

DEVELOPMENT OF MANAGEMENT COMPETENCE OF TECHNICAL SCHOOL DIRECTORS

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Abstract

This article highlights the importance of management competence for technical school directors. It presents practical and theoretical concepts for overcoming management and development problems in the educational process. The article contains detailed information about useful and necessary knowledge, skills, and abilities for leaders. We believe that this knowledge will be of great benefit in improving the educational process and its quality.

Keywords: Technical school, management, competence, quality of education, management, management competence, technical school director, professional development, strategic management, innovative education, leadership, quality of education, digital technologies.

Introduction. The innovative development of social and educational spheres in the world requires an increased need for creative thinking and leadership potential of managers. The sustainable development goals adopted at the 2030 anniversary session of the UN General Assembly determined the synergistic effect of human resource development in all areas of education, the formation of educational programs focused on professional interests and needs. Research is being conducted around the world to develop and implement innovative models of training and retraining of management personnel, and to develop leadership and management competencies of educational managers.

In organizations such as the European University Association and the European Network for Quality Assurance in Higher Education, it is important to improve the infrastructure for human resource development, create integrated platforms for the development and assessment of leadership competencies through modern information and communication technologies. The development of management skills and leadership potential of higher education institutions in our country plays an important role in improving the quality of education, effectively organizing scientific and innovative activities.

Priority areas for developing proposals and recommendations for meaningful and targeted organization of work on training, retraining, advanced training of teachers, and development of scientific and innovative activities in the higher education system have been identified. The implementation of these tasks requires the implementation of a process of continuous professional development to ensure the quality of higher education, the improvement of integrated information, and the development of management competence based on innovative approaches.

Literature review. The research of R.Dzhuraev, A.Musurmonova, A.Magrupov, Sh.Pakhrutdinov, B.Khodzhaev, M.Yuldoshev, M.Mirsoliyeva, Y.Ismadiyarov on educational management, integration of strategic and functional management in the higher education system, improvement of mechanisms for developing professional and managerial competence of leaders and teachers, as well as technological aspects of professional training, is of great importance for

improving the quality of education based on informatization, information and communication technologies, and improving mechanisms for monitoring professional development processes.

From the Commonwealth of Independent States, T.Bazarov, I.Zimnyaya, E.Zeer, E.Kudryavtseva, A.Markova, A.Derkach and other scientists have studied the managerial, pedagogical and psychological aspects of developing professional competence, methodological principles. Foreign scientists R. Boyatzis, D. Bartram, J. Raven, V. Hutmacher, A. Hakim and other scientists have conducted research on the quality control of education, the formation of an information and educational environment.

Existing theoretical sources show that the mechanisms for developing managerial competence in the system of advanced training of managerial staff of vocational educational institutions have not been fully studied from the point of view of improving comprehensive information and methodological support and have not been studied as a pedagogical problem.

An integrated information and methodological system for the development of managerial competencies of leading personnel is being improved through the introduction of educational-methodological, socio-educational and scientific-innovative Internet associations in the interests of the network. The management competency development assessment system was developed by identifying management-technological (hard skills) and socially motivated (soft skills) competencies and determining the level assessment component based on quality criteria (continuity, efficiency, innovative activity).

Mechanisms for the development of managerial competencies of managers were improved by introducing alternative and differentiated variable programs that allow for the implementation of individual training trajectories based on membership and indicators.

Analysis and results. The organizational and pedagogical capabilities of the integrated electronic portfolio, aimed at developing management competencies, have been improved through the introduction of statistical diagnostics, strategic planning and scientific cooperation services based on the results of continuous monitoring of management activities.

The introduction of an integrated electronic portfolio leads to the formation of an effective management system in vocational education institutions, assessment of the level of independent professional and personal development of leaders and teachers, and the development of professional and managerial competencies based on needs. It also allows you to identify differentiated skills forms. At the same time, the qualitative analysis of the indicators of the integrated electronic portfolio provides openness and transparency in determining the rating of vocational education institutions, management decisions on personnel management, development of managerial and technological, socially motivated competencies of managers, including deans, and monitoring. Determines pedagogical conditions.

Scientific and practical research has made it possible to introduce a differentiated approach to the development of managerial competencies of technical school directors based on the indicators of the integrated electronic portfolio system. At the same time, directors and employees whose independent learning results in the electronic portfolio system are between 20-85 points must participate in full-time advanced training courses, while directors and employees with 86-100 points will have the right to direct access to the defense of their dissertation (project) work if they successfully pass the online test.

The management competence of the technical school director is a set of knowledge, skills, qualifications and personal qualities necessary for the effective implementation of professional activities by the leader. This competence consists of the following components:

Firstly, strategic competence is the director's ability to develop a long-term development strategy, set goals and forecast results. Strategic competence is important in determining the future development directions of the technical school.

Secondly, organizational competence includes skills related to the effective organization of the educational process, coordination of the activities of the pedagogical team and the establishment of an internal management system.

Thirdly, communicative competence is the director's ability to effectively communicate with teachers, students, parents and social partners. Communicative culture is an important factor in modern management.

Fourthly, innovative competence is the ability to implement new pedagogical technologies, digital management systems and innovative methods in practice.

Fifth, information and communication competence includes the use of digital technologies, the application of electronic management systems, and the skills of analyzing information.

As we analyzed the development of management competence of technical school directors above, we organize the development of management competence of technical school directors through the following factors:

- The system of advanced training of directors regularly participates in advanced training courses to help them master modern management technologies. In particular, the study of foreign experiences is important in increasing management efficiency.

- Creating an innovative environment. The formation of an innovative environment in an educational institution requires the director's creative thinking and openness to innovations.

- Digital transformation has made the use of digital technologies in the education system today an important tool for increasing management efficiency. Electronic document management, online monitoring and remote management systems facilitate the activities of the leader.

- Development of leadership skills The leadership potential of the director plays an important role in managing and motivating the team. A strong leader has a positive impact on improving the quality of education.

Today, effective methods for developing management competencies in technical schools include seminars and trainings, a mentoring system, studying international experiences, and independent learning, which form the ability of directors and employees to constantly work on themselves.

Currently, modern approaches to developing the management competencies of technical school directors require a high level of development of skills. In particular, the competency-based approach is gaining special importance in the modern education system. This approach involves combining the theoretical knowledge of the leader with practical activities. Based on the competency-based approach, directors must have the skills to: analyze problem situations; make quick and effective decisions; work with a team; monitor the quality of education; and manage innovative projects. In addition, it is necessary to ensure the continuous professional development of leaders based on the principle of "lifelong learning".

Conclusion. The development of managerial competence of technical school directors is an important condition for increasing the efficiency of the education system. A modern leader should be a specialist with a strategic mindset, an innovative approach, and developed communicative and leadership skills. Therefore, it is important to improve systemic mechanisms aimed at developing the professional competencies of technical school directors, modernize advanced training programs, and widely introduce digital technologies.

As a result, managers with high managerial competence will serve to improve the quality of education, train competitive personnel, and bring the vocational education system to a new level.

Based on the above analysis, a model for improving the integrated information and methodological system for developing managerial competence was developed. Higher educational institutions serve to provide an integrated information and educational environment aimed at developing managerial competence based on the principles of scientific, motivational, changeability, integration, and openness of educational management, as its components are purposeful, meaningful, organizational, and managerial. The components of the activity process and results evaluation were identified.

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