



Improving the Methods of Planning and Forecasting the System of Training and Retraining of Personnel in Agriculture, As Well as the Level of Demand and Supply for Them

1. **Djurayev Bekzod Bekmatovich, PhD.**
2. **Jumanazarova Guzal Jabborovna**
3. **Numonjanov Shokhrukh**

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Abstract: The main factor in increasing production efficiency and sustainable development of agricultural enterprises is the potential of personnel. Training of young personnel with higher and secondary specialized education is of particular importance in strengthening the capacity of personnel and improving their continuous supply. Today, there is a shortage of highly qualified, independent thinking and entrepreneurial personnel. Because, as in other sectors of the economy, as a result of the structural changes in agriculture, the formation of an economy based on different ownership in the sector and the development of market relations, the training of young personnel who meet the requirements of the time, their employment through the development of the motivation system, in most cases, the agriculture and water economy sectors, Taking into account their specific and regional aspects, the shortcomings in the planning of the training and qualification improvement system have a negative impact on the effectiveness of their use, which is the reason for the adoption of appropriate measures by the leadership of our country.

Key words: personal management, demand of staffs, assessment of personnel potential, forecasting the demand for personnel, planning, the need for human resources, signing team contracts.

¹ Tashkent branch of Samarkand university of veterinary medicine, livestock and bio technologies

² Researcher, Tashkent branch of Samarkand university of veterinary medicine, livestock and bio technologies

³ master student in the Tashkent branch of Samarkand university of veterinary medicine, livestock and bio technologies

Each country, having formed its economy, has a development program and directions for determining prospects, which are distinguished by how it will develop in the near future and in the long term, and are aimed at determining the priority sectors of the economy. In the Republic of Uzbekistan, there are quarterly, one-year, medium-term and long-term development strategies for the near future that take into account the stable development of the economy, which includes programs for the comprehensive socio-economic development of the country. This process, i.e. plans and programs of socio-economic development, is initially envisaged to be developed by the Government of the Republic together with the relevant ministries, and they will be reflected in short-term, medium-term and long-term strategic

