

**ANALYSIS OF THE QUALITY OF CONTINUOUS PROFESSIONAL  
DEVELOPMENT PROCESSES FOR MANAGERS AND SPECIALISTS  
(ON THE EXAMPLE OF THE TELECOMMUNICATIONS SECTOR)**

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As a mechanism for implementing the task of "improving the level of professional training, material and social security of civil servants", defined in the development strategy of New Uzbekistan, at all levels of managers and employees on the basis of the principle of "Life Long Learning", our state pays special attention to the "development of human capital", defining the uniform rules of the training system aimed at developing the skills necessary for them in the course of their activities [1].

In our country, in many cases, most enterprises consider the funds invested in the development of human capital as expenses and try to reduce costs, while in enterprises in developed countries, such expenses are considered as long-term investments and carry out expenses based on the enterprise development strategy.

In the development of human capital, unlike others, the right investment in staff training and advanced training is very important. In modern society, an important element of the education system is the system of continuous training in the field of human capital development [2, p.13].

K. McConnell and S. Brewer, one of the scientists who studied human capital, say that investing in human capital is "any action that improves the qualifications and skills of workers, and hence labor productivity. Productivity-enhancing spending can be viewed as an investment because these spending are made with the expectation that they will be repaid many times over by future income streams [3, p. 93-98].

The rapid and effective progress of reforms in all spheres of the economy of our republic, including in the field of telecommunications, of course, depends on the human factor that is at the head of these reforms.

Uzbekistan has improved its rating in the E-Participation Index (EPART) by 24 points (0.6780, the international average is 0.4625). Also, Uzbekistan improved its rating in the Electronic Government Development Index (EGDI) by 20 points (0.5434, the international average is 0.4922). This index is formed on the basis of three sub-indices: the index of online services 0.6884 (world average - 0.4623), telecommunications infrastructure 0.2463 (world average - 0.3711) and the human capital index 0.6954 (world average - 0, 6432) [4].

Despite the fact that significant work has been done in the field of telecommunications in Uzbekistan, the "online services index" and "human capital index" in the e-Government Development Index are slightly higher than the global average, but the "telecom infrastructure index" is below the global average. This indicator is relatively low both among the countries of the world and among the countries of Central Asia and requires more intensive and efficient organization of work in this direction.

A survey was conducted to identify, analyze and provide scientific solutions to existing problems in the training of qualified personnel based on an analysis of the attitude of senior staff and employees to the form of education and its quality in the field of telecommunications.

An electronic survey was conducted, covering all regions of the republic, 488 respondents took part in the survey. Of these, 237 are managers at various levels and 251 are specialists.

Based on the topic of the article, information about the managers and employees who took part in the survey was analyzed.

- to the question "Which form of education suits you best?" (multiple answers can be selected)" - the answer of the leaders: 194 chose the traditional form, 41 chose the distance form, 38 chose the independent form of education and 27 chose the alternative form of education; answer of specialists: 181 chose the traditional form, 55 chose the distance form, 52 chose the independent form of education, and 28 chose the form of alternative education.

- to the question "Have you acquired enough knowledge and skills in advanced training courses?" 131 out of 237 managers acquired sufficient new knowledge and skills, 106 partially or completely did not acquire new knowledge and skills, and 112 out of 251 specialists acquired sufficient new knowledge and skills, 139 and some of them stated that they had some or no new knowledge and skills. knowledge and skills.

The form and quality of training are important for the continuous professional development of managers and employees. With regard to the quality of training, only 49.8% of the managers and employees who took part in the survey stated that they gained knowledge and skills in the training course they completed, and taking into account the fact that they did not receive new information and sufficient knowledge from courses, there are still shortcomings and problems in the education system that need to be identified and investigated.

The results of the survey show that the telecommunications industry is one of the most dynamically developing industries in the world, and in accordance with such a pace of development, the form and quality of training for various levels of managers and employees in this industry do not fully meet the requirements associated with modern mechanisms for managing continuous processes. advanced training and automation of educational processes.

Despite the fact that the telecommunications industry is one of the youngest industries in historical time, based on the tasks of management personnel and specialists operating telecommunications equipment of varying complexity and importance, the frequency and quality of advanced training have not been studied, effective forms of training have not been substantiated by scientific research.

**Conclusion:** The analysis of the survey shows that the form, frequency and quality of training based on the duties of the management team, which is not determined on the basis of scientific research, does not fully justify itself with the pace of development of the telecommunications industry.

Working on the basis of training mechanisms that do not meet the requirements of today will destroy the system for training qualified managers, which will increase the number of personnel that do not meet modern market requirements and lead to a shortage of qualified managers. As a result, this creates significant problems in the development and management of a telecommunications network, ensuring its continuous and safe operation, increasing the types and improving the quality of communication services.

**Offers:** In order to improve the mechanisms for managing the continuous professional development of management personnel in the field of telecommunications, the following proposals are made:

- development of methodological support for quality management of independent education in the process of advanced training;

- creation of criteria for assessing the quality of education for the continuous professional development of leadership personnel;
- improve the efficiency of managing the processes of continuous professional development of management personnel on the basis of an information system.

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