

## DEVELOPMENT OF THE COMPETENCE OF CIVIL SERVANTS TO WORK WITH CITIZENS IN A DISSATISFIED MOOD

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### ANNOTATION

One of the priorities of each state policy is the effectiveness of the activities of civil servants, in particular, the development of competencies of civil servants is the basis of the reforms carried out by the country. After all, the fact that civil servants do not have enough competence can cause a mood of discontent among citizens.

This article presents a theoretical analysis of the competence of civil servants to work with citizens in a dissatisfied mood, an analysis of foreign experience on the main competencies in the training of civil servants, a theoretical analysis of the content of the mood of discontent among the population, the analysis of reforms carried out in Uzbekistan in the approval of citizens.

**Keywords:** civil service, civil servant, efficiency indicators, competencies of a civil servant, foreign experience, guilt of protest, citizen appeals, work in the neighborhood, reception of the population.

### Introduction

The role of civil servants in the development of each country, high positions in the world community is special. To this end, each country pays special attention to the training of civil servants and their qualification. At the same time, special attention is paid to the training and training of management personnel in the Civil Service in Uzbekistan.

In this regard, the law of the president of the Republic of Uzbekistan "on state civil service" was signed on August 8, 2022 and entered into force since November 2022. As established in Article 42 of this law, now the continuous increase in the professional competence of the civil servant of the state has become of state-level importance. In accordance with this law, the introduction of a "career model" of the civil service of the state, which provides for the gradual transition from the career positions of a service career by regularly improving the qualifications of personnel, categorizing civil servants and granting them qualification careers (ranks). In accordance with this, the study of advanced foreign experience, the improvement of this field on the basis of modern approaches and the release to a new level is one of the priorities.

The practice of advanced foreign countries in the development of competencies of civil servants of the state as defined above was analyzed.

In particular, on the basis of studying the qualifications of South Korea, the UAE and developed countries such as Malaysia, Singapore, Germany, the United States for the training and retraining of civil servants, the competencies of civil servants in these foreign countries were studied into two types. First of all, this is divided into general competencies of civil servants of the state (Core competencies) and competence types of ministries and departments in which the inviting citizen is active.

When the competencies of general civil servants are studied, one can encounter the similar competence in them, namely "problem solving"(Problem solving). One of the main competencies of civil servants, according to the OECD Organization for Economic Cooperation and Development Research Report, is the competence to be able to solve Mammo.

Problem-solving competence involves preventing and resolving existing or potential problems in the position held by the executive cadres themselves.

Also, in James Ferguson's guide to "developing practical competencies", the leader highlights the content of the competency "problem solving "for personnel as" the ability to find suitable methods and tools for analyzing and finding solutions to problems, to offer potential directions for their solution, to bring these directions to life." As the main indexer of this competence, the:

1. Understanding information about the situation to others until a way to solve the problem is found;
2. Using a set of methods and tools to solve existing and possible problems;
3. All variants of behavior try to check the possible consequences;
4. Study the environment in which the problem occurs and determine the causes of the problem;
5. Constant communication with participants and listening to their thoughts.

Based on the definitions given above, my basis in problem solving is direct work with problem participants and aimed at identifying the causes of the problem and preventing possible problems and population dissatisfaction.

At this point, consider the term "citizen in a dissatisfied mood" (dissatisfied citizen). Citizens in a dysfunctional mood are understood as the dissatisfaction of the population with the economic, political and social changes that the country is undergoing, with the management process. The mood of discontent of its citizens may be in relation to different directions of Public Administration. In general it can also be climate change, traffic jams on roads or queues in hospitals. This in turn is among the maslas that occur in everyday life. Climate change in many cases is not associated with the management of a particular country or the activities of civil servants. Traffic jams may also be a natural occurrence at some times, depending on the large small size of the country and the population. It is also considered a natural condition that the large number of referral populations in the hospital, which can cause the dissatisfaction of many patients, prolong the queues. But those issues with civil

servants, on the other hand, can cause civil unrest and cannot be counted as a natural state of affairs.

We can reason the mood of discontent in citizens mainly through their appeals and solve existing problems. The mood of discontent in Citizens arises from the fact that the democratic system did not work well, "as quoted in Noris's book" Democratic diphisit: a critique of citizens". As we noted above, we can accurately analyze the dissatisfied mood of citizens mainly through appeals and study the basis of the problem.

After all, appeals that have not been considered in a timely manner can increase dissatisfaction among the population, and the type can generate speeches or conflict situations in the form of dissatisfaction. This in turn can lead to a recession of the country's economy.

To this end, during the period of training and professional development of civil servants, it is advisable to give them special knowledge of working with citizens of a dissatisfied mood. In this regard, it is important to work with appeals from the population in the reforms carried out in the Republic of Uzbekistan. After all, the main dissatisfaction in a democratic society, as mentioned above, is expressed through appeals. This gave rise to the development of competence in civil servants to work with citizens in a dissatisfied mood.

One of the main directions of the state policy of New Uzbekistan is the formation of a new social society. The main goal of social society is to please the population, to create favorable conditions for citizens in the country. In this regard, over the past years, fundamental changes have been made in the process of Public Administration.