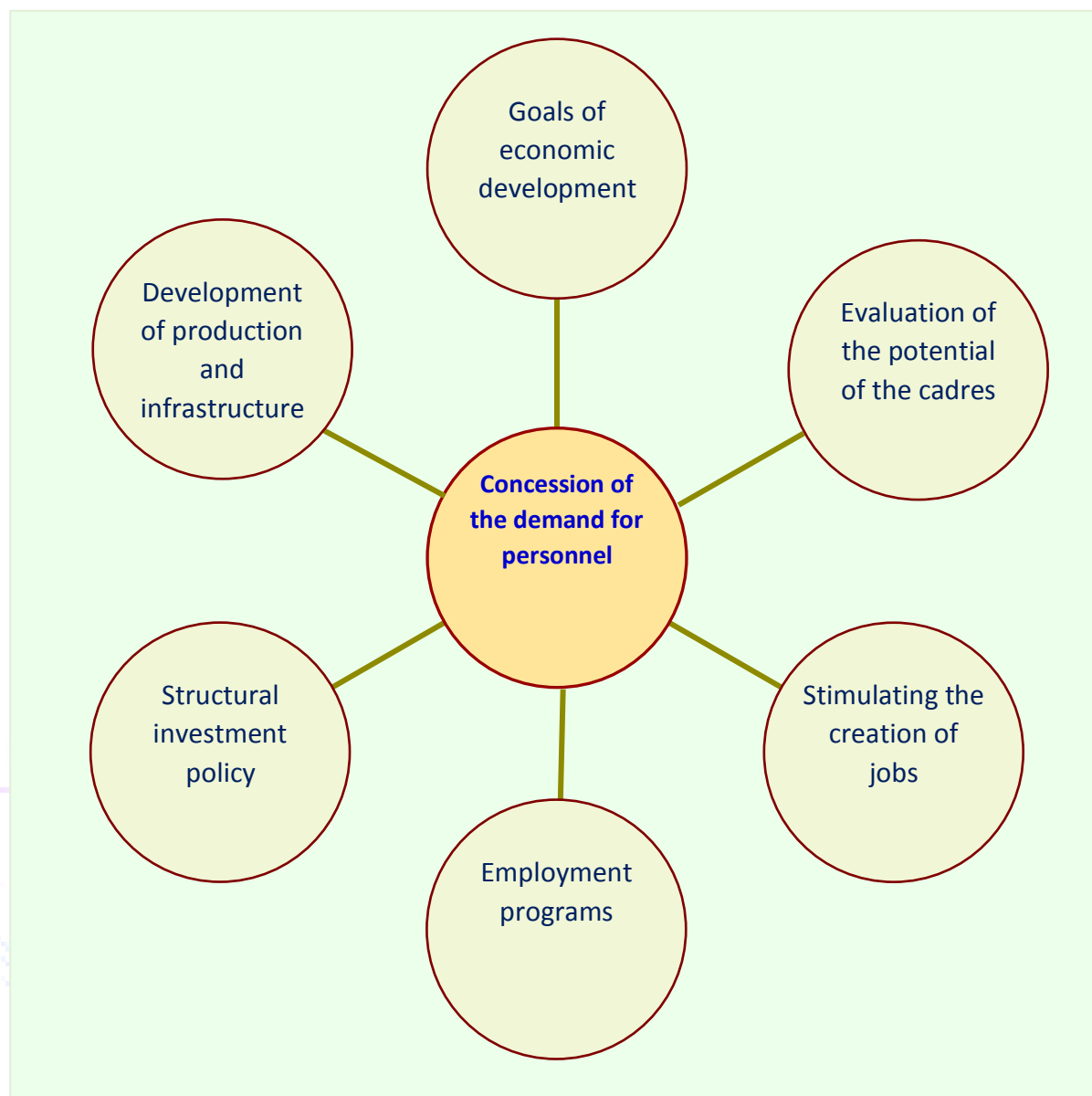
programs aimed at the near future, and will be implemented by the management organizations of the Republic of Uzbekistan. It begins with the adoption of a decision to develop a plan for economic development. After that, by the decision of the Government, the list of organizational measures and deadlines for the development of the development plan for the short, medium and long-term perspective will be determined, with the responsible executives from the ministries and agencies being determined. In accordance with this development program, the demand for personnel in each sector is also formed. The demand for personnel is primarily implemented through targeted programs aimed at the development of higher and secondary special education, which provides for the supply of qualified specialists necessary for the development of the country's economic sectors. This is reflected in the decision "On admission to higher and secondary special educational institutions" adopted by the President of the Republic of Uzbekistan every year.

Based on the study of the demand for personnel in each branch of the economy, based on the proposal of the relevant ministries, agencies, organizations, it submits its demand for personnel to the Ministry of Economy, and implements the first stage of the development of the program and plan of personnel supply in cooperation with other state organizations. Then, in cooperation with the competent departments of the government and the Ministry of Economy, the authorities of the regions, based on the specific characteristics of the industries, the level of their development, and the formation and justification of specific goals, main tasks and programs, based on the prospects of socio-economic development, we will develop preliminary plans for determining the demand for personnel they come out.

At the next stage, it requires agreement and sequence in order to develop the demand for personnel in coordination with the development program of the network. In this situation, the Ministry of Economy, as the main state body for the planning of economic sectors, in cooperation with other ministries, agencies and enterprises, makes decisions based on the requirements of the development of the Republic of Uzbekistan and the formation of new industries. In this, several previously implemented processes will be analyzed, including;

- Based on previously adopted and approved recruitment plans, analysis of the level of implementation of imbalances between demand and supply of personnel in economic sectors related to the implementation of state development programs;
- Adoption of government decisions on the development of new regulatory documents aimed at eliminating existing legal defects of various levels identified during the implementation of decisions related to personnel supply;
- Changes in the demand for personnel in the country as a result of changes in production capacities in economic sectors, internal and external trends of economic development, economic policy and specific aspects of state regulation systems;
- As a result of the comparison of the composition of the production capacities of enterprises and organizations and the dynamics of growth or decline, as well as the factors affecting these processes with the development of the world economy, the factors of the decrease in the demand for labor resources available in them and the increase in the supply.

