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MAIN DIRECTIONS OF THE EDUCATION SYSTEM STRATEGY OF REPUBLIC

Abstract: This article examines the main directions of the strategy of quality assurance of the education system of the Republic, which includes the effectiveness of management in strategic management, quality management system in higher education, the issues of quality of education in higher education, strategy of personnel policy, strategic directions of development of leading personnel in higher education are covered in detail.

Key words: education, higher school, personnel policy, management.

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Introduction

In modern competitive conditions, the growth of the potential of higher education in the intellectual labor market is characterized by an increasing demand for its quality. It is impossible to build a knowledge-based society without ensuring the quality of knowledge, the quality of their transmission, the quality of related processes with the participation of university leaders. Therefore, the formation of the professional quality of managers in the field of higher education is one of the important tasks [2].

Today, strategic management of higher education is effective only if it is aimed at ensuring quality. Some higher education institutions, as well as the higher education system, cannot be improved without a comprehensive approach to planning, quality assurance and management. At the same time, what is the quality of education, how it is managed, what tasks the strategy of education quality management is aimed at, is relevant for all stakeholders of the education system.

In accordance with the Decree of the President of the Republic of Uzbekistan No. PF-5847 dated 08.10.2019, the Concept of Development of the Higher Education System of the Republic of Uzbekistan until 2030 states "Expanding the coverage of higher education, improving the quality of higher

education; introduction of digital technologies and modern methods in the educational process; increasing the effectiveness of research in higher education institutions, the broad involvement of young people in scientific activities, the formation of an innovative infrastructure of science; increase the effectiveness of spiritual and educational work; active involvement of personnel in the process of training highly qualified specialists; ensuring financial independence and stability of higher education institutions, strengthening logistics; systematic development and management of higher education institutions; fight against corruption, introduction of effective mechanisms to ensure transparency; increasing the investment attractiveness of the higher education system, ensuring its international recognition and competitiveness" [1].

Literature review

Issue of evaluation of textile and clothing industry clustering capabilities in Uzbekistan were studied by Ergashxodjaeva, S. J., Kyvyakin, K. S. [9], Modern methods of production capacity usage management in textile enterprises were investigated by Tursunov B.O. [5;6;7;13]. Problems of applying of artificial intelligence in the textile industry as factor of

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innovative development of the branch were searched by Nuritdin Y. and others [8;10;11].

For methods for control efficiency evaluation of the production capacities application at the textile enterprises and the mechanism for optimal control were dedicated works of Khodiev, B. Y. and others. [12]

Analysis and results

The effectiveness of management in strategic management is reflected in how accurately and timely the higher education institution takes into account the new requirements of stakeholders.

The education strategy ensures that the higher education system is flexible to market changes. The stability of the external and internal environment allows for the development of a new management strategy that will increase the competitiveness of the university.

Today, leaders are required to have clear and necessary information to better understand the current situation, which is related to the definition of strategic policies that determine the future prospects and the implementation of the chosen strategy.

Strategic management is a type of HEI management in which the teaching staff is approached as the basis of management, targeting the needs and requirements of consumers, flexible management is established in HEIs, changes are made in a timely manner, as a result, it will ensure that university leaders achieve their goals in the long run.

The effectiveness of management in strategic management depends on how accurately and timely the organization takes into account the new requirements of stakeholders. In order to determine the direction and description of the model of quality management training in higher education, the manager must have a clear understanding of the activities of the education system, its content, organizational and institutional structure, subjective and normative objectives; an in-depth analysis of the priorities and values underlying this model is needed; It is necessary to make an objective assessment of the current state of higher education, which has remained largely unchanged in the new social and cultural conditions [4].

As it becomes increasingly necessary to create a management system that ensures the effective strategic activities of higher education institutions, the formation of professional activities of university leaders aimed at development requires significant changes in the management process.

The quality management system in higher education relies on the professional training of the leader as the basis of the organization, which can master the changes in the university in a timely manner, change the environment to achieve competitive advantages, and ultimately achieve its goals in the long run.

The quality of education in higher education is an issue that is relevant for every stage of the development of higher education. Today, it is associated with a sharp competition in the market of educational services - both in the state education system, as well as in the non-state education system.

