

SPECIFIC ASPECTS OF MANAGEMENT COMPETENCIES OF THE LEADING PERSONNEL IN THE PUBLIC SERVICE

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ABSTRACT

In the article, on the basis of a modern approach, the main features of talent pool formation in the system of the state civil service / prosecutor's office are analyzed. It reveals the need to be based on a scientifically grounded concept, the structure of this concept, the meaning and features of work based on this concept. Also, in the article, on the basis of advanced world experience, such issues as the main competencies that the talent pool should possess, methods for assessing these competencies, the rules for applying a single rating scale, and the distribution of the talent pool into groups are discussed.

Keywords: competence, professional competencies, leadership competencies, personal qualities, extreme competencies, methods for assessing competencies, a model of distribution into groups.

INTRODUCTION

In the civil service of the state, the reserve of mercenary personnel is an important component of the process of formation of highly qualified, skilled mercenary personnel of state bodies. Personnel reserve due to the fact that civil servants receive a high assessment of their professional and personal qualities in the process of forming a personnel Reserve, leads not only to growth in the position, but also to the search for the most skilled citizens. When such employees are appointed to vacant positions, through the knowledge, experience, skills and qualifications they possess, it will be possible to carry out the activities of the state body most efficiently and qualitatively. The successfully formed personnel Reserve gives the opportunity to fill the positions of the state civil service in time in the event of vacancies, the importance of which is very high in the effectiveness of the work of the organization. The formation of reserves for leadership positions from among the most promising employees occupies a central place. In finding a solution to these tasks, a scientifically based psychological assessment system can provide significant assistance to the prosecutor's office in selecting candidates and promoting them to positions.

Today, in the modernization of Public Administration, the training of professionally oriented personnel is gaining importance. The effectiveness of public administration largely depends on the quality of the activities of state bodies, as well as the professional skills of civil servants. The implementation of the tasks of state bodies, the search for effective ways to solve new tasks that are put on the agenda requires that civil servants have professionally high skills, professional development.

In a rapidly changing social environment, management must be flexible. However, it may also not be possible for all managers to make management decisions quickly and ensure their implementation. A civil servant is a profession that constantly requires a creative approach to

the implementation of tasks and functions. Therefore, specialists in the civil service system are required to regularly increase their academic level in their professional activities.

The presence of trends in the historical formation and development of Public Administration in country is important in the consideration of competencies of civil servants. Also, ensuring the coherence of scientific theories recognized in the world experience in increasing the competencies of civil servants today is one of the main priorities of our development. In the National Encyclopedia of Uzbekistan "competence" (lot. sompeto – I achieve, I deserve, I deserve) - 1) the scope of powers, rights and duties of a particular public body (local self-government body) or official, established by law, charter or other document; 2) knowledge, experience in one or another area" [4] - noted.

Competence is the ability of an individual to successfully apply the knowledge, qualifications and skills acquired in a particular direction or educational specialty and the formed personal qualities in labor activity. Also, when we dwell on the issue of competence in the civil service of the state, together with the knowledge, qualifications, skills of civil servants in their field and its implementation, in the words of our honored Countryman's interpretation, it becomes closely associated with their vaccination with the "vaccine of honesty". As a result of the reforms carried out in this regard in our country, the purpose of organizing the state civil service system on the basis of modern standards is put on the agenda. The 10th goal of the new Uzbekistan development strategy for 2022-2026, approved by the decree of the president of the Republic of Uzbekistan "on the development strategy of new Uzbekistan for 2022-2026" No. 60 of PF60 on January 28, 2022, was set out the 10th goal of the new Uzbekistan development strategy for 2022 — 2026 "to establish a nationalistic state civil service system on modern standards" in the priority direction of raising human

Based on this goal, the priority task was set to improve the system of increasing the level of professional training, material and social security of civil servants. The law of the Republic of Uzbekistan "on state civil service", adopted on August 8, 2022 [4] as the main concepts "professional competence of the civil servant of the state — a set of knowledge, skills and skills necessary for the necessary implementation of the powers of the state body", "qualification requirements - requirements for work experience and professional competence, determined by the state body in relation to candidates who are applying for a certain qualification level of the civil service of the state and (or) for a certain position of the civil service of the state, "the definitions are given. Also, Section 12 of the Act defined the civil servant as the obligation that he is obliged to regularly increase his professional competence.

