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PERSONNEL POLICY IN THE AZERBAIJAN (1970s)

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Abstract. The article reviews various aspects of the personnel policy of the National Leader Heydar Aliyev. The personnel policy carried out in the Azerbaijan SSR in the 1970s and its impact on the development of the republic are examined. During this period, the training of highly qualified national personnel in the republic was highlighted. The article examines the continuation of the successful personnel policy carried out in the 1970s during the period of independence. A number of scientific and theoretical methods were used to investigate the mentioned issues. The principles of objectivity, historicity, critical approach to research materials, and comparative analysis of these materials are among the methods used. The facts and materials collected by the author were examined and summarized using the method of comparative analysis. The scientific results obtained in the article on personnel policy in the Azerbaijan SSR can be used in writing works on the history of the Soviet period, including those dedicated to personnel policy.

Keywords: Heydar Aliyev, Azerbaijan SSR, personnel, personnel policy, development, management

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ӘЗЕРБАЙЖАНДАҒЫ КАДР САЯСАТЫ (1970-ЖЫЛДАР)

Джаббарлы Юздана

Әзірбайжан Ұлттық ғылым академиясы, А.А. Бакиханов атындағы Тарих және этнология институты, «Әлиевтану» бөлімі, ғылыми қызметкер.
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Аңдатпа. Мақалада жалпыұлттық көшбасшы Гейдар Алиевтің кадр саясатының әртүрлі қырлары қарастырылады. 1970-жылдары Әзербайжан Кеңестік Социалистік Республикасында жүргізілген кадр саясаты және оның республиканың дамуына ықпалы зерттеледі. Бұл кезеңде республикада жоғары білікті ұлттық кадрларды даярлауға ерекше көңіл бөлінді. Сондай-ақ 1970-жылдары жүргізілген табысты кадр саясатының тәуелсіздік кезеңінде жалғасуы талданады. Аталған мәселелерді зерттеу барысында бірқатар ғылыми-теориялық әдістер қолданылды. Олардың қатарында объективтілік, тарихилық, зерттеу материалдарына сыни тұрғыдан қарау және оларды салыстырмалы талдау қағидаттары бар. Автор жинақтаған деректер мен материалдар салыстырмалы талдау әдісі негізінде зерделеніп, қорытындыланды. Әзербайжан КСР-дегі кадр саясатына арналған мақалада алынған ғылыми нәтижелер кеңестік

кезең тарихы бойынша, соның ішінде кадр саясаты мәселелеріне арналған еңбектер жазуда пайдаланылуы мүмкін.

Түйін сөздер: Гейдар Алиев, Әзербайжан КСР, кадрлар, кадр саясаты, даму, басқару

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КАДРОВАЯ ПОЛИТИКА В АЗЕРБАЙДЖАНЕ (1970-е годы)

Джаббарлы Юздана

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Аннотация. В статье рассматриваются различные аспекты кадровой политики общенационального лидера Гейдара Алиева. Исследована кадровая политика, проводившаяся в Азербайджанской ССР в 1970-е годы, и её влияние на развитие республики. В этот период особое внимание уделялось подготовке высококвалифицированных национальных кадров в республике. Также анализируется продолжение успешной кадровой политики, проводившейся в 1970-е годы в период независимости. Для исследования указанных вопросов был использован ряд научно-теоретических методов. Среди них – принципы объективности, историчности, критического подхода к исследовательским материалам, а также их сравнительного анализа. Собранные автором факты и материалы были изучены и обобщены с использованием метода сравнительного анализа. Научные результаты, полученные в статье, посвященной кадровой политике в Азербайджанской ССР, могут быть использованы при написании работ по истории советского периода, в том числе посвященных кадровой политике.

Ключевые слова: Гейдар Алиев, Азербайджанская ССР, кадры, кадровая политика, развитие, управление.

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Introduction. The period of leadership of the National Leader Heydar Aliyev in Azerbaijan is so rich and interesting that despite the hundreds of scientific works dedicated to the experience of this historical figure in governing the state, there are still unstudied pages telling about his extensive activity. The period of leadership of the Great Leader in the Azerbaijan SSR, especially the personnel policy he conducted in the republic during this period, constitutes a very important part of these pages.

