



ORGANIZATIONAL AND LEGAL ISSUES OF TRAINING PERSONNELS FOR PUBLIC ADMINISTRATION: ON THE EXAMPLE OF SINGAPORE'S EXPERIENCE

Makhmudov Firuz Bakhtiyar ugli,
 Deputy Director of Professional Training Center
 under TSUL, Associate Professor of TSUL, PhD
 +998919524434, firuzbek2015@mail.ru
 ORCID: 0000-0001-9036-0277

ABSTRACT	KEY WORDS
<p>This article analyzes the current state of training of public administration personnel in the Republic of Uzbekistan, as well as the administrative and organizational-legal reforms implemented in recent years. In addition, the experience of Singapore, which has a leading position in the world in the training of public administration personnel, was studied, and suggestions and recommendations aimed at improving the system of training, retraining and improving qualification of personnel in the country were developed.</p>	<p>Singapore, Uzbekistan, training, retraining and professional development, Civil Service, meritocracy, ethics, professional standards and continuous training, Public servants</p>

INTRODUCTION

The social-political processes taking place in the world practice make the introduction of modern management methods in public administration, along with the reform of public administration in this regard, the preparation of modern public administration personnel, in particular, the new corps of state civil servants, who will effectively implement these reforms, one of the main tasks of the state.

A new stage of organizational and legal reforms has begun in Uzbekistan today, within the framework of the development strategy of New Uzbekistan for 2022-2026. In particular, the Decree of the President of the Republic of Uzbekistan dated December 21, 2022 "On Measures for the Implementation of Administrative Reforms of New Uzbekistan" No. PF-269 created a compact public administration system that meets modern requirements [1]. The effective implementation of these reforms largely depends on the quality and potential of personnel. From this point of view, it is of urgent importance to train public administration personnel in our country, to improve the knowledge, skills and professional qualities of public civil servants, to analyze the personnel training system from a scientific and legal point of view, and to further improve the organizational and legal foundations based on the experience of developed foreign countries.

The current state of personnel training for public administration. The Law of the Republic of Uzbekistan "On State Civil Service" adopted on August 8, 2022 has a central place in the legal regulation of the state civil service. In particular, in Article 9 of this Law, which defines the powers of

state bodies in the field of public civil service, the main task of state bodies is to regularly organize the retraining of state civil servants, their professional development and education.

From the organizational and legal point of view, the concept of qualification requirements is defined in this law, and its main content is the granting of a certain qualification level of the state civil service and (or) the requirements set by the state body for candidates applying for a specific position of the state civil service, based on work experience and professional assessed as competence requirements. But today, it is not clearly defined what requirements civil servants of this state must meet in order to obtain a certain qualification level or occupy a certain position. In our opinion, it is appropriate to set separate requirements for a career level or a certain position. In particular, in the awarding of qualification levels, work experience, qualification improvement or retraining courses are defined as the main criteria, and for holding a certain position, adherence to execution and labor discipline, positive achievements and results in work, management and leadership skills, professional and personal qualities are the main requirements. it is appropriate to determine. In addition, it is appropriate to adopt the document of the President of the Republic of Uzbekistan on the procedure for the regulation of these situations on the basis of regulatory legal documents, including the procedure for awarding qualification levels to civil servants and appointing them to specific positions.

Forms of education play an important role in training state civil servants and improving their professional competence. In particular, the capacity of personnel is regularly increased through training, retraining and in-service training. In this regard, the issues are also reflected in the Law "On State Civil Service", retraining, professional development and independent education are recognized as the main forms of continuous improvement of the professional competence of the civil servant [2]. For example, retraining is an educational process organized in order to acquire additional professional knowledge, skills and qualifications necessary for the effective functioning of a civil servant, while professional development is an educational process aimed at increasing and regularly updating the professional competence of a civil servant.

In addition, continuity plays an important role in systematically increasing the capacity of personnel beyond a certain period or period. From this point of view, it is necessary to recognize and apply aspects related to independent education, participation in various courses, or in alternative forms, for example, preparation of textbooks and literature, defense of dissertations, project-presentation and preparation of regulatory legal documents, internship abroad. according to In our opinion, it is necessary to create a legal basis for the activity in this regard, to develop a draft of the regulatory legal document on the procedure for training, retraining and upgrading the qualifications of state civil servants in an appropriate manner. In addition, it is necessary to take into account the issues of rotation when appointing employees who have improved their qualifications, retraining or independently improving their professional and personal qualities. In particular, in the case of termination of the employment contract with the employee, it is necessary to take into account their participation in the educational process (retraining, retraining and independent education) when evaluating the possibilities of two employees.