The next stage is the development of short- and long-term programs of the demand for personnel within the networks, the determination of long-term goals and priorities, and the development of concepts of socio-economic development related to the supply of personnel. Figure 1.



1. picture. The concept of determining the demand for personnel in the agricultural sector.

An inter-organizational working group will be established in the composition of scientific experts, leading employees and experienced specialists of the central economic bodies for the implementation of the tasks of this stage.

The tasks of the inter-organizational working group include the development of several scenario options for forecasting the demand and supply of personnel and ensuring their balance based on different target priorities.

According to the recommendation of the working groups of the Cabinet of Ministers, the final version of the conceptual plan and program for the provision of personnel and their cooperation with economic sectors in the near future will be presented and discussed. On the basis of the document related to the decree and decisions of the President, the Ministry of Finance prepares analytical and forecast documents based on the calculations of income and expenses of the state budget and the main directions of the budget-tax policy: income and expenditure indicators of the budget. The Ministry of Regulation of Labor Relations prepares analytical and forecast documents comparing the supply and

demand of personnel according to demographic development, labor resources, employment, indicators of social development and the main directions of social policy: population and labor resources, employment level, standard of living.

The transition to market relations led to a change in requirements for personnel, especially agricultural specialists, their training and their practical use. It is also about the formation of a new ideology of economic thinking at all scales of agricultural management. As in developed countries, the share of the private sector in the sector has increased, and the concepts of profit and efficiency in the sector have begun to come to the fore. It is important for entrepreneurs to make a profit and choose the right direction in the market situation, to be able to correctly and clearly define their position in the market, to be able to see not the immediate profit, but the long-term development. On the basis of such tasks, the issue of organizing the supply of personnel and qualified specialists lies in the prediction of the production process of the enterprise and the implementation of planning, which is its final part.

The element resulting from planning is a motivated model of the enterprise's economic and personnel policy, which is created based on the prediction of the economic environment and set goals. Forecasting the demand for personnel is scientifically based forecasting of the state of the economy at the scale of the enterprise, sector and industry, as well as at the scale of the entire country. Forecasting the demand for personnel also means choosing or discussing alternative ways, methods and deadlines to achieve this or that state of the economy. In the conditions of transition to market relations, insufficient attention was paid to the issue of personnel planning, which caused some problems in personnel supply. Some scientists and experts, especially supporters of the free market, believed that the issue of personnel management, which is one of the concepts promoted by developed enterprises of the West, is a secondary issue, that is, personnel planning does not correspond to the market mechanism at all, and the market itself will put everything in place. Another problem related to personnel composition is related to the negative aspects of the administrative economy that have led to the socio-economic development of the country as a result of the highly centralized planning and management of the economy.

Thus, the market economy does not negate the planning and forecasting of the demand for personnel in enterprises. Both of them should be implemented by enterprises, associations and other production structures on their own or with the help of specially engaged scientific organizations, higher education specialists and some scientists and specialists. It has the possibility of future extrapolation of modern trends (not very reliable, mechanical method, can lead to wrong conclusions), logical analysis, various economic-mathematical methods (for example, the method of production functions), expert evaluation method and situation analysis.

Both in personnel planning and forecasting, the relationship between the economic process and situations is studied in the correlation method. The main tasks of the correlation analysis are to determine and reflect the form of analytical dependence of the resulting signs on the factor signs and to measure the correlation relationship. The stronger the connection, the more reliable the prediction and the higher its accuracy.

The purposeful function of planning and forecasting in the agricultural industry creates conditions for determining the need for personnel with qualified workers in the organization of short-term and long-term strategy of the enterprise's activity based on the necessary calculations, forecasts and evidence. True, it is more important for network management, regional divisions, large and medium-sized enterprises than for micro-enterprises with the number of employees from 5-10 to 50 people. However, in each case, planning involves step-by-step the directed resources (material and financial) and human labor to achieve the defined end result. If the developed personnel plan is connected with the increase of labor productivity as a result of the supply of qualified workers, secondly, it will be possible to minimize errors and defects in the production process with the help of qualified managers.