The main goal of state management is to maximize the potential and creative capabilities of personnel. Personnel management requires important conditions such as ensuring their education, assessment, proper selection and placement, etc. In order to implement these and other measures considered important in personnel management, the state must retain properly planned, selected and specialized personnel in the management team and purposefully direct them. Therefore, studying personnel, establishing consistent control over their activities, checking the implementation of decisions made on economic and socio-economic issues, and organizing management activities are of great importance.

The main part. The high level of personnel competence directly affects the current period and future of the country. It should be noted that until Heydar Aliyev came to power in the republic in the 60s of the 20th century, a correct personnel policy had not been formed in the Azerbaijan SSR, and since the principles for the ideological goals of the state were more the basis for training personnel,

there were serious problems in the field of personnel work in the activities of individual ministries, party committees, educational institutions and other important state institutions. The main reason for these problems was the poor work carried out by the leadership with personnel, as a result of which the growth rate of production in industry, agriculture and other areas in the Azerbaijan SSR was decreasing. The largest decline in the plan fell on the share of the chemical industry (29.3 million rubles), oil refining and petrochemicals (21.4 million), energy (14.1 million), meat and dairy industry (12.4 million), non-ferrous metallurgy (about 6 million) (APPDAPRA. F. 1. L. 56. W. 9. P. 8). While the gross national product in the USSR increased by 43% in 1969, this increase in the Azerbaijan SSR was only 22% (Gasimov, 2011: 20).

In the Azerbaijan SSR during the mentioned period, there was a need for a strong leadership that could eliminate the existing backwardness with the right policy, solve the shortcomings in the activities of the leading bodies in the republic, and generally lead the country forward by pulling it out of the critical situation it had fallen into. At the July plenum of the Central Committee of the Communist Party of Azerbaijan, a candidate who could solve all these problems was nominated for the leadership of the republic, and Heydar Aliyev was unanimously elected the First Secretary of the Central Committee of the Communist Party of Azerbaijan (APPDAPRA. F. 1. L. 56. W. 4. Pp. 6-8).

Heydar Aliyev clearly revealed all the negative situations in the republic and their causes, as well as the main directions of personnel policy back in the August 1969 plenum. He believed that, first of all, the national and spiritual spirit in Azerbaijan should be raised, the commitment of Azerbaijanis to their roots should be accelerated, and the material and technical base necessary for the people to live independently should be created.

In subsequent plenums (December 1969, March, August and December 1970), measures were determined to increase the responsibility of personnel in important state posts for the assigned work and to eliminate shortcomings in their work. In these plenums, serious shortcomings were revealed in the work of the Supreme Soviet of the Azerbaijan SSR, the Bureau of the Central Committee of the Communist Party of Azerbaijan, the Council of Ministers of the Azerbaijan SSR and other leading bodies. In the following years, important personnel changes were made in the composition of these leading bodies, primarily their chairmen. Thus, Heydar Aliyev carried out personnel changes in the positions of Chairman of the Supreme Soviet, Chairman of the Council of Ministers, the Committee of State Security of the Azerbaijan SSR and other leading positions (APPDAPRA. F. 1. L. 56. W. 49. Pp. 22).

It should be noted that during the period under review, there were also cases of irresponsible approach to the proper implementation of the assigned tasks in the Ministry of Internal Affairs of the republic and many of its local bodies. An example of this is the fact that a large number of serious crimes remained unsolved, and the unsatisfactory work done by the ministry in Baku, where almost 55% of crimes were committed. During this period, the total amount of theft and embezzlement in 28 ministries and departments amounted to 6,836 thousand rubles in 1968, and 7,538 thousand rubles in 1969. The lack of coordinated action on the results of the activities of the ministry and its subordinate institutions, the wrong relationships formed between the heads of the ministry, and the irresponsible approach to the work of the minister, his deputies and others were the main reasons for all these shortcomings (Cabbarlı, 2023: 1015).

Heydar Aliyev's personnel reforms of great historical importance in the 1970s were very wide-ranging and covered all aspects of the republic's life. Thus, under the leadership of Heydar Aliyev, attention was increased to recruitment issues in the Ministry of Education of Azerbaijan, and personnel who could not cope with their work adequately were removed from their posts. For example, at the bureau meeting of the Central Committee of the Communist Party of Azerbaijan on March 13, 1970, the improper actions of Deputy Minister of Education R.A. Balayan were discussed and he was dismissed from his post (Gasimli, 2006: 58).