And in Article 42 of the law, the following was established in the continuous improvement of the professional competence of a civil servant of the state: the purpose of the continuous increase in the professional competence of a civil servant of the state is to create conditions for him to acquire the knowledge, skills and qualifications necessary for his effective functioning; The level of professional competence of a civil servant of the state is regularly evaluated by a state body through information systems that allow you to determine the level of his knowledge, skills and qualifications. That retraining, professional development and independent education are the main forms of continuous improvement of professional competence of a civil servant of the state;

The fact that retraining is an educational process established with the aim of acquiring additional professional knowledge, skills and qualifications necessary for the effective work of a civil servant of the state. The fact that professional development is an educational process aimed at increasing and regularly updating the professional competence of a civil servant of the state. The fact that independent education is the process of increasing the professional competence of a civil servant in the absence of work on obtaining new knowledge and experience; the procedure for continuously increasing the professional competence of a civil servant of the state is determined by the president of the Republic of Uzbekistan.

The great statehood built by sahibqiran Amir Temur is significant in that it leaves a huge mark on world history. Amir Temur's style of state management has a special character, and the strategic aspects of state management have been studied all over the world. In this context, it creates great opportunities for public servants to increase their competencies.

PQ-3755 of the president of the Republic of Uzbekistan dated May 30, 2018 "on measures to create a modern system of selection of promising management personnel on a competitive basis"[7], PF-5843 "on measures to radically improve the personnel policy and public civil service system in the Republic of Uzbekistan" dated October 3, 2019 [8], as well as, Decisions and decrees of PQ-4472 "on measures to organize the activities of the agency for the development of Public Service under the president of the Republic of Uzbekistan" serve as the organizational and legal basis of reforms in personnel policy in our country.

Also, in accordance with the decision of the president of the Republic of Uzbekistan dated August 6, 2018 "on the establishment of territorial branches of the Academy of Public Administration under the president of the Republic of Uzbekistan" PQ-3901 [10] Gulistan, Karshi, Samarkand, Urganch and Fergana regional branches of the Academy were established. In regional branches, the executive personnel of the management are improving skills.

For management positions with high potential in these training courses, it serves as a strategy to ensure that employees are selected with the highest level of efficiency, the electronic base and reserve of management personnel are replenished. Stability in our country, socio-economic well-being, decent living of the population in the civil service of the state is primarily a requirement of the period of spiritual maturity of civil servants, as well as an increase in their professional competence. The professional competence of a civil servant of the state is evident in the following cases.

Thematic literature analysis: Competencies-[1] standard behavior adopted on an organizational scale; [2] the manager's ability to perform according to standards adopted on an organizational scale.

Competence (erudition) – [1] awareness of the answer to one or another question; [2] the ability to make the necessary decisions on the achievement of the desired results in work.

Competence is a body of knowledge regarding the assessment of the behavior of an individual, through which we can determine to what extent the employee is achieving success in the implementation of his activities on the path of effective development of the organization. The presence of competencies is usually recorded (using indicators) through certain circumstances that measure personality behavior (well-formed behavior and skills).

Often in everyday communication, we often use the concepts of "competence" or "erudition". In particular, the concept of "professional competence" attracts more attention. But, sometimes

the concept of "communicative competence" is also used in relation to human work. It actually connects with important characteristics such as being able to get along with others, being able to convey their thoughts to others by making their speech fluent and even. In psychology, in particular, in the field of its "management psychology", the phenomenon of "socio-psychological competence" has recently been distinguished, in essence, it is wider and more multifaceted than communicative competence.

G.Miroljubova highlights a modern, scientifically grounded series of feedback in her educational-methodological manual, "the development of managers' cultural competencies" (2005), on the basis of the controller's support competencies. Therefore, when it comes to the criteria for the position of the plaintiff, the issue of identifying or studying the following basic competencies inherent in the person of the manager in front of the specialists is cross-referencing:

[1] professional competence is the acquisition of available information, knowledge and skills that serve to clarify the organization's mission to bring the activities of the field that it manages to a perfect way.

[2] methodological competence is the ability of a leader to convey to employees what he knows, personal skills and skills, information on various projects and assignments in a fast, correct and understandable (operational) way.

[3] socio-psychological competence is the literacy of an individual in terms of socio – psychological phenomena and laws of treatment, knowledge of others, correct perception, understanding of their language and, on this basis, Organization of interaction.

The authors of " Applied Social Psychology " (1998) distinguish 3 main components of socio-psychological competence: (a) communicative competence; (b) perceptual competence; (c) interactive competence.

If you carefully look at this system, then it is g.We can witness Andreeva's descent from her theoretical views on three systems of communication (communicative, perceptive and interactive). Each tin is characterized by the fact that such an approach covers the main areas of the popular multifaceted communication process in the science of psychology.

Various methods are used to determine the socio-psychological competence of the individual, primarily the leader. These are methods for determining the qualities of communication accessibility of the many individuals we know of. But many of them are not suitable for carrying out diagnostic work from a theoretical point of view. Within all methodical methods, it is the Kos–1 method that increasingly inspires confidence in researchers that determines the qualification of an individual to be able to influence others by being able to establish workability and personal communication with others quickly and accurately. The convenience of the method is that it requires the respondent to answer 40 questions "yes" or "no" without taking much time (10-15 minutes).

