



ON THE PROBLEM OF EVALUATING THE EFFECTIVENESS OF THE WORK OF DIRECTORS OF SECONDARY SCHOOLS IN THE REPUBLIC OF UZBEKISTAN

Zakirova Madina Rinatovna¹, Daminova Shohista Kabulovna²

¹PhD, Associate Professor / Tashkent University of Information Technologies named after Muhammad al-Khwarizmi, Tashkent, Uzbekistan

²National Research Institute for Professional Development and Training of Teachers in New Methods named after A.Avloni, Tashkent, Uzbekistan

Article DOI: <https://doi.org/10.36713/epra11116>

DOI No: 10.36713/epra11116

ABSTRACT

The research raises the problem of evaluating the effectiveness of directors of secondary schools in the Republic of Uzbekistan, substantiates the importance of evaluating the effectiveness of school directors. The purpose of the research is to develop proposals and recommendations for evaluating the effectiveness of the work of directors of secondary schools. In the theoretical part of the research, the analysis of scientific and methodological literature on the problem of the elaboration of the content and criteria for evaluating the effectiveness of the work of directors of secondary schools. The directors of secondary schools of the Republic of Uzbekistan attended the research. The results obtained provide a basis for evaluating the effectiveness of the work of directors of secondary schools.

KEYWORDS: director, secondary school, effectiveness of directors of secondary schools.

INTRODUCTION

In the development strategy of New Uzbekistan, the goal is to improve the quality of education in schools and raise the knowledge and qualifications of teaching staff to the international level. The key figure on which the effectiveness of the educational reforms carried out by the school depends, the purpose of which is to improve the quality of education, is the director of the school. The competitiveness of the school, the results of the school's activities depend on how professionally the management is organized, whether the priorities are chosen correctly. Thus, today the innovative development of the education system makes it necessary to train competent managerial personnel with creative potential.

In recent years, systematic work has been carried out in the country to improve the quality and efficiency of the education and upbringing system, special attention is paid to the problem of evaluating the effectiveness of the work of directors of secondary schools. The Decree of the President of the Republic of Uzbekistan "On approval of the National Program for the development of public education in 2022-2026" defines the task of introducing into practice the assessment of knowledge and skills of candidates for the position of school director and the results of issuing them a manager certificate [3]. In this regard, the topic of the research aimed at assessing the effectiveness of the work of directors of secondary school is important.

The purpose of the research is to develop proposals and recommendations for evaluating the effectiveness of the work of directors of secondary schools.

This research is aimed at achieving the following objectives:

- To analyze the work on evaluating the effectiveness of school principals;
- To determine the criteria for evaluating the effectiveness of the work of directors of secondary schools

LITERATURE REVIEW

1.1. Professional and managerial activity of the director of a secondary school

The problem of developing the human resources potential of the public education system is also outlined in the Decree of the President of the Republic of Uzbekistan No. DP-134 dated May 11, 2022. The Development Program indicates the need to form a national personnel reserve by posting on a special electronic portal information about the current and prospective demand for personnel, as well as vacant positions in the context of institutions of general secondary education and school subjects [3].



The professional and managerial activity of the director of a secondary school is conditioned by the complex nature of the implementation of administrative, strategic, expert advisory, representative, pedagogical, innovative and disciplinary tasks, as well as the conditions for its implementation in modern society [11, p. 46].

V.Y.Krichevsky writes: "one of the leading factors determining the meaning, content and vector of school development is the head himself" [6, p.73]. Thus, the evaluation of the effectiveness of the director's activities directly affects the evaluation of the effectiveness of the educational institution.

In the Qualification requirements for the leading personnel of public education [7], the following competencies are identified:

- General:
 - 1) Development of communication skills;
 - 2) Information and communication technologies and media literacy in management;
 - 3) Self-development, continuous professional development;
 - 4) Responsibility and flexibility in management;
 - 5) Issues of implementation of inclusive education;
 - 6) Legal issues in management;
- Private:
 - 7) Education management;
 - 8) Financial and economic issues in management.

From January 1, 2023, in the Republic of Uzbekistan, candidates for the position of school director for obtaining a manager certificate are trained in teamwork skills, dialogue with parents, management, financial calculations and information and communication technologies at the National Research Institute for special paid programs.

An analysis of the studies of N.A. Bozin, N.M. Savina [2], I.A.Savchenko [9], V.Yu.Krichevsky [6] showed that today the director of a secondary school is not only a manager, but also a psychologist, economist, innovator. The director of the school must build relationships with all subjects of the educational process (teaching staff, students, parents), also the director of the school must be able to attract additional sources of funding, maintain the status of the school, cooperate with international organizations, properly conduct personnel policy, should inspire and motivate the teaching staff and parents of students to achieve optimal results of students, introduce new information technology and other.

1.2. Evaluation of the effectiveness of the work of directors of secondary schools

Evaluating the effectiveness of the work of directors of secondary school is an extremely difficult issue.

In the course of the research, the literature on the problem of assessing the professional and managerial activities of directors of secondary schools was analyzed, in particular

Volkov V.N., Grishina I.V. [4] – identified the author's approach to assessing the effectiveness of the school head's managerial activities.

