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**"FORMATION OF PSYCHOLOGY
AND PEDAGOGY AS
INTERDISCIPLINARY SCIENCES"**

INTERNATIONAL SCIENTIFIC-ONLINE

CONFERENCE

WWW.INTERONCONF.ORG

ISBN 978-955-3605-86-4

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FORMATION OF PSYCHOLOGY AND PEDAGOGY AS INTERDISCIPLINARY SCIENCES: a collection scientific works of the International scientific conference (**13 October 2022**). **ISSUE 12** – 160p.

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Languages of publication: Italy, dansk, English, русский, беларуская, limba română, uzbek,

The compilation consists of scientific researches of scientists, post-graduate students and students who participated International Scientific Conference "**FORMATION OF PSYCHOLOGY AND PEDAGOGY AS INTERDISCIPLINARY SCIENCES**".

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FACTORS THAT ENSURE THE SUCCESSFUL IMPLEMENTATION OF THE SYSTEM OF KEY PERFORMANCE INDICATORS.

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Annotation: *This article presents ideas about practical information about the factors for ensuring the compatibility of the main performance indicators in the higher education system.*

Key words: *Spiritual work, educational work, performance discipline, "Street Law", strategic, managerial, operational tasks, survey phase, strategy formulation phase, implementation phase.*

The state of spiritual and educational work and compliance with labor and performance discipline. Meaningful extracurricular activities of students (effective leadership of circles, scientific schools and clubs or active participation in the project "Street Law") and active participation in preparation for the republican Olympiads and state scholarships.

Based on the submitted documents, the completed works will be determined and evaluated based on the criteria established by the Center for Spirituality and Enlightenment and the Scientific Department. The basis for awarding the highest score is the meaningful use of students' extracurricular time (active participation in circles, research schools and clubs or active participation in the Street Law project or in preparation for national and state scholarships).³

In the media or social networks, this is done at the university and in the country made speeches on reforms. Based on the submitted documents on the work performed, it will be identified and evaluated by the Department of Public Relations and Media. Note: For the implementation of the activities provided for in this paragraph 1 (one) or more times a month - 4 points.

Participation in work with academic lyceums and law colleges (educational and methodological), schools. Based on the established supporting documents, it will be assessed based on the criteria established by the relevant Department of Continuing Education and the Department of Practice and Professional Development.

³ <https://tsul.uz/en/general-page/missiya-i-tsennosti>



Timely and high-quality fulfillment of tasks set by the administration of the university and the status of fulfillment of tasks sent to the department through the electronic system av.ijro.uz. Determined and evaluated in the prescribed manner by the department of monitoring and organizational control and the head of the department.

As a result, the third major problem that BukhSU often faces is a formalized description of the educational processes or a description of activities. Since the document "Goals and Objectives of the Project" establishes the basic requirements for the system being implemented, it is obvious that these requirements cannot be formulated without knowing the specifics of the university - the object of implementation. According to the statement, it is precisely in connection with this that the need arises to describe the processes of the university . The introduction of an information system at an institution must necessarily be preceded by a stage of process reengineering in order to avoid "chaos automation". The described training processes are analyzed with the elimination of bottlenecks and optimization, after which a decision is made on the processes that will be implemented in the information system and the degree of this implementation, that is, how many operations, what share of the process will be automated.

One of the main factors determining the successful implementation of KPIs is the support of the information system for managing the strategy. Strategy management at universities begins with a description of its goals, which are divided into the following groups:

- strategic;
- managerial;
- operational tasks.

Strategic goals are defined for a long-term period, characterizing the general direction in the activities of the institution . Management goals and operational objectives characterize the structural policy of the university, procedures and resource management decisions that are necessary to achieve strategic goals. In addition, operational tasks directly affect the composition and structure of educational processes. In order to illustrate how an information system should support and contribute to the achievement of strategic goals, it is necessary to highlight the main stages of strategic management and determine the place of the information system at each of the stages.

Table 1

Phases of strategic management influencing the implementation of KPI

Phases of strategic	Content phases	Tasks of the information system
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management		
Survey phase	Survey of the internal and external environment of the organization	Supporting the survey by providing information about the "work area" (for example, information about partners , competitors, etc.)
Strategy formulation phase	Application of SWOT-analysis to develop various options for strategies and their evaluation according to various financial and non-financial criteria	The information system from various levels of the university collects and provides management documents (plans, programs, schedules) and provides auxiliary means for the budgeting process
Implