of an electronic personnel management system.

Based on the experience of the world's leading countries, based on the United Nations Sustainable Development Goals, in increasing the responsibility of Uzbekistan's management in achieving national goals in this area, attention should be paid to:

1. Elimination of low level of professionalism in civil servants.
2. Improving the efficiency of the system of professional training of civil servants.
3. Elimination of uncertainties in the organizational mechanisms of professional training, selection and advanced training of personnel for the service.
4. Creation of a network of educational institutions in the field of training public administration personnel, which will provide the authorities with qualified personnel.
5. Targeted training of civil servants to form a system of public procurement in the field of public administration and to perform the functions and responsibilities of public authorities.
6. Improving the effectiveness of vocational education management in this area.
7. Eliminate the lack of effective tools and forms of interaction between government agencies and educational institutions in the training of civil servants.

As noted by President Sh.M.Mirziyoev, "In the future, we should consider and discuss the issue of direct election of local governors by the people. If each region elects its own leader, a drastic increase in the responsibility of leaders to the people and society can be achieved.

At the same time, it should be noted that in achieving the national goals of Uzbekistan on the basis of the United Nations Sustainable Development Goals new democratic

requirements for the selection of leadership and management personnel. It is important to create a system (Figure 2).

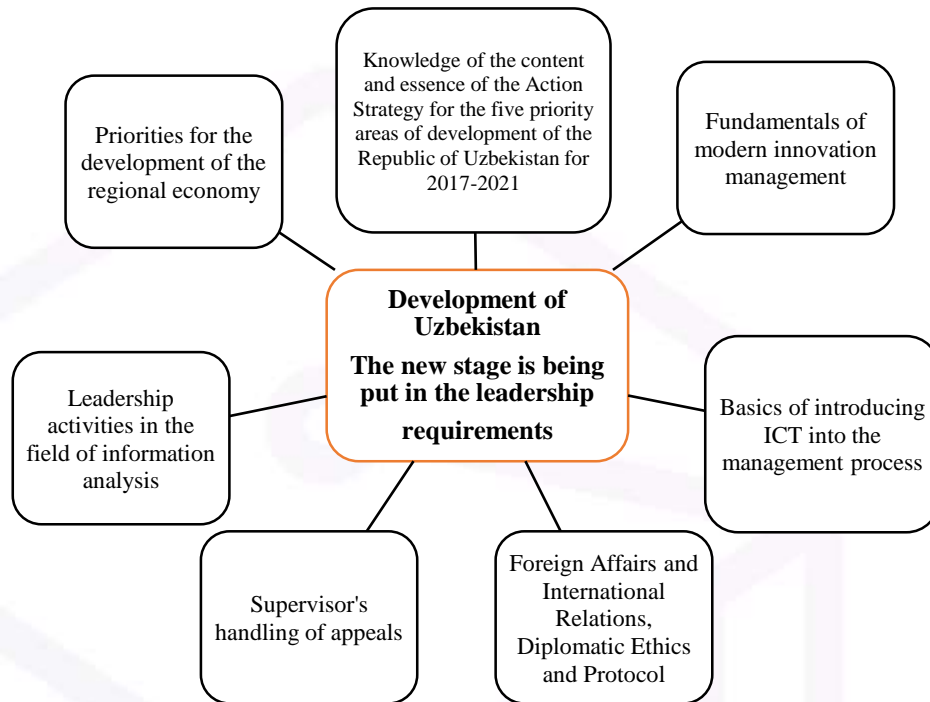


Figure 2. Management Personnel Requirements for Uzbekistan's Achieving National Goals on the Sustainable Development Goals of the United Nations

The modernization of the institutional system of leadership and management will also change the criteria for assessing human performance. Now, in assessing the performance of management and management personnel, first of all, the priority of human interests has become an important criterion. The public service of government agencies is of crucial importance. In addition, the rule of law, adherence to the principles of justice, commitment to national and universal values, modern leadership, service to building a free and prosperous life, loyalty to the Fatherland, competence, confidence in the national idea.

In the socio-economic development of the regions, it is necessary not only to increase the capacity of leading personnel, but also to improve the activities of the sector organized in the regions. In this process, sector leaders and sector working group members. In the development of "road maps" for socio-economic development of districts (cities) on the basis of a comprehensive in-depth analysis and generalization of the problems identified in the mahallas, attention

should be paid to the following aspects:

- Character identification;
- Determining the urgency of the problem;
- **Target** formation;
- Determine the structure of available capacity;
- **Problem solving alternatives** to find;
- Evaluation of available alternatives;
- Choose one of the alternatives;
- **Solution to the problem** create;
- Recognition of the solution option by colleagues and management;
- Provide a problem-solving process;
- Management of the solution implementation process;
- Evaluation of the applied solution.