Vlachopoulos D., Pitsiavas D. [12] investigated the issues of achieving effective education management using ICT.

Zazykin V.G., Smirnov E.A., Sinyagin Yu. [10, 13] investigated the methodology of assessing the managerial potential of managers.

Glebova G. F., Alexandrova D. N. [5] studied teachers' ideas about an effective head of a modern general school.

Bakhtin M. B., Dovbysh S. E., Arinushkina A. A [1] described modern approaches and principles of measuring the effectiveness of educational organizations.

Scientific approaches to assessing the professional and managerial activities of directors of secondary school focus on two main aspects:

- Determination of the structural elements of its content and their evaluation;
- Identification and recording of key effectiveness indicators, performance [4].

The Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 345 dated 03.06.2021 "On measures to determine the rating of general education and secondary specialized educational institutions" defines the following criteria for determining the rating of general education institutions:

1. The level of preparedness and quality of education of graduates of general education institutions in general education subjects
 - 1.1. The level of educational readiness of graduates in general education subjects (based on the scores received by graduates of the 11th grade upon admission to higher education institutions)
 - 1.2. The level of quality of education of graduates (based on the weight of those enrolled in universities among graduates of 11th grades)
2. Indicator of the level of knowledge of students of a general secondary educational institution
3. Indicator of the level of foreign language proficiency of students of a general education organization
4. Indicator of the quality (competence) of teachers of a general education organization
5. Indicator of the level of foreign language proficiency of students of a general education organization
6. Results of the social survey



7. Spiritual, educational and educational environment in a general educational institution (based on the work carried out within the framework of five initiatives put forward by the President of the Republic of Uzbekistan) [8].

METHODOLOGY (Font size of heading 12 Bold in Capital Letters, Times New Roman)

The studied foreign experience on the problem of research, as well as the legislative acts of the Republic of Uzbekistan on the problem of research, allowed us to conduct a research to determine the criteria for evaluating the effectiveness of the work of directors of secondary schools.

A research to determine the criteria for a transparent and fair assessment of the effectiveness of the work of directors of secondary schools of the Republic of Uzbekistan was held in July 2022 by the National Research Institute for Professional Development and Training of Teachers in New Methods named after A. Avloni within the framework of the project "Portal for the formation of a reserve of teachers and school principals"

The respondents in the research were female and male directors of secondary schools of the Republic of Uzbekistan with professional and managerial experience from 1 year to 30 years. The sample consisted of 1,134 school principals.

RESULTS AND DISCUSSION

To determine the criteria for evaluating the effectiveness of the director of secondary school, a questionnaire was conducted in the following areas:

- Evaluation of the effectiveness of achievements during the leadership;
- Evaluation of the effectiveness of professionalism;
- Evaluation of the effectiveness of innovation activities.

Below we present the results of the analysis of respondents' answers (Table1):

Table1. Results of the analysis of respondents' answers

What parameters do you consider the most important for evaluating the performance of the director of a secondary school		
Participation of students in the district (city) stage of the Olympiad in science and competitions of the republican level	697	63%
Results of student participation in festivals and competitions (5 initiatives)	655	59,20%
Competition "The most prosperous school" (district, region, republic)	430	38,80%
Average skill level of students % (kundalik.com)	633	57,20%
Admission rate of graduates to higher education institutions	665	60,10%
Evaluation of the director's work by members of the supervisory board and parents (based on the questionnaire)	622	56,20%
Participation of the teaching staff of the general education school in the Republican Olympiads, competitions (competition "Teacher", Olympiad, etc.)	501	45,30%
The best choice of schools for teaching foreign languages	428	38,70%
Coverage of school activities in the media and on websites	619	55,90%
Promotion of the director's leadership experience (school, district, region, republic)	515	46,50%
Mark the necessary criteria in the direction of professional self-development.		
Management Certificate (via Action Center)	504	44,50%
National or equivalent internationally recognized certificate of the appropriate level	412	36,40%
Additional training courses (international, national, etc.)	769	67,90%
Which of the following criteria for innovative and entrepreneurial activity of the school principal do you consider the most priority		
Participation in various projects (republic, region)	496	43,80%
Fundraising outside the budget (marketing)	569	50,20%
Cooperation with international organizations	346	30,50%
The indicator of the quality of the teaching staff (number of teachers of the highest and first category)	928	82%

The average by category is presented in table 2.

