



FORMATION OF LEADERSHIP IMAGE OF YOUTH ORGANIZATIONS ON THE BASIS OF FOREIGN EXPERIENCE - HR (HUMAN RESOURCES): THEORY AND PRACTICE

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ABSTRACT

This article highlights the importance of capacity building in the field of state youth policy, the study of best international practices in this area and its implementation in practice.

KEYWORDS: *personnel, personnel service, public service, leadership, image, value, innovation, potential.*

INTRODUCTION

The processes of globalization, the need for an innovative society, the development of science and technology, as well as the creation of many opportunities for young people, place a number of strains on society, such as quick decision-making, the formation of innovative thinking, intellectual development.

At present, in many cases, the use of human resources in state and government agencies, the division of their responsibilities and powers is not rational and effective.

Unfortunately, this situation is hindering the progress. If you look at an office, there are hundreds of people working there. If you look at another office, there is a lot of work, a lot of tasks, but there is a lack of hard working and responsible personnel.

It is time to put an end to this misallocation and irresponsibilities in working process. Every civil servant must clearly know his rights and responsibilities, or to put it rather roughly, to pull his own cart[1].

Today, in developed economies of the world, as the main work processes are performed by various robotized systems which almost substituted the human workforce in manual labor, employees are tasked with solving increasingly complex and intellectual problems. Therefore, it is clear that the employee must not only perform the tasks assigned to him with quality, but also constantly improve their

work skills, efficiency and introduce innovative methods.

At the same time, increasing and developing human resources in the field of youth policy plays an important role in the further development of the country. The modern model of state youth policy provides for the state to work closely with young people, interact with them and involve young people in public administration.

In this regard, the rational formation of human resources in the field of youth policy is especially important for the effective use of the talents and opportunities of young people in the development of the country.

MAIN PART

Effective solution of the problems that the state and society facing requires from the leader thorough and comprehensive knowledge, true professional skills. But the attitude of citizens towards leaders, in which they see a true leader, largely depends on the image he has formed among the people. The term "image" is derived from the English word "image", which in Uzbek means appearance, image, emblem, beauty, celebrity, handsome, handsome, prestigious, influential.

"Spirituality. The Glossary of Basic Concepts defines image as "a specific synthetic image that arises in the minds of people in relation to a particular person, organization, or other social object, embodies information about the perceived



object, and encourages social behavior"[2]. There are a number of definitions of the term "image" in the literature, which are interpreted differently by the authors of the study.

Based on various definitions and descriptions, in our opinion, it is appropriate to define the image as follows: image is a way of presenting oneself to the society through information and communication means (television, radio, internet, etc.), social groups or socio-political activities and actions of an individual. is an individual image created for the purpose of evaluation and determination of status in society.

Often, talented and hard-working people with great potential cannot rise above the career ladder because they do not have the required public image. This failure is mainly due to a lack of self-confidence, an inability to adequately assess one's own strengths and weaknesses[3].

It has not been long since this concept was used in Uzbekistan. In the late 20th and early 21st centuries, the word began to appear on television and on various papers.

Today, many politicians, artists, athletes, entrepreneurs, intellectuals, students and other professionals have necessary knowledge about the concept of "image".

The main reason for this is that as a result of changes in the political system, freedom of speech, liberalization of the media, the socio-political spheres have become a field of competition between different parties and groups. Therefore, gaining people's trust has become one of the important tasks facing the leaders of the organization. In most organizations, the application of traditional methods in the formation of leadership image in executives hinders employee development.

Companies based on traditional methods of team management change very slowly and therefore cannot adapt to the demands of a rapidly changing business environment. The following aspects are typical for these enterprises:

-Lack of effective marketing departments and an established system of working with customers;

- The quality management system does not meet modern requirements;

- There is no cost audit, they are spread to all areas; - Low income;

- Low innovation activity;

- "Emergency" work, the impact of short-term work on quality;

- Priority of short-term tasks over long-term (strategic) tasks.