During this period, appropriate measures were also taken to eliminate the backwardness in the fields of science, education and culture. Thus, some employees of the Press Committee were dismissed for their shortcomings in the management of book publishing, the development of printing

and book trade in the republic, and the heads of "Azernashr", the State Press Committee, and the "Maarif" publishing house were severely reprimanded (APPDAPRA. F. 1. L. 57. W. 31. Pp. 21).

During the Great Leader's leadership of the republic, the activities of the leadership of various scientific research institutes and universities, which were of great importance in preparing educated personnel for our country, were constantly in the spotlight (APPDAPRA. F. 1. L. 60. W. 19. Pp. 8, 11, 12).

The comprehensive personnel policy implemented in the country is showing its results in all areas, positive progress has been observed in the work activities of management personnel. However, in order for this process to be consistent, Heydar Aliyev considered it important to continue these measures with management personnel regularly and systematically, for which he constantly paid attention to strengthening the demands placed on the personnel. Because, despite the warnings and instructions given, there were still management personnel who did not approach their work with a sense of responsibility.

Speaking at the July 1975 plenum, Great Leader Heydar Aliyev said: *"Immediately after the August plenum of the Central Committee of the Communist Party of Azerbaijan, serious work was carried out to improve the composition of the republic's leading cadres. In 1969-1970, we changed many leading employees, and some were brought to criminal responsibility. This was the first stage of our work with cadres. We hope that the measures taken and the new situation in the republic will allow cadres who had previously made mistakes but remained in their places to take the right path, keep up with the modern requirements of the party, and actively implement decisions together with new cadres... However, unfortunately, our hopes did not come true. Some leaders did not draw the right conclusions..."* (APPDAPRA. F. 1, L 62. W. 1. Pp. 24, 56, 58). At the plenum, instructions were once again given to the Minister of Agriculture, the Minister of Education, the Ministry of Trade, and the Azerittifaq due to the fact that there are still shortcomings in the work of these institutions.

In order to ensure in-depth study of the scientific foundations of public administration, Heydar Aliyev, from the very beginning of his rise to leadership in the Azerbaijan SSR, gave instructions to send responsible employees of the Central Committee apparatus, regional party committees, the Presidium of the Supreme Soviet, and the leading cadres of the Council of Ministers of the Azerbaijan SSR to inter-republican continuous improvement courses. The Great Leader, who attached great importance to the education of leading cadres, set the goal of using the opportunities of the Academy of Social Sciences under the Central Committee of the CPSU at the appropriate level, and thanks to it, by the decision of the Central Bureau of the CPSU of Azerbaijan, 8 people were sent to the Academy of Social Sciences in 1971, 8 people in 1972, 2 people in 1973, 2 people in 1974, 2 people in 1975, and by the decision of the Central Bureau of the CPSU of Azerbaijan, 6 people in 1971, 4 people in 1972, 4 people in 1973, 6 people in 1974, and 5 people in 1975 were sent to study at the Higher Party School (Personnel policy of the Communist Party of Azerbaijan, 1987:112).

In 1970-1982, the personnel reforms, some of which were mentioned above, to strengthen the great work of Heydar Aliyev, had a great impact on the history of the Azerbaijan SSR. Socio-economic, cultural and spiritual development began in the republic, and the advanced Azerbaijan SSR left behind the republics in terms of socio-economic indicators based on the ranking of the former union republics. In 1969-1982, industrial production in the republic increased by 2.7 times, labor productivity by 1.7 times. This period was a decisive stage in the development of the republic's agriculture, the total output in this area increased by 2.5 times, and labor productivity by 2.2 times (Heydar Aliyev, 1998:66-69). As a result of the positive impact of a properly implemented socio-economic policy on the well-being of the population, the growth of per capita national income in the Azerbaijan SSR in 1971-1980 was 2.7 times higher than in the previous decade (Materials of the XXX Congress of the Communist Party of Azerbaijan, 1981: 73).

Thanks to the care and attention of Heydar Aliyev, high development was achieved in the fields of education, culture and art in the republic. Thus, in 1982, 17 higher and 75 secondary specialized schools were operating, all of which became possible as a result of Heydar Aliyev's care for the development of higher education and strengthening the human resources potential of the republic. At

the same time, during this period, more than 15 thousand young Azerbaijanis studied in 170 higher schools outside the republic and mastered about 250 specialties (Jabbarli, 2023: 270).