Singapore's experience in public administration training. It should be noted that Singapore's experience in training qualified public civil servants is becoming popular not only in Asia, but also in the legal system and practice of the whole world. In particular, the acceptance of the most capable personnel for service based on the principles of meritocracy, low level of corruption, strict discipline

of employees, hard work and high efficiency indicators are increasing the interest of the countries of the world in relation to Singapore's experience. This is related not only to the creation of an effective civil service system, but also to the creation of a modern corps of civil servants through training and retraining of civil servants.

If we pay attention to the opinions of scientists in this regard, the legal scholar I. Rustambekov said that the development of the public service system and the increase in the quality of personnel in Singapore is due to the fact that the public service is protected from political interference, the existence of a competitive salary and its amount is not less than the private sector, Singapore's meritocracy also applies to political leaders [3,2]. In general, one can fully agree with these points. Because the independence of the public service, the absence of political interference, excessive "assignment" and pressures ensures that the service is legal and fair. The existence of a competitive salary increases the attractiveness of public service and the number of people who want to join it. This situation allows the state body to choose the most suitable candidate from a large number of applicants through fair selection mechanisms. Secondly, from a social point of view, it prevents the external factors of the civil servant, such as earning income privately, being prone to corrupt factors, and looking for other jobs and services.

Another positive aspect of Singapore's public administration training system is related to the existence of a tradition of civil service training. In particular, only six years after independence, in March 1971, the Civil Servant Training Institute was established, which was mainly engaged in training personnel for the civil service. In addition, in 1993, the Civil Service College was opened, which is engaged in the training of high-ranking employees. Currently, it is established that each executive employee must undergo 100 hours of training per year in this institution.

Institutional-organizational reforms have been carried out on personnel training, and the above-mentioned institutions have been reorganized. In particular, the Institute of Public Service was transformed into the Institute of Public Administration and Management, and the College of Public Services was transformed into the Institute of Policy Development.

The Institute of Public Administration and Management, which is considered the main institution for the training of qualified civil servants, has organized the following courses for officials who started working in the civil service:

- preliminary preparation;
- basic and qualified professional skills courses;
- advanced training and advanced training courses.

In addition, the Singapore Civil Service Advisory Group, Human Resources Group, has been established to assist public sector organizations in changing and improving the way the public service works.

In general, the existing institutional systems aimed at training civil servants try to teach basic activities and to teach officials the following five basic skills:

- the ability to provide the highest quality service;
- ability to manage change;
- people skills;
- ability to manage process and resources;
- the ability to self-manage.

Based on the special program established in Singapore, an average of 100 civil servants are trained abroad every year. In this regard, relations with foreign state institutions and services have been established. The created mechanism allows to use the experience of public services around the world, to receive information on education and personnel training. The civil service department, established in civil service bodies, plays a central role in the formulation and review of personnel policy, as well as in making decisions on the appointment, training and performance evaluation of civil servants. Through this, the performance of civil servants is assessed throughout the year. This system can be considered similar to the Civil Service Development Agency and personnel departments established by the Decree of the President of the Republic of Uzbekistan dated October 3, 2019 "On measures to radically improve the personnel policy and state civil service system in the Republic of Uzbekistan" No. PF-5843 . That is, the analysis shows that the experience of Singapore serves as a fundamental basis in the processes of organization and development of the public civil service of the Republic of Uzbekistan.

The positivity of Singapore's experience, its reasons and the need to study it have also become the object of research by a number of world scientists. For example, M. Zenkov emphasizes that the success and excellence of the Singapore civil service is related to intensive and careful application, the availability of adequate resources, careful planning, strict discipline and comprehensive instructions. [4, 67]. According to another source, the main principle of civil service organization in Singapore is the principle of meritocracy, which is opposed to the principle of patronage and familiarity.