In recent years, it is the quality of education that determines the level of development of the country, becoming a strategic area that ensures its security and potential by training the younger generation as specialists.

Interrogation of students and the creation of optimal conditions for their education, as well as development, are becoming the main directions of ensuring high quality education. At the same time, it is becoming more important for vocational training to rely on employer survey data. At the same time, the assessment of the quality of education is not of particular interest, but is seen as a solution to the strategic planning problems that need to be addressed by the HEI.

Rising at the international level, attention to this wave of problems has begun to be associated, first of all, with the mutual recognition of documents on education in European countries, when there is a system of objective assessment of quality. In order to move the national education systems of all European countries, including the higher education system of the Republic of Uzbekistan, in this direction, a number of common problems need to be addressed:

- distribution of responsibility for ensuring the quality of education between the state and the educational institution;
- Improving national systems for evaluating the quality of education, including the system of internal quality assessment in higher education;
- Providing a system of comparative control - the development of assessment materials, their certification, programs and programs of accreditation of educational institutions, conducting international comparative research in the field of education comparison.

We can include the following in the main directions of solving this problem in the country in the near future:

- ensuring the competitiveness of higher education in the European and world labor markets;
- Development of a set of criteria for evaluating the effectiveness of educational activities (load, level, results of educational achievements, competence, competence);
- substantiation of the principles of assessment, as well as the creation of a national system for assessing the quality of education at all levels.

The issues of improving the quality of vocational education, which can meet the needs of the labor market, are also reflected in the targeted programs for the development of education in the country.

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As a conclusion and recommendations, we consider it expedient to implement the following tasks to improve the quality of the national higher education system:

- It is necessary to revise the state educational standards and their educational and methodological base in order to ensure that their content and educational technologies are in accordance with:

a) compliance with the requirements of modern society (transition from "ready knowledge" to "competence formation");

b) compliance with the conditions of socio-economic development (ensuring compliance with the needs of the labor market by industry and region);

c) conformity to the modern level of development of the field and science;

- creation of an effective mechanism for the involvement of civil society institutions, in particular the professional and scientific communities, employers' associations in the assessment of the quality of education, from the development of standards to the control of results;

- Establishing a mechanism for the commercialization of research and development, the establishment of strong links between vocational education and research activities, as well as the establishment of innovative universities, research centers, practical activities;

- Improving the process of licensing, state accreditation on the basis of impartial expertise, including through the involvement of international organizations and experts;

- strengthening the quality control of education in branches and non-governmental educational institutions;

- Improving the state certification of scientific and pedagogical staff;

- creation of internal mechanisms of quality control in educational institutions.

On improving these issues, as noted by the President of the Republic of Uzbekistan Sh. Mirziyoyev: "We all understand that in order to fulfill the large-scale tasks ahead, we must do a number of things to improve the entire system of work with personnel."

In order to ensure the quality of education, the higher education institution must, first of all, form a personnel strategy. To do this, the head of the institution must enter into various relationships with colleagues, take a creative approach to all work relationships, assimilate the necessary information and properly organize its use. Heads of higher education institutions need to develop a forward-looking strategy to ensure the correct definition of personnel policy in ensuring the quality of education.

In the system of higher education, the modern leader must use a set of organizational, socio-pedagogical and psychological tools for the effective

use of human resources in the implementation of the chosen strategy.

There is a long and controversial process in shaping HR policy strategy. When analyzing the personnel policy in modern universities, we need to take into account the process of these changes. The staff of the university is divided into 3 groups: the teaching staff, administrative and support staff, ie laboratory assistants, methodologists, cabinet managers and laboratory managers.

Personnel policy is relevant for all three groups, and each has its own system of formulation. It is advisable to develop a strategy for the formation of these groups of university staff, who will carry out interrelated activities in the educational process.

First of all, it defines the purpose of the entire institution and the personnel policy for each employee, which stems from the personnel strategy in higher education. Then, the tasks to be performed to achieve the goal set by the institution are identified, in particular, the issue of timely provision of the required number of specialists to the required location. Finally, the university forms a plan for the implementation of personnel policy for all group employees.