The use of new technologies in human resources differs from the services based on the traditional approach with the following features:

- ability to check the staff members at least once a year;

-Personnel service staff has professional training in the specialties of "psychologist", "sociologist", "lawyer" and "economist";

-The organization has its own values and code of conduct;

-The organization is not to employ incapable employees and the total number of such specialists is not to exceed 10%;

-Regular study of the labor market by the Personnel Service;

-Personnel service to promote and monitor the professional development of employees;

-Personnel service is to be used for revealing new methods of labor discipline management (incentives, benefits)

-Personnel Service is to conduct employee rating (KPI);

-Personnel service develops and submits proposals to increase the income of employees of the organization;

-Personnel Service implements programs on staff health;

-Personnel service - is responsible for errors in the selection of personnel;

-Personnel Service constantly cooperates with managers, heads of departments, territorial administrations and government agencies to form a quality personnel reserve;

Effective organization of work with employees in organizations today requires the application of well-thought-out strategies and tactics. Incentives for civil servants have a special place in the civil service.

Incentives for civil servants means a high appreciation of the activities of civil servants through the implementation of measures aimed at strengthening their motivation to perform their duties and, consequently, the efficiency of the civil service, as well as the implementation of measures established by law[4].

According to the Russian scientist D.M. Ovsyanko, incentives are important and especially important for civil servants to perform their duties conscientiously and successfully, long-term service used to perform tasks. Incentives are one of the main means of educating civil servants and strengthening service discipline[5].

During the reform period, the selection, placement and certification of civil servants will play an important role. In this case, the qualities of employees, such as professionalism, level of intellectual potential, initiative, are not enough to hold a public service position. His attitude to the reforms in the country and his readiness to participate



directly in the deepening of these reforms are important[6].

Attestation of young staff:

-In accordance with the relevant decision of the head of the organization, the Working Group will study the activities of regional (local) departments and units and provide methodological assistance;

-Analyzes the activities of responsible employees in the organization and the organization of work within its competence, and in the end to discuss in the prescribed manner the issue of whether to remain in office;

-Attestation of managers and responsible employees operating in the organizational systems is carried out in accordance with the developed Regulations.

The primary purpose of introducing certification is to determine the level of knowledge and skills of the employee, which can be assigned to the employee in any title or category, and so on. is one of the main conditions in determining[7].

Foreign experience.

The rapid reforms carried out in Uzbekistan over the past three years have earned a high level of recognition not only in our country, but also in our countries and abroad for their modern knowledge and experience of politicians living in developed countries.

There is a need for selfless and sought-after professionals with modern knowledge and skills in various fields and industries in line with the comprehensive reforms being carried out in our country.

It is worth mentioning the personnel policy in developed countries such as Australia, Japan, the United States and Singapore.

In Australia, unlike in other countries, the recruitment and transfer of civil servants is more detailed.

All matters relating to personnel management are dealt with by the Australian Civil Service Commission. This commission operates in accordance with the 1999 Civil Service Act.

A Center for Growth and Support has been set up within the Commission to examine and promote civil servants.

The Center assists agencies and their HR services in assessing the correctness or inappropriateness of staff selection, retraining or reassessment.

Australia is a country with one of the most transparent systems for forming and working with human resources. Candidates and civil servants seeking promotion may evaluate the activities of the Center for Work with Candidates and Civil Servants.

The state of New South Wales (NSW) in Australia is one of the states that has developed a successful personnel policy globally.

The local government of New South Wales has been working since 2014 with the Australian Civil Service Commission to develop values for civil servants. For this purpose, the following 6 points are taken as the basis of the value of the leading personnel:

1. Opportunity to contribute to the development of the region;
2. Be able to be part of a structure in which diversity is recognized and valued;
3. Be able to demonstrate their potential;
4. Being a part of something big (a system);
5. Growing up the career ladder;
6. Spend time on something that really matters.