Planning is always forward-looking. This makes it somewhat predictable. However, in contrast to human resources planning, in the process of forecasting, the possibilities of achieving the set goals are more widely determined. The forecast will be probabilistic in nature. It usually assesses the degree of probability of deviation from one or another goal under the influence of various actions and external factors in the future. The plan and the forecast are not two alternative approaches to determining the prospects of the company's personnel demand, but it is necessary to look at them as complementary stages of the development of the business strategy. In this case, the main tool of enterprise management is formed not only within the boundaries of enterprises, but also comes from taking into account the level of supply of qualified personnel who can receive education in the country and abroad. Scientific, technical, economic, social, demographic and other types of prediction are distinguished in practice. Complex forecasts are often used - scientific-technical, social-political, technical-economic, etc. In any case, the forecast should be maximally compatible with the requirements of objective processes. For example, technical, economic, investment problems that have been solved, but are not used in practice; materials, technological processes, equipment and devices intended for the production of new products in the future; the need for personnel due to production modernization can be included.

The personnel management structure covers the following areas of activity:

- resource planning: meeting the need for human resources and the necessary costs for this;
- recruiting: creating a pool of potential candidates for all positions;
- selection: assessment of suitability of candidates for the workplace, selection of the best among them;
- to determine monthly wages and compensations, to develop a monthly salary and benefits structure for the purpose of attracting, hiring and retaining employees;•
- career direction and adaptation: introduction of hired employees into organizations and departments, explaining to employees what the organization expects from them and what kind of work is properly evaluated;
- training: development of training programs for employees in order to increase their work efficiency;
- evaluation of work performance: development of methodology for evaluation of work performance and conveying it to employees;
- promotion, demotion, transfer to another job, dismissal: developing methods of transferring employees to other jobs with a higher or lower level of responsibility, increasing the experience of employees by transferring to another position or workplace, as well as terminating the employment contract;
- training of managerial personnel, management of movement along the service ladder: development of programs aimed at developing the abilities of managerial personnel and increasing their efficiency;
- labor relations: negotiating the signing of collective agreements;
- employment: developing a program to ensure equal opportunities in employment (employment guarantees and the reduction of unemployment increase economic efficiency and encourage employees to improve their work efficiency).

Staffing needs can be current and prospective:

- current need for a period of one year;

- the prospective need is determined for a period of more than one year, the planning process is carried out step by step, including:
- assessment of existing resources, assessment of future needs and development of programs to meet them. Production program, list of staff, plan of organizational and technical activities, personnel movement, their availability, working time budget are the initial data in planning the number of personnel.

Determining the number of employees is determined using various methods such as the number of jobs, service standards and labor capacity. The method of calculating labor capacity is mainly used in normalization works. Using this method, the number of employees in the enterprise is determined by structural divisions, by profession and qualification. This quantity is found by the ratio of the set amount of work (standard hours) to the useful (effective) time of one worker per hour and the percentage of standard performance.