In practice, active, passive, reactive, closed and open forms of personnel policy differ from each other. Active personnel policy is based on the mission of the university, the developed strategy of its development, taking into account the values and priorities adopted for the university. When implementing an active personnel policy, university management should analyze in advance the possible occurrence of problematic situations, based on strategic vision. As a result, it will also pursue a policy aimed at reducing the level of risk, making adjustments to the personnel strategy in response to changes in the internal and external environment. This type of implementation of personnel policy allows the management to achieve the set goals, to overcome obstacles, random contradictions.

In practice, passive personnel policy is more common, where management activities are carried out depending on the events taking place. HEI management can apply a changing strategy rather than a clear strategy. Personnel movement is done spontaneously, depending on how events unfold. HEI management is sometimes irresponsible or incapable of influencing the processes that take place. There are often disagreements and conflicts in the community. As a result, staff turnover will be higher.

This form of personnel policy often has a temporary character, the management tries to control the situation, to stop situations that lead to negative consequences for the university. However, positive results cannot be achieved due to the fact that the strategy and the clearly defined goal are not well thought out, justified and there is no promising personnel policy. Therefore, it is necessary to determine the prospects of personnel changes in

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advance. If a team does not trust the leadership, it can split into different groups with different professional and social interests.

One of the most effective forms of personnel policy is a policy based on a clear strategy and analysis results. The values of the team are a key factor in achieving the goal, so when management forms a team, it is important to pay special attention to the correct selection of staff and motivation.

Theoretical analysis of the use of both open and closed forms in the formation of personnel strategy in higher education. The open method is more in line with the western culture of governance. It envisages the recruitment of personnel on a competitive basis to vacancies, and, if possible, to attract highly qualified personnel from outside the higher education system. The advantages of this personnel strategy are its competitiveness, the need for high professionalism, innovation and transparency. The disadvantages are the strong competition, instability and contradictions.

The closed approach of personnel policy in the formation of personnel strategy is based on the development of internal human resources capacity of the organization itself. This method is more in line with the eastern culture of management staffing. It is also specific to communities that require a higher level of science. The advantages of this method are based on the disclosure of the capabilities of each employee in the team, the fullest possible use of their potential, a high level of social protection, the success of the team depends on the contribution of each member. The disadvantage is that resources are limited and can only be replenished when guidance is changed.

A comparative analysis of open and closed methods of personnel policy shows that recruitment is based on high competition in the labor market in the open method, while in the closed method there is a lack of highly qualified personnel, lack of new specialists with quality knowledge.

In the open method, the introduction of innovative ideas proposed by new professionals on the issue of staff adaptation is characterized by the ability to quickly join the competitive relationship, while in the closed method, the effective approach to work tasks is characterized by a high level of team cohesion.

Staff training and development is also carried out in open-ended research centers. When it comes to

moving employees up the career ladder, it is sometimes difficult to grow in an open way, because it is preferable to hire employees from outside. In the closed method, the appointment of employees to senior positions is at the expense of their institution and their careers are planned. Personnel in the institution are moved up the career ladder.

Incentives and motivations focus more on external stimuli in the open method, while in the closed method, social goals, community stability and security are taken into account.

Conclusions

In short, open and closed methods of implementing personnel policy have their own advantages and disadvantages.

In order for a higher education institution to be competitive, it must develop its own promising strategic development strategy and select the appropriate staff. Even a good leader needs some time to get used to the environment in the organization, to certain conditions that are unique to him. In some cases, additional retraining will be required. It should also be borne in mind that a number of skills, such as management experience, the ability to properly control the activities of subordinates, can be formed only through practical experience. In this case, universities should be ready to offer a variety of retraining programs to improve the skills of trained leaders.

In the development of strategic directions for the development of leadership in higher education, great attention should be paid to the establishment of professional conditions for them on the basis of a qualitative approach, the creation of a system of staff training, staffing, effective incentives and organizational culture.

The setting of these tasks is often seen as a strategic priority in the HR policy of the university. The manager should take into account a number of risks that may arise in the process of changes in HEI in the development and implementation of personnel policy tasks and analyze the negative consequences of conflicts and develop a fully effective approach to personnel management strategy by senior management.

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