In Japan, civil service appointments are based on competitive examinations. The Japanese Constitution enshrines the principle that citizens have equal rights to enter the civil service. The Law on Civil Servants (Article 33) stipulates that selection for the civil service is carried out in accordance with the personal services of the candidate, his professional training and business qualities, which must be determined through competitive examinations[8].

In Japan, human resources are the face of the company. Therefore, most of the largest companies are based on the principle of "employee mind - company mind". This principle is implemented in 4 steps.

1. Exchange of experience between employees;
2. Raising the morale of the company's employees;
3. Radical improvement of the internal environment among employees;
4. Conduct regular seminars and trainings.

Ninety percent of the largest companies in the United States claim that great results can be achieved through regular training and retraining of employees. They regularly train their staff at large and prestigious training centers at great expenses. According to the data, the General Electric training center alone employs more than 30,000-40,000 people a year.

In the United States, in the broadest sense, anyone who receives a salary from the federal, state, or local government budget for their work is considered a "government employee" or a "public employee." Therefore, the terms "civil service", "public service", "government service", which are widely used in American literature, are often used as synonyms[9].



Recently, along with the reduction of members of the state apparatus, a lot of work is being done to raise the prestige of work in the executive branch, to improve the image of the civil service.

For example, in 1995, Civil Servant Week was held to showcase the contribution of employees to the social development of American society.

The civil service in Singapore was officially established in 1955, but in fact its history dates back to 1819, when Singapore was first founded and colonized by the British Empire.

The civil service includes: president, prime minister, 14 ministries and 26 standing committees. The number of employees in the 15 ministries (including the Prime Minister's Office) is 65,000, and the number of members in the committees is 49,000. The legal privileges of state ministries do not belong to them, but they have great independence and flexibility.

Since these are the history of the civil service, the Civil Service Commission does not deal with the recruitment and promotion of staff to these committees, but they have different terms and conditions of service. Their reports are reviewed by the Auditor General of Singapore. The standing committees helped reduce the volume of civil service work.

Based on the activities of the Singapore Civil Service, 10 principles have been decided. The success and excellence of Singapore's civil service lies in the fact that these principles and practices are integrated into a single set and are supported by appropriate resources, well-thought-out planning, strict discipline and comprehensive guidance. Interaction and consistent execution are important elements of the Singapore system.

Singapore is one of the countries where market methods are used in calculating the salaries of civil servants. Therefore, the size of the salary is also quite large. Reporting to parliament in 1985 on the justification of the cost of providing the apparatus, the prime minister said, "I am probably one of the poorest, and probably the poorest, prime ministers of third world countries. There are different ways to solve this problem.

I propose our own path within the framework of an honest, transparent, self-justifying and feasible market economy. If you prefer hypocrisy over this path, you will face hypocrisy and corruption. It's up to you which one to choose." As a result of the proposed program, the salaries of civil servants have risen sharply, leading to a decline in the level of corruption in the country[10].

In a number of European countries, an official caught with a bribe is deprived not only of his position but also of his pension. The most influential cases of the fight against corruption can be seen in

the Scandinavian countries, a number of European countries (Luxembourg, the Netherlands, Switzerland, Austria and others) and Asia (Singapore, Hong Kong)[11].

Currently, the salaries of senior civil servants in Singapore are calculated based on the average salary in the business, and their monthly salary ranges from \$ 20,000 to \$ 25,000.

We can see that in the above-mentioned foreign countries there are services, agencies, commissions responsible for the formation of the personnel reserve for the civil service and working with them.

CONCLUSION

Along with the implementation of personnel policy through the development of the image of leadership of employees on the basis of advanced foreign experience, it is necessary to constantly study the social security, labor motivation, performance status, professional competence and other aspects of the employee. This, in turn, leads to the effective management of personnel and the development of human resources, the formation of a pool of qualified personnel on a competitive basis, as well as the timely filling of vacancies by civil servants.

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