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HR POLICY DEVELOPMENT BY USE OF MODERN MANAGEMENT METHODS IN THE SAFE CITY PROJECT REALIZATION

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Abstract: Basically, the present article analysis and combines three important fields, such as, HR policy, modern management and application of these directions in the field of Safe city project realization in Uzbekistan. Considering, that the realization of this project is strategic challenge for most countries, including Uzbekistan, one should attentively implement the methods of modern management to this process. In this regard, modern management requires to maintaining the new HR policy in order to timely and successfully execution the set tasks.

Keywords: Human Resources (HR), Human Resources (HRM), modern management, Uzbekistan’s Development Strategy for 2017-2021, Safe city project, Presidential Resolution of the Republic of Uzbekistan, Resolution of Cabinet of Ministers of the Republic of Uzbekistan, ICT sector, legislation base, Safe City Center for assistance in public order ensuring (SCC), Situation Center, interagency collaboration.

Introduction

The National Action-strategy on five priority development of the Republic of Uzbekistan during 2017-2021, stipulates such tasks as a prevention of environmental problems, causing damage to the environment, health and gene pool of the population and also improving the system of prevention and liquidation of emergency situations. Generally, such issues were indicated in fifth priority area of the strategy – directions in the field of security, inter-ethnic harmony and religious tolerance, as well as the implementation of balanced, mutually beneficial and constructive foreign policy. In other words, ensuring public security is one of the important key aspects of the development of the Republic of Uzbekistan in accordance with the mentioned strategy of the country. Well-developed Human Resources policy, modern management methods, new technologies enable relevant law enforcement and government agencies to accomplish this task by automating public safety systems.

Materials and Methods

It is obvious that Human Resources policy is one of the key points in the reform of the public administration system. In other words, it notes the importance of improving the professional training of public officials and improving their material and social security. This, in turn, necessitates a radical revision of HR policy in the
public administration system. However, the current National training program, which was adopted in 1997 [3], is outdated and does not meet modern reform aspirations. In these circumstances, the modern management can significantly improve the approaches, tools and methods of state HR policy which are necessary for achieving the significant goals in the field of public security ensuring including in Safe city project implementation.

Basically, Safe city project stipulates the complex of modern IT-solutions which are combined with the prevention processes in the field of public security ensuring. Therefore, this article describes the implementation process of Safe city project from the IT-management viewpoint.

During the years of independence, in Uzbekistan was developed and implementing a deeply thought out state policy on active democratic renewal of society, dynamic reform and modernization of the country. Along with these priority directions, ICT sphere is also successfully developing, the opportunities to meet the growing information needs of society and state institutions are expanding, besides, legal, organizational and engineering-technical bases for ensuring public security are also strengthening. On the one hand, it is perfect to observe how the ICT sector is significantly developing day by day, however, such rapid progress confuses management body in some cases, related with the making the correct and operative decisions.

As it was mentioned above, considering that Safe city project is first of all concerns to security in ICT sector, it is necessary to classify the security directions in this sector. Nowadays, due to its convenience, ICT sphere has penetrated into almost each sphere of society, e.g. social, public administration, security or public order, because it allows to operatively solve issues with electronic document circulation, research or find the necessary information on the particular area by means of integrated systems, IoT, Big Data and etc. In this regard, ICT sector should be secured and traditionally we call this activity as “Cyber security”.

In order to effectively using the means of ICT in ensuring the public order, most countries have implemented the “Safe city” hardware and software complex. The implemented project can be called as “Smart city” also, but the main purpose for project realization is the same – to effectively ensure the public security. It is obvious that the achievement of the mentioned goals, the government and responsible bodies have to face with many tasks, one of which is organization of unique management, because the basic issue in realization of Safe city project is effective organization of interagency cooperation among ministries and agencies of Uzbekistan. The “Best practice” shows, that the modern management plays the essential role in organization of such effective interagency collaboration among ministries and agencies.

It is important to review the evolution of the management in order to successful implementing its modern methods. Basically, management profession, as
we know it today, is relatively new, even though the issue and problems that confront managers have existed for thousands of years. Management emerged as a formal discipline at the turn of the century, when rapid industrialization called for better-skilled management of natural resources, capital, and labor (HR). The various management of approaches that have been developed can be divided into two major groups: classical and contemporary approaches.

The classical approaches, which extended from the mid-19th century through the early 1950s, emerged as managers tried to cope with the growth of American industry. These approaches were systematic, scientific, administrative, human resources management, and bureaucracy [3].