In the 1970s, the process of self-awareness in the republic was particularly strengthened and was managed with foresight by Heydar Aliyev during a difficult political period. Despite the heavy pressure of the Soviet system for the sake of the strategic interests of our country, great steps were taken with the strong will of Heydar Aliyev, laying the foundation for the future independence of Azerbaijan.

The personnel policy of the Great Leader Heydar Aliyev was successfully continued after his election as the President of the independent Republic of Azerbaijan in 1993.

The successful personnel policy in our country, founded by the Great Leader Heydar Aliyev, has created great opportunities for the preparation of new-thinking, educated, business-minded, skilled, pure-spirited personnel with high organizational and information-using abilities, and for their selection and promotion. It is necessary to specially mention the Academy of Public Administration under the President of the Republic of Azerbaijan, established by the decree of Heydar Aliyev on January 3, 1999. The purpose of the establishment of the Academy of Public Administration in the decree was defined as "organizing the work of training specialists for the field of Public Administration in accordance with modern requirements, increasing their level of professionalism, organizing scientific research in the field of public administration and strengthening the analytical and information provision of that field" (Gandilov, 2010: April 22, No. 99, p. 3). The Great Leader thus assigned this higher education institution the important task of training leading personnel in the Republic of Azerbaijan and providing additional education.

Heydar Aliyev also emphasized the importance of conducting proper personnel reforms in the field of science during the period of independence. Thus, on January 31, 1997, during a meeting with the leadership and leading scientists of the Academy of Sciences, the Great Leader touched upon the main problems facing Azerbaijani science, and pointed out the special importance of the humanities, drawing attention to the necessity of writing the history of literature and culture. At the same time, he emphasized that the desire to receive scientific titles, which had become popular among leading cadres in the 1960s, was opposed now as it was then (Heydar Aliyev, 1998: 363). After this meeting, many works were carried out to implement reforms in the academy, clarify scientific research directions, and prepare a scientific and organizational base.

Heydar Aliyev has always been an initiator of thoughtful implementation of personnel reforms in the field of education and increasing the efficiency of education. The preparation of the "Program of Reforms in the Field of Education in the Republic of Azerbaijan" and its approval by the Order (Decree of the President of the Republic of Azerbaijan "On Approval of the Reform Program in the Field of Education of the Republic of Azerbaijan", June 15, 1999) dated June 15, 1999 can be considered the most important of the works done in this direction. After the adoption of the program, attention was paid to the management of higher education institutions, which play an exceptional role in the training of personnel, granting them broader powers, increasing their responsibilities, etc. issues.

Heydar Aliyev continued the tradition of sending students to foreign countries, which was of great importance in the training of personnel during this period. Thus, in the 1997/1998 academic year, 1752 students were sent to study abroad, 1459 in 1998/1999, 1016 in 1999/2000, 919 in 2000/2001, 871 in 2001/2002, and 885 in 2002/2003 (Special Reference of the State Statistical Committee of the Republic of Azerbaijan, 2023).

Conclusion. Not only the administrative apparatus of the state, but also society benefits from the knowledge and experience of the personnel. Heydar Aliyev, with his strong management skills, from the very first days of coming to power in the republic, realized the necessity of having strong national personnel resources in state administration and that professional personnel are considered the wealth of every country, and conducted a successful personnel policy, which was welcomed by society.

Thanks to the strong foundation laid by the National Leader Heydar Aliyev, a professional personnel policy was implemented in Azerbaijan, and as a result, state bodies were provided with professional, responsible and highly moral and spiritual personnel. Today, a public administration system based on the experience of advanced countries has been formed in the Republic of Azerbaijan. Our competent, national-spirited personnel have been prepared for our public administration system. The achievements we have achieved today stem from the successes of the personnel policy implemented thanks to the rich knowledge and experience, extensive activity and hard work of the National Leader Heydar Aliyev.

The excellent personnel policy established by the Great Leader in Azerbaijan is being successfully continued today by his worthy successor, President Ilham Aliyev. The personnel reforms implemented by the head of the country have served to further strengthen the independence of our state, creating conditions for the establishment of a strong management system, ensuring citizen satisfaction, increasing flexibility and efficiency in management, and selecting personnel with high intellectual level and management skills.