Socio-psychological competence is associated not only with self-awareness (cognition) by the leader, but also with autopsychological competence.

[4] autopsychological competence is such a set of qualifications in a leader that are the ability of the manager to diagnose his professional and personal qualities, namely self – diagnosis, self-correction (correction), self-improvement, self-motivation, be able to effectively use any information, psycholinguistic competencies.

[5] socio-informational competence is the ability to work with information technology in a leader as well as to be able to be critical of social informations.

[6] communicative competence is the ability of the manager to master oral and written treatment technologies in different languages and to be able to access the relationship through computer programming and the Internet. The concept of socio-psychological competence is also often used synonymously with the concept of "communicative competence" in the media by some experts. A number of methodologies, such as the "level of communication accessibility", the "ability to state an opinion" to determine indirect communicative competence, as well as M in knowing how much control it can have. A special Snyder test is used.

[7] cognitive competence means the willingness of the leader to increase the level of education, the need to activate his personal capabilities, the ability to independently create new skills and knowledge, and self – development.

[8] special competence is the ability of the manager to prepare to perform professional behavior in an independent way and to assess the results of his labor. [9] cultural competence is the ability of a manager to be willing to manage his behavior through the norms and values of the organization. As well as the literacy of being able to maintain standard situations and replace them with new ones if necessary in order to achieve a goal in behavior in situations that are not suitable.

In a number of foreign literature, cultural competence occupies the last place in science in the order of base competencies, and usually this competence allows you to successfully work in various cultural interruptions, in cases where there is no possibility of a manager's choice. Also, cultural competence determines the degree of mastery of the skills of the management culture of the organization manager.

In our scientific research, the world's advanced practices of modern management as a result of scientific study relying on benchmarking technology, systematization - resurrection was carried out in the order corresponding to the characteristics of our country, and based on this, the author's concept of working with the personnel Reserve in the state civil society system was developed.

This article covers the proposed and applied aspects of the author's concept based on the tentative approach, which is the leader in public administration of developed countries of the world, to work with the staff reserve in the Tizi - mi of the prosecutor's Office of Uzbekistan. The formation of a personnel reserve, especially in the field of public civil service, should rely on the concept of a scientific basis. Proposed-recumbent author's concept includes:

- A. Goals and principles.
- V. Competencies model.
- S. Methods for assessing competencies.
- D. Personnel Reserve groups.
- A. Goals and principles of the formation of a personnel Reserve.
- The main goals for the formation of personnel Reserve in the Civil Service are as follows::
 - ensuring the equality of citizens in access to civil service;
 - timely filling of positions in the civil service;
 - to promote the formation of a highly qualified, skilled personnel of the civil service; to promote the growth of civil servants in the ranks of positions.

Leadership competencies (or leadership) are the ability of a leader to form desired and necessary kela – Jak (by creating in the imagination), inspire and motivate other people (manifested in the process of communication), and influence their behavior and beliefs.

Among the other competencies of the leader: the skills of being able to organize a team and support its work; the skills of motivating employees and being able to give them powers; the development and training of employees; the competencies of solving conflicts differ².

Personality qualities are complex social and biologically based structural components of an individual, which include psychic jara - covering sides, features, structures, stagnant States, and stagnant behavior that predetermines personality in the social and natural environmenExtreme competencies mean the individual quality of an individual (leader), which is manifested in the desire and ability to successfully and safely perform professional tasks and / or maintain its integrity in extreme mal conditions and situations.

Extreme competencies are carried out in a series of compe - tents, which can be combined into three main calculated: competencies associated with self-determination in extreme situations and varying in activity sharo - dogs; competencies of tar - tipping (regulation); competents, self - governing and regulating in extreme situations and in extreme conditions³. The first table lists the models of competencies of candidates for the personnel reserve of the prosecutor's Office of the Republic of Uzbekistan. In the words of our noble Countryman"... The most important task is the formation of innovative thinking in the minds of our people. after all, this is a sign that knowledge should not be stopped in any case If the executive personnel work on themselves regularly, constantly learn and discover new reserves of knowledge, then the result will certainly be appropriate. In the civil service of the state, civil servants must be able to do the following during their professional career:

- continuous improvement of their professional, theoretical and practical knowledge, learning advanced experiences;
- conscientious approach to the performance of tasks in its activities;
- having high professional qualifications and spiritual and moral qualities;
- common sense and having one's own point of view;
- having a culture of communication with the population;
- being able to follow others;
- to care for the health of himself and his employees, to take care of the subordinates and to be able to inspire them, to encourage those who are doing exemplary work.

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