**Table 2. Category average**

What parameters do you consider the most important for evaluating the performance of the director of a secondary school	52%
Mark the necessary criteria in the direction of professional self-development.	49,60%
Which of the following criteria for innovative and entrepreneurial activity of the school principal do you consider the most priority	51,60%

In the course of studying the literature on the research problem, it is possible to present criteria for determining the evaluation of the effectiveness of the work of directors of secondary school. The analysis of the selected criteria allows you to form them into groups:

- The first group collects information in the direction of the professionalism of the director of a secondary school;
- The second group collects information in the direction of achieving results during the leadership of the school;
- The third group contains information in the direction of professional self-development.
- The fourth group contains information in innovation activities. (Table 3)

Table 3. Evaluation of the effectiveness of the work of directors of secondary schools

Professionalism of the director	Achievement of results during the leadership of the school	Professional self-development	Innovative activity
<ul style="list-style-type: none"> • Leadership experience • Qualification category • Training on the website uzlms.uz and onlinedu.uz • Availability of state awards • Are members of people's deputies of republican, regional, city, district councils or other elected bodies 	<ul style="list-style-type: none"> • Participation of a student in the district (city) stages of Olympiads in science and competitive Olympiads of the republican level • Results of students' participation in festivals and competitions. 5 initiatives • Competition "The most prosperous school" • Student skill level % (kundalik.com) • Acceptance rate of graduates in higher education institutions • Evaluation of the director's work by members of the supervisory board and parents • Participation of pedagogical workers of a general education school in the Republican Olympiads (competition "Teacher", etc.) • The best choice of school for teaching foreign languages • "Coverage of the school's activities in the media • "Publication of the experience of managing a director 	<ul style="list-style-type: none"> • Certificate of Management "Gold Fund • Internationally recognized national or equivalent level certificate • Refresher courses (according to national and international educational programs and courses), work within the framework of self-development (online courses in the specialty) 	<ul style="list-style-type: none"> • Participation in the project • Fundraising outside the budget (marketing) • Established cooperation with international organizations • The indicator of the quality of teaching staff (from among teachers of the highest and first category)



CONCLUSIONS

In the course of the research, the problem of evaluating the effectiveness of the director of a secondary school was studied and analyzed, as well as the parameters for evaluating the effectiveness of the director of a secondary school, grouped into four categories, were determined:

- Professionalism of the director of a secondary school;
- Achievement of results during the leadership of the school;
- Professional self-development
- Innovative activity.

The practices of evaluating the effectiveness of directors of secondary schools are different: professional competitions for directors, certification of directors, the level of preparedness and quality of education of graduates, the indicator of the level of proficiency in foreign languages, and others. Professional competitions can be considered as an opportunity to evaluate the effectiveness of the most motivated and successful directors of secondary schools, since it is these managers who most often take part in them, at the same time, the qualification category and assessment within the framework of professional development are massive.

The approach to assessing the effectiveness of the work of the directors of secondary schools cannot be "one-dimensional" due to the peculiarities of this activity itself in modern conditions - the ever-increasing complexity of the tasks being solved.

The results obtained provide a basis for evaluating the effectiveness of the work of directors of secondary schools.

REFERENCES

1. Bakhtin M. B., Dovbysh S. E. & Arinushkina A. A. (2019) *Improving the educational organization management system: Personnel aspect. International Conference on the Development of Education in Eurasia (ICDEE 2019)*. – Vol. 316 of *Advances in Social Science, Education and Humanities Research*. Atlantis Press Paris
2. Bozina N.A. & Savina N.M. (2013) *Theoretical Foundations of the Development of Professional Competence of Heads of Educational Institutions. Innovative projects and programs in education*, № 6, 18-27.
3. *Decree of the President of the Republic of Uzbekistan No. DP-134 dated 11.05.2022 "On approval of the national program for the development of public education in 2022-2026"*. <https://lex.uz/uz/docs/6008668>
4. Grishina I.V. & Volkov V.N. (2019) *The problem of the effectiveness of management activities of the school principal. Education Management: Theory and Practice*, №1(33), 5-15
5. Glebova G. F. & Aleksandrova D. N. (2020) *Teachers' perceptions of an effective leader of a modern general education school. Research results. Socio-psychological problems of mentality / mentality: collection of scientific articles, Issue. 16*.
6. Krichevsky V.Yu. (2001) *Essays on the history and theory of education management*. St. Petersburg: SPbGUPM.
7. *Order of the Minister of Public Education of the Republic of Uzbekistan on the approval of the curriculum, curriculum and qualification requirements of continuing professional development courses for public education workers, Order No. 193 of June 28, 2021 (Appendix 3)*
8. *The Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 345 dated 03.06.2021 "On measures to determine the rating of general education and secondary specialized educational institutions"*
9. Savchenko I.A. et al. (2016) *Actual problems of education management in modern Russia*. I.A. Savchenko, K.M. Soshnikova, E.A. Skundina, A.A. Borisov, *Economics and Entrepreneurship*. № 3-1(68), 191-194.
10. Sinyagin Yu.V. (2007) *Methodology for assessing the managerial potential of managers*. *Acmeology*, № 1, 60-71.
11. Vorobyov S.V (2008) *Fundamentals of management of educational systems*. Moscow: Publishing Center Academy.
12. Vlachopoulos D., Pitsiavas D. (2016) *The digital profile of primary school principals: Achieving effective educational administration through ICT. International Journal of Educational Organization and Leadership*, 23(3), 17-28. DOI: <http://dx.doi.org/10.18848/2329-1656/CGP/v23i03/17-28>
13. Zazykin V.G., Smirnov E.A. & Sinyagin Yu.V. (2014) *Assessment of the managerial staff of the organization*. Moscow: Ivanovo Publishing House.