In achieving the national goals of Uzbekistan on the basis of the United Nations Sustainable Development Goals, it is important for management personnel to know the following about the complex socio-economic development of the Republic of Karakalpakstan, regions, districts and cities of Tashkent:

- Social sphere indicators
- Economic development indicators
- Indicators of agricultural development
- Communal services and housing issues
- Indicators in the field of law enforcement
- Communication with the public, indicators of the effectiveness of measures taken to address the issues raised by the population
- Consideration of appeals to the People's Reception and the Virtual Reception of the President of the Republic of Uzbekistan.

As the President Sh.M.Mirziyoev noted: “If we do not do these things ourselves to achieve the goals we have set for ourselves, no one else will do them for us. From this point of view, I think it is time to develop a targeted program, which includes important issues of forming a practical reserve of personnel, their training and retraining.

The main task is to form a new staff of dedicated leaders and officials with high professionalism and modern thinking, well-thought-out, responsible and accountable, able to make the right decisions in all respects, to achieve the set

goals. In this regard, territorial administrations should pay special attention, first of all, to the training of qualified personnel for district and city khokimiyats of the country.”⁴.



Figure 3. In order to achieve national goals, it is necessary to focus on improving the management capacity of leading personnel

The changes in the world in the system of leadership and management personnel are determined by the integration of Uzbekistan into the world community, the growing need for innovative thinking, leadership and management personnel who can respond to market conditions and competition, generate best practices and make independent and rapid decisions.

The most important results achieved in Uzbekistan in this area are Uzbekistan On the basis of the Decree of the President of the Republic of Uzbekistan dated

September 8, 2017 "On approval of the Concept of administrative reforms in the Republic of Uzbekistan "Uzbekistan It serves to carry out the tasks related to the establishment of a specialized body under the President of the Republic responsible for the implementation of a single state personnel policy.

Competences to be formed in management personnel. 1.2 Action Strategy for the five priority areas of development of the Republic of Uzbekistan. In the article entitled "Public Administration Reform" the task is to reform public administration and the civil service system by decentralizing public administration, increasing the level of professional training, material and social security of civil servants, and gradually reducing state participation in the regulation of the economy 5. This will allow studying and analyzing the stages of modernization of the management and management personnel system in Uzbekistan, and in the future the introduction of an effective system of training and selection of management and management personnel.

In improving the socio-legal, functional and organizational-political relations for the formation of an effective system of management and management training, it is expedient to pay attention to the following:

- Adoption of state laws on specific types of state and society specific areas of professional activity. Bunda:
- Equality of opportunities for citizens, which has a functional significance in relation to public personnel policy and forms of work directly related to public service;
- Qualification, efficiency and ethical qualities, responsibilities and competencies of personnel;
- Periodic staff renewal and coordination of consistency;
- Personnel stability, personnel structure;
- System of training and selection of personnel, their powers and duties, party impartiality, political neutrality;
- Social and legal protection of personnel, openness of career opportunities;
- Principles such as management system and control over the service activities of employees and service ethics (including public control) are of paramount importance.

In order to achieve the national goals of Uzbekistan on the basis of the United Nations Sustainable Development Goals, the management staff today must have the following competencies:



The management competencies that management personnel need to know in the implementation of the national goals of Uzbekistan in accordance with the UN Sustainable Development Goals are:

1. The competence of management professionalism (team management skills) includes the ability of an individual to analyze the situation, to lead the team towards common goals, to fully realize the potential of responsibility and assertiveness in the timely and quality implementation of results.
2. Competence in openness to new experience (the ability to accept change as a valuable experience through positive perception) includes the ability to focus on and apply new information, technology, effectively use accumulated experience in analyzing problem situations, and take strategic approaches to finding creative solutions.
3. Competence of systematic thinking (analysis of complex problems that can be encountered in management activities) skills include.
4. Organize new ways of working by adapting to changing situations to the competence of flexibility (adaptability and management). To achieve a result, it includes skills such as quick adaptation to new conditions, openness in listening to the opinion of others (the team) in the performance of new tasks.
5. Communicative (interpersonal communication) competencies include the ability to establish a sincere relationship with the team, to communicate, to convince the team, to help, to pay attention to the mood of employees and listen to them, to consider alternative ways of decision making in the team.
6. The group's conclusion is based on the competence of social values (human factor) to help others by demonstrating confidence in the moral values, patriotism and loyalty of the individual and the moral character of the organization, not to put pressure on the individual to meet specific activities and needs. self-reflection skills.
7. The competence of leadership (leading and setting an example for team members) includes the ability of an individual to form his own team, to unite and motivate team members around him, positive thinking and organizational skills.