**Analysis and Results**

During the best practices analysis for implementation of Safe city project in Uzbekistan, it turned out that, not only the realization of the project but also its successful further operation will depend on the well-organized Human resources management (HRM). Historically HRM is known as personnel management, deals with formal systems for the management of people within the organization. Obviously, the basis for effective HRM is HR planning process, which occurs in three stages: planning, programming and evaluating [3]. For example, firstly, the administration of the country need to know the organization’s action plan or project scope to ensure that the right number and types of people are available – where the state entity, which is responsible for Safe city project realization is headed, what businesses it plans to be in, what future growth is expected and so on.

Today, the related state organizations of the Republic of Uzbekistan actively working on the realization of Safe city project and the preparation of main technical and legislative part of this project was assigned to Safe City Center for assistance in public order ensuring of the Ministry for development of information technologies and communications of the Republic of Uzbekistan (SCC), which initially was organized as a single state entity for ensuring the information/cyber security in Uzbekistan. The assignment of task on realization of Safe city project to SCC can be called as a new approach to ensuring the cyber security in Uzbekistan. It was another example of management, because the state entity, which was responsible for cyber security issues, became at the same time in charge of Safe city project realization. In this case, the issue related to human capital is partially solved, because in Safe city center will operate the specialists in the sphere of cybersecurity and public security at the same time. Considering that cyber and public security are two interrelated areas, the mentioned management method will be somehow effective.

In this stage, one need to find modern management methods for further effective organization of interagency cooperation among ministries and agencies of Uzbekistan, because, the legal status of SCC doesn’t allow to solve some problems
for operatively implementation of project components. Unfortunately the process of info-sharing with other agencies in accordance with legislation and normative documents requires a lot of time that could be spent on more useful actions.

One the other hand, the changing of legal status of SCC (e.g. reorganize the SCC as agency or separate state body) can be as an optimal solution for the basic part of problem, related to organization of interagency cooperation among ministries and agencies of Uzbekistan. However, this also takes a lot of time, but the city should be secured today. In this regard, and taking into account that Safe city project is strategic direction for Uzbekistan, at this stage it is necessary to turn to the subject of modern management.

Furthermore, the project envisages the implementation of a number of components, including the establishment of a specialized “Situation center” to enable ministries and agencies to improve management efficiency. A modern tool for solving this problem is the creation of this center, which is a complex software and hardware systems for collecting, analyzing and displaying information in a convenient form for making responsible decisions.

Considering, that this “Situation center” is designed to process in real time all signals about emergency situations occurring in a certain territory (city, region, the entire territory of the Republic), the operators of the center will receive calls from individuals and/or legal entities, as well as view the signals from CCTV cameras installed in the framework of the Safe city project, it will also be connected to the relevant ministries and agencies of the Republic of Uzbekistan, which mainly operate on the principles of centralized management.

Based on the fact that under centralization is commonly understood as the concentration (focusing) power functions of managerial decision-making at the top hierarchical level of the management organization, the Best practices showing that operational decisions in the “Situation center” it is necessary to adopt some model of horizontal power, i.e. decentralized. Centralization of management allows for more effective coordination and control of the activities of structural units for the implementation of the strategic policy of the organization as a whole.

On the one hand, the centralization of management makes it possible to effectively use the technical, technological, material and human resources necessary to solve the objectives of the “Situation center”, on the other hand, centralization can lead to the following consequences:

- suppression of creative initiative of personnel and operators in solving production and emergency tasks of the “Situation center”;
- reduction of efficiency of management;
- reduction of possibilities of adaptation of the personnel to new conditions of production and work.

**Conclusion**
1. According to preliminary plans, taking into account the current state policy of the Republic of Uzbekistan, foreign direct investment will be attracted for the comprehensive implementation of the Safe City project. As practice shows, with the successful agreement of the parties, a joint venture will be created on the territory of Uzbekistan, which will function not only to operate the project, but also return on investment. This factor will lead to the conclusion that the introduction of methods of decentralized management and regulation of the activities of SCC in accordance with the requirements of horizontal power will allow to achieve the above tasks in a much shorter time and in a comprehensive manner. Because SCC will be the one of the basic joint-venture participators.

2. Generally, modern management establishes the requirement to be flexible to unique state governance in this case. For example, according to the Law of the Republic of Uzbekistan “On normative legal acts”[4], the resolutions of the Cabinet of Ministers are recognized as legal act, and also Article 25 of this law states, that: “the publication of legal acts is a prerequisite for their application”. In other words, one of the main results of the present research will be finding smart governance and modern management methods for making the relevant resolution on behalf of the government of Uzbekistan, which will allow SCC to operate directly with other ministries for effectively realize the Safe city project in the country.

3. In this regard and additionally, it is desirable to create a legislative framework that determines the legal status of a public servant. In particular, it is necessary to accelerate the adoption of the law on public service. Equally important is the adoption of the code of ethics of the public servant and the development of a mechanism for extrajudicial, administrative consideration of public-service disputes.

References