The principle (system) of meritocracy is based on the personal quality and health of the civil servant and is aimed at effective use of human resources. In connection with this issue, it is appropriate to mention that the meritocracy principle occupies a central place in the reforms in the field of state civil service started in Uzbekistan. In particular, the Decree No. PF-5843 of the President of the Republic of Uzbekistan dated October 3, 2019 "On measures to radically improve the personnel policy and state civil service system in the Republic of Uzbekistan" on the basis of a fair and objective assessment of the professional qualities and special services of the most worthy and capable persons applying the principle of meritocracy, which provides for admission to the state civil service and their promotion by ranks, is defined as one of the priority directions of further improvement and reform of the state civil service [5]. It can be noted that the implementation of this in practice is the introduction of a transparent and open selection system in the recruitment of personnel to the civil service.

Continuing the analysis with the issues of education and training, which is the main core of the research, it can be said that in the era of globalization and changes in the content of public service, continuous training of civil servants is becoming the main mechanism in the targeted training of personnel. In particular, targeted training of public administration personnel in Singapore starts from the period of the higher education system. In particular, state universities identify prospective students, monitor their studies, encourage them throughout their studies, allocate specially allocated scholarships, and send them abroad to study foreign experience in the most developed countries of the world. Prospective students are obliged to work in the state for 4-6 years after graduating from higher education institutions. Some of them are accepted into the ranks of the "People's Movement" party and are being prepared for public administration positions. It is on the basis of this educational system that the best and most talented personnel are accepted into the civil service.

Competitive salaries for civil servants in Singapore ensure that talented and skilled personnel do not go to work in the private sector. The high level of remuneration for the work of officials is ensured by

the principle of economy. Singapore's civil service model is based on a management system with a small number of employees using modern technology and computers. Although an honest, competent, professional, well-paid staff, the possibility of a more professional staff will ensure that the current public servant constantly strives to improve his qualifications in order not to lose his position [6].

The establishment of an effective civil service system in Singapore is due to one of the main principles of honesty and anti-corruption discipline in civil servants. For example, in Transparency International's Corruption Perceptions Index, Singapore ranks 5th in the world and 1st in Asia in 2022 [7]. The fact that the Republic of Uzbekistan is in 126th place in this ranking shows that Singapore's experience can be used in the system of combating corruption.

It is precisely in this matter that the ethics of civil servants of the state also play an important role. Singapore has adopted the rules of etiquette and honor laws and is developing them based on the experience of Great Britain and Malaysia [8].

It can be observed that the tendency to apply foreign experience in this regard has also started in our country. In particular, by the decision of the Cabinet of Ministers No. 595 of October 14, 2022, the model rules of ethics of state civil servants were approved, loyalty to the motherland and dedication to duty, loyalty, fairness, honesty and impartiality, intolerant attitude and fight against corruption, abuse of official powers not to do, not to allow conflicts of interest were defined as the main principles of the professional activity of civil servants [9].

Singapore promotes the concept of continuous education and training for civil servants, learning and adopting the experience of Japanese and French civil services. He carefully monitors trends and innovations in the field of public administration in the developed countries of the world, analyzes them and implements the most useful ideas and methods, taking into account the political, economic, social parameters of the country. In this regard, it is considered an important condition for evaluating their activities that the leading personnel in the public service system constantly improve the public service through innovative ideas.

Judging from Singapore's experience, hiring the most talented candidates based on the strict discipline, hard work and determination of officials, their professionalism and excellent training, the principle of meritocracy, the low level of corruption, high demands on the country's political leaders, the relentless pursuit of excellence and the achievement of concrete results is a miracle today. defines the fundamental principles of public service.

Based on this, the following proposals can be made in terms of improving the system of working with personnel in the state civil service in our country:

- 1) To increase the motivation of employees in relation to professional growth based on the adoption of the document of the President of the Republic of Uzbekistan on the procedure for awarding qualification levels to state civil servants and appointing them to specific positions
- 2) Development and adoption of a draft regulatory legal document on the procedure for training, retraining and advanced training of state civil servants
- 3) Establishing a continuous system of professional development aimed at developing the necessary skills throughout their career based on the principle of "Life Long Learning"
- 4) Development of a system for the formation of a state order for improving the skills of state civil servants, maintaining a register of state and non-state educational institutions in this process
- 5) Increasing the level of material and social security of the state civil servant training system.

It can be concluded that the analysis of the current state of the system of training state civil servants, the study of the prospects of planning this activity based on the experience of foreign countries, in particular the experience of Singapore, and the implementation of the suggestions and recommendations made in this regard will allow the creation of a modern corps of qualified state civil servants in our country.

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