Table 1 Special competencies that management personnel need to know in the implementation of the national goals of Uzbekistan on the basis of the UN Sustainable Development Goals

United Nations Sustainable Development Goals	SPECIAL competencies that management personnel need to know
Poverty reduction	Economic competence. Availability of economic knowledge, ability to use economic methods in management, experience in raising funds and commercial activities in a higher education institution.
Quality education	Pedagogical competence. Availability of pedagogical knowledge and skills, effective organization of educational institutions. This includes the availability of professional knowledge and skills in the field of management of educational institutions, experience in leading and participating in scientific, pedagogical and public affairs. Scientific competence. Availability of knowledge in relevant fields of science, ability to organize scientific research, experience in conducting independent research.
Gender equality	Legal competence. Economic, labor and other types of law, the regulatory framework for the operation and development of the education system, experience and ability to apply this knowledge in their activities. National and multicultural competence. To be loyal to one's father, to be kind to people and to believe in universal and national values, to understand works of art and art, to dress modestly, to follow the rules of culture and a healthy lifestyle.
Decent work and economic growth	
Reducing inequality	
Peace, justice and effective institutions	
Clean water and sanitation	Ecological competence. Environmental competence permeates all the core competencies formed in general education - the values of sustainable development of managers, the ability to apply the methods of environmental thinking and behavior in socially problematic environmental situations that arise in different types and areas of human activity.
Food security	
Health well-being	
Climate change	
Preservation of terrestrial ecosystems	
Stable and reliable energy	Competence to implement the "smart energy system". Introduce a sustainable, cost-effective and reliable energy system, integrate and coordinate energy production, infrastructure and consumer services by encouraging consumers and technologies.
Industrialization, innovation and infrastructure	Competence in working with information. Media means to be able to search for, sort, process, store the necessary information from sources, to use them effectively, to ensure their security, to form the capacity to have a media culture. Competence in mathematical literacy, knowledge and use of scientific and technical innovations- ability to make personal, family, professional and economic plans based on accurate calculations, to read various

	diagrams, drawings and models in daily activities, to use scientific and technical innovations that facilitate human labor, increase labor productivity, lead to favorable conditions implies the formation of. These competencies are formed in students through general education subjects.
Sustainable cities and Settlements	Competence to implement innovative technologies "Smart City" . Gaining skills and knowledge on the implementation of measures aimed at creating modern engineering and communication infrastructure in cities.
Responsible consumption and production	Outcome-oriented (effective activity) competence includes the ability to achieve the planned results, the skills of initiative and perseverance in achieving results.
Cooperation for sustainable development	Communicative competence. In social situations, the ability to communicate in the native language and in any foreign language, to adhere to the culture of communication, to form social flexibility, the ability to work effectively in a team. Socially active civic competence. To feel involved in and actively participate in events, happenings and processes, to know their civic duties and rights, to comply with them, to develop the ability to behave and have a legal culture in labor and civil relations.

Current tasks facing management staff. The United Nations concludes that in order for Uzbekistan's management to be effective in achieving its national goals, it is first necessary to improve the principles and legal framework for the selection of leadership. Second, leadership knowledge needs to be armed, especially with information about the characteristics that will ensure success in this activity, as well as the obstacles to it. Third, every leader needs to be aware of the requirements and responsibilities of modern leadership. This helps the leader to organize their activities effectively. Fourth, the necessary qualities to be a successful leader are fairness, The fact that justice is reflected in leadership activities shows the high importance of democratic principles in our society. fifth, it is important that every leader knows the effective ways of providing public services to the population; Sixth, as noted by President Sh. Mirziyoyev, "Critical analysis, strict discipline and personal responsibility should be a daily rule of every leader."

In order to achieve the national goals of Uzbekistan on the basis of the United Nations Sustainable Development Goals, management personnel must have the skills and competencies to work with statistics. You must be able to effectively use the following sites:<https://stat.uz/>(State Statistics Committee of the Republic of Uzbekistan); United Nations Sustainable Development Goals Platform (<http://nsdg.stat.uz/uz>). It is also necessary to subscribe to the



United Nations Sustainable Development Goals website and be aware of the reforms being carried out in Uzbekistan in this area. Ministries and agencies responsible for the implementation of BRMNI, as well as in close inter-agency cooperation with UN agencies, the National Statistical Committee has compiled a national list of BRM indicators based on a system of global indicators. This list includes indicators proposed at the global level, as well as indicators that reflect national development priorities. The main tool for monitoring and disseminating BRM indicator data is the National BRM Reporting Platform (<http://nsdg.stat.uz/uz>). This platform is the only center for collecting and summarizing information on the current situation in achieving BRMGA in the country.

Today, the modernization of public administration is important, because the effectiveness of public administration largely depends on the quality of public administration, as well as the professionalism of civil servants. Addressing the new tasks on the agenda, the search for effective ways to perform the functions of public authorities - requires a high level of professionalism of civil servants, their readiness to develop themselves both as individuals and masters of their profession. A civil servant is constantly required to take a creative approach in the performance of his duties, to constantly improve his theoretical knowledge throughout his professional career. In order to implement an effective management system in various spheres of public life, civil servants must have a level of professional training. Therefore, the time demands the introduction of new methods and technologies in the educational process, aimed at training, retraining of specialists in the field of management, the continuous improvement of their professional knowledge.

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