As the main reform of this was the signing of the decree of December 28, 2016 "on measures to radically improve the system of work with appeals of individuals and legal entities". Through this decree, in order to work with the appeals of the population and prevent the mood of discontent among the population – the virtual reception and Hall reception of the president of the Republic of Uzbekistan was established.

In order to ensure the inviolability of citizens in Ushub virtual receptions, an "online consultant" was developed with the aim of forming their own personal cabinets, creating lightness in sending appeals and obtaining online legal advice. A referral module was also introduced to the heads of ministries and departments through a virtual reception. Through this module, citizens will create lightness for the fact that they will sign up for the receptions of heads of state bodies and send their online appeals.

Nearly 8.2 million appeals have been received to presidential virtual receptions since 2016, with a notable aspect being that some of these appeals came from our citizens living abroad, their appeals have been given and satisfied with authentic explanations. A separate call reception center began to work to receive appeals. The framework was laid down to define those responsible for the consideration of Appeals, control the consideration of applications and complaints and proposals, the effectiveness of working with appeals, the problems of the socially vulnerable layer of Regions and the population, the study of public opinion, their analysis and the development of effective measures in this regard. As the basis of this, on

January 17, 2019, the decree of the president of the Republic of Uzbekistan "on measures to further improve the system of working with population problems" was adopted.

At the same time, it should be noted that at the time of the establishment of the presidential virtual reception, many complaints were received from the population about currency conversion. The fact that the currency did not have a free conversion for a long time posed great difficulties to the population, especially to entrepreneurs. After the analysis of these appeals, the foreign exchange market was liberalized. As a result, more than 22,000 applications for currency conversion came in 2017, while in 2018 this indicator was 124, and by 2020 it was 100.

The analysis of these appeals and the conditions created in time from the state to them were aimed at satisfying the moral of the conditions.

Also, in order for public servants to now hear the problems of the population and also solve their oral appeals, various forms of public receptions were introduced into practice in 2017-2021.

One of them is the district in which the civil servants operate, the system of working in the neighborhood was launched in order to study the cities more closely and communicate with the population. This system was organized by going one by one to the living forces of the inhabitants, who settled in each district, city, and meetings with them. This closely helped the population to solve their problems, which are now tormenting themselves by facing civil servants. During the 4 months of 2021, more than 1 million 155.4 thousand issues were heard in public receptions held by ministries and departments-49% of them were satisfied, the rest of the appeals were supported by khukuqi. This developed model increased approval and confidence in public service from the divanities being conducted in the community among the population.

Of course, the role of civil servants in the conduct of these islokhots is separate, now a number of changes have been made to the transition to the Civil Service and its functioning. A preparatory system was introduced, aimed at the development of their competencies in the preparation and preparation of civil servants for positions. Modern assessment methods have also been introduced to assess the performance of each civil servant. In order to further improve these activities, the "agency for the development of Public Service under the president of the Republic of Uzbekistan" was established by the decree of the president of the Republic of Uzbekistan PQ-4472 of October 3, 2019.

According to the decree of the president of the Republic of Uzbekistan PQ-4472 of October 3, 2019, the "agency for the development of Public Service under the president of the Republic of Uzbekistan" was established.

Among the main tasks of the Civil Service Development Agency are:

- monitoring and analysis of the processes and prospects for the development of the civil service of the state and the development of proposals to eliminate problems and threats in this area;
- the implementation of a system of measurable indicators (the most important indicators) of the assessment of the effectiveness of the activities of civil servants of the state and the

analysis of their results, the study of public opinion and the formation of an open rating of heads of state bodies and organizations, and now the activities of civil servants operating in each

As a result of this assessment and monitoring, the competencies necessary for each civil servant are being studied and implemented. The main purpose of the study, which was carried out in this article, is to study the competence of working with citizens in a dissatisfied mood in civil servants in the fire and to introduce them into the process of training and retraining civil servants.

The main content of the kaompetence of working with citizens of a dissatisfied mood is considered to be a clear analysis of appeals to the ministries and departments in which the civil servant himself is operating and the Prevention of problem situations that arise. It is also considered to consist in studying situations that cause a mood of dissatisfaction among the population and finding an optimal solution for them.

It is necessary to find out the main indicators of the competence of working with citizens of a dissatisfied mood externally from the following:

- Analyze appeals from citizens and provide explanations to citizens in cases where they have sufficient information on the appeal ( in some cases, there may be non-exhaustive appeals to the authority of state bodies to which citizens apply);
- Holdi, who has tried to carry out an analysis on the various circumstances that are causing the discontent and check the possible consequences of all his options, will be able to find an optimal solution for them;
- Be able to provide explanations to the ftsgars on the situation that has arisen and the time of consideration of Appeals;
- To be able to perform in public and be able to control one's emotional state.

In place of the conclusion, we can say that during the period of training civil servants, special attention is needed to increase not only their legal, political and economic knowledge, but also their knowledge aimed at positive relations. After all, the correct conduct of civil servants in the period of Appeals also ensures the consent of the population from the activities of state bodies.

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