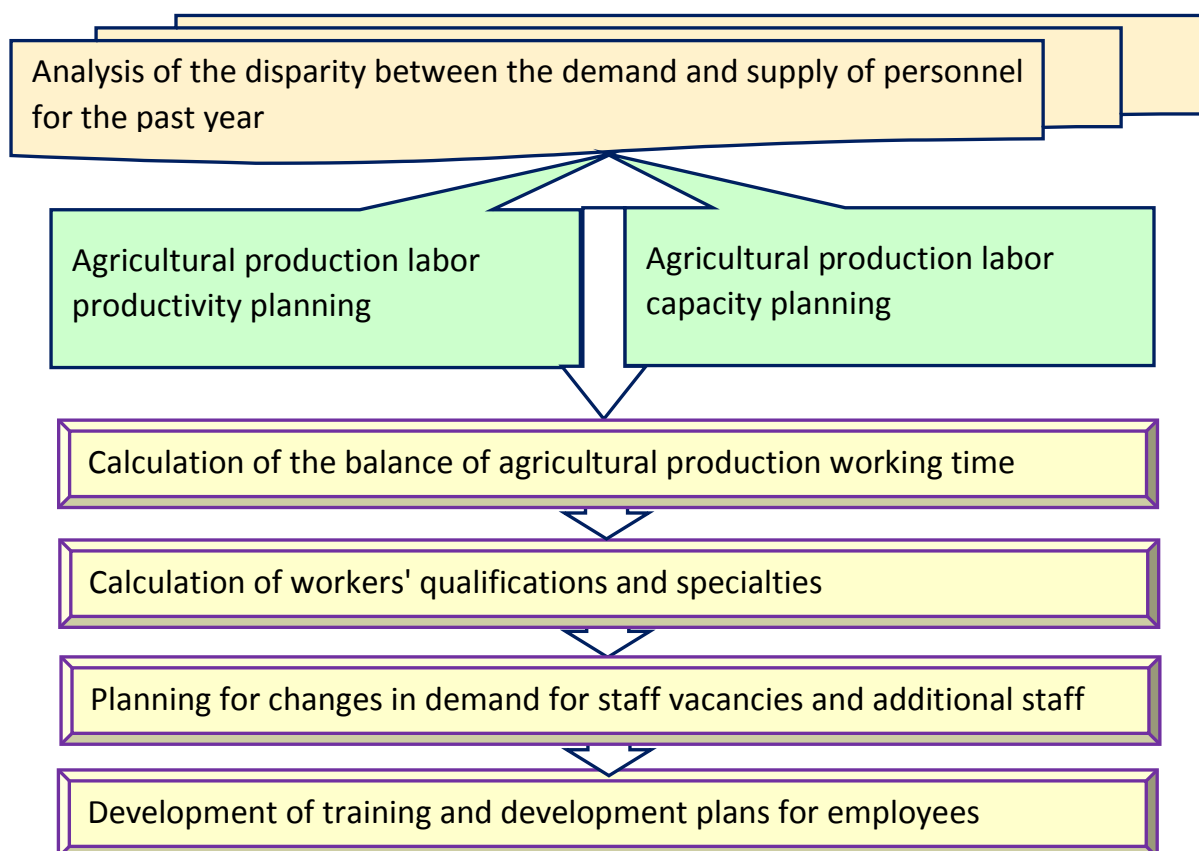


Figure 2. Planning the demand for personnel in agricultural enterprises.¹

The number of basic workers can also be found by dividing the planned production volume reflected in natural value by the planned production rate per worker. The number of employees required in the specified technologies is determined using the norm of working time and the specified working hours.

In general, we believe that the sequence of stages of planning the demand for personnel in agricultural enterprises, as shown in Figure 2.1, will give positive results. There are several ways to plan the employees who will be needed in agricultural enterprises and in the network as a whole, and who are performing existing activities, as well as to assess their need in the future. Quantitative assessment is an indicator of how many specialists and employees are needed for the system, based on the existing

¹ Developed by the authors.

organizational structure. This indicator is related to the assessment of existing jobs and their quantitative provision, as well as the personnel that will be needed due to the increase of production capacities or opportunities in the future.

Qualitative assessment reflects the question of what level and to whom exactly this network. This is a slightly more complex way of predicting shots and requires a combination of quantitative analysis. It takes into account the professionalism of the personnel, the level of education and culture, professional and professional skills.

Using the above methods, it is possible to estimate the demand for personnel at the national level, the demand for personnel in the sectors of the country's economy, the demand for personnel at the level of enterprises operating within the sector and within the sector. Research shows that in practice, it is possible to correctly assess the staffing needs at the full network level only by first assessing the staffing needs of the subsystem. The methodological basis of the system of assessing the demand for personnel at the enterprise level was assessed.

In the assessment of the enterprise's demand for workers and personnel, the first place is the existing jobs in the enterprise, the jobs created on the basis of the production program that envisages development in the future, and the ability of the workers to perform the tasks assigned to them during one day's standard working time, and the workers' ability to perform certain technological tasks. It is necessary to take into account the degree of increase in labor productivity at the expense of automation of the process. Assessment of the enterprise's demand for workers and specialists can be of several types:

1. current or rapid assessment;
2. long-term or prospective evaluation.

Current or rapid assessment in the enterprise is as follows:

U_{Ke} - is the total need for total personnel

J_{Ke} - the current need for personnel

Q_{Ke} – the need for additional personnel

$$U_{Ke} = J_{Ke} + Q_{Ke} \quad (1)$$

J_{Ke} – or the current need for personnel is determined as follows.