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CONTENTS / МАЗМҰНЫ / СОДЕРЖАНИЕ

Abdulina A.T. EYEWITNESS MEMORIES OF THE FAMINE OF THE 1930S IN KAZAKHSTAN: QUESTIONS OF SOURCE STUDIES AND REFLECTION OF EVERYDAY LIFE.....	4
Абикова Г.М., Билялов Е. ҰЛТТЫҚ БИБЛИОГРАФИЯ ЖӘНЕ М.ДУЛАТУҰЛЫ: «ҚАЗАҚ ТІЛІНДЕ БАСЫЛҒАН КІТАПТАР КӨРСЕТКІШІНІҢ» ТАРИХИ МАҢЫЗЫ.....	15
Ахмедов Ш.Ф. ГОСУДАРСТВЕННАЯ ПОЛИТИКА СОВЕТСКОЙ ВЛАСТИ В СФЕРЕ ЖИВОТНОВОДСТВА УЗБЕКСКОЙ ССР И ЕЁ СОЦИАЛЬНО-ЭКОНОМИЧЕСКИЕ ПОСЛЕДСТВИЯ.....	27
Badalzade G. EXPLORING SOCIAL INCLUSION OF CHILDREN WITH DOWN SYNDROME IN AZERBAIJANI PRIMARY SCHOOLS: A QUALITATIVE STUDY.....	36
Beisembayeva A.R. SOME ASPECTS OF ABLAI KHAN’S RELATIONS WITH THE ALATAU KYRGYZ IN THE 1760S–1780S: BASED ON RUSSIAN ARCHIVAL DOCUMENTS.....	46
Jabbarli Yu. PERSONNEL POLICY IN THE AZERBAIJAN (1970s).....	59
Zhumatay S. THE FORMATION AND PUBLICATION HISTORY OF THE QAZAQ TILI NEWSPAPER.....	65
Капасова Г., Садвакасова Ж., Урюстюмова А. ҚАЗАҚСТАН МЕН ҚЫРҒЫЗСТАНДАҒЫ МӘДЕНИ-ТАРИХИ ТУРИЗМНІҢ ДАМУ ТЕНДЕНЦИЯЛАРЫ (2000–2023 ЖЖ.).....	78
Rakhmetova A., Sarsembayeva G. DEMOGRAPHIC CONSEQUENCES OF THE 1990S CRISIS IN EASTERN KAZAKHSTAN.....	90
Саидова Р.И. РЕСПУБЛИКА УЗБЕКИСТАН В СОВРЕМЕННОЙ СИСТЕМЕ МЕЖДУНАРОДНЫХ ОТНОШЕНИЙ.....	101
Сманова А.М. XX Ғ. БАСЫНДАҒЫ ҰЛТТЫҚ ИДЕЯНЫҢ ҚАЗІРГІ ОТАНДЫҚ ТАРИХТА ОҚЫТЫЛУ МӘСЕЛЕСІ (АКАДЕМИК К.НҰРПЕЙІСТІҢ ЗЕРТТЕУЛЕРІ МЫСАЛЫНДА).....	113
Сүлейменова А.Т. ҚАЗАҚСТАНДАҒЫ 1920–1930-ЖЫЛДАРДАҒЫ САЯСИ ҚУҒЫН-СҮРГІНДЕР ҚҰРБАНЫ – ҒАЛЫМ, АГРОНОМ СМАҒҰЛ ҚАЗБЕКОВ.....	125
Тангиров Ш.А. АНАЛИЗ ИСТОЧНИКОВ О РУССКОЙ МЕДИЦИНСКОЙ СИСТЕМЕ И ОТНОШЕНИИ К НЕЙ МЕСТНОГО НАСЕЛЕНИЯ В ЗАРАФШАНСКОМ ОКРУГЕ И САМАРКАНДСКОЙ ОБЛАСТИ В ПЕРИОД РОССИЙСКОЙ ИМПЕРИИ.....	144
Темирханов Б., Сәмбет М. ӘМӘУИ ӘУЛЕТІНІҢ БІЛІККЕ КЕЛУІ ЖӘНЕ ИСЛАМ ТАРИХЫНДАҒЫ ЖАҢА САЯСИ КЕЗЕҢ.....	152
Cherepanov K. PARTY-STATE ACTIVITY D. KUNAEV IN 1955-1962.....	161

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