I_{ChH} - the volume of production in the enterprise according to the direction of specialization.

I_{ChM} - daily or annual production rate per employee

$$J_{Ke} = I_{ChH} / I_{ChM} \quad (2)$$

In order to more accurately assess the demand for workers and specialists, it is appropriate to calculate the need for the category of workers of the enterprise separately.

In particular, the demand for workers in agricultural processing enterprises can be estimated as follows:

- Technologists who use equipment in the main technological process (based on the work capacity, working time standard, the specified standard level in the production of the product);
- Full-time employees (taking into account the territory and work capacity of the combined area, taking into account the work standards of employees, taking into account the capacity of the given normative tasks, taking into account the working time fund);

- Apprentices (taking into account the demand for the creation of new jobs in the future and the duration of their training);
- Service workers (on the basis of model standards and staffing tables, based on the maintenance of production infrastructure facilities, regulation of auxiliary economic activities, maintenance of social networks in working condition);
- Management apparatus (based on model norms and staff table);

Q_{Ke} - the need for additional personnel is found as follows: with the difference between this total demand and the available workers at the beginning of the current period.

When assessing the additional demand for workers and specialists, the level of development of the enterprise is assessed (taking into account the new jobs and other types of management positions that will appear as the production volume increases).

KE_j and KEO'_{is} - Staffing needs are current and expected to grow.

$$Q_{Ke} = KEO'_{is} - KE_j \quad (3)$$

Partial replacement of practitioners temporarily taking the place of specialists;

$$Q_{Ke} = (KEO'_{is} * KKK)/100 \quad (4)$$

KKK -personnel turnover rate (practice shows that this number is around 2-5 percent during an average year). Completing the natural departure of managers and specialists (assessing the demographic characteristics of personnel, taking into account the death factor), keeping an account of vacant positions in accordance with the approved staff schedule.

At the same time, planning the process of organizing long-term personnel supply while assessing the need for personnel is of great importance in the development of the industry. This includes a period of more than three years.

Based on this, enterprises are considered at the scale of sectors, and the number of specialists operating within each sector and jobs created due to development in the sector are determined. At the first stage, after assessing the demand for personnel in enterprises, the number of personnel needs at the network level is determined.

$$UTKK_s = (TKK_{s1} + TKK_{s2} + TKK_{s3} + \dots + TKK_{sn}) \quad (5)$$

$UTKK_s$ -Demand based on the norms of work hours and technological processes at the scale of the general network;

TKK_s - the demand for jobs based on the standards of working hours and technological processes in network enterprises.

On this basis, all branches of agriculture will be combined, the situation of personnel in the republic and regions and the increase in demand for it will be analyzed, and it will be possible to estimate the number of personnel needed in the future. In the future, the development of agriculture by regions will provide an opportunity to develop industries related to additional processing based on the state of existing natural resources and economic resources, as well as the volume of raw materials created in the industries.

Conclusion.

Structural changes in agriculture, as well as in other sectors of the economy, as a result of the formation of an economy based on different ownership in the sector and the development of market relations, led to the emergence of imbalances between the demand and supply of personnel that meet

the requirements of the time. From this point of view, this process is observed not only in the effectiveness of the central and regional management structures in the network, but also in lower-level farms, agro-industrial firms, processing plants, and even in enterprises with high production and economic growth indicators. Especially in the agrarian sector, the work being carried out in terms of the supply of qualified personnel and the development of the activities of the specialized educational institutions, in most cases, is carried out using old methods and tools, which does not give the necessary level of socio-economic effect. This, in turn, requires the development of proposals and recommendations with a scientific-practical and conceptual basis that fully cover existing problems, taking into account the ongoing development of market relations in agriculture and the creation of an effective and continuous system of personnel training.

It should be said that significant and positive changes in the educational system of our country during the years of independence, its adaptation to world standards, indicate the formation of a unique educational system of Uzbekistan. The main task is to regularly improve this system. From this point of view, today it is appropriate to carry out research works in various directions on the in-depth and comprehensive study of the scientific and practical foundations of personnel training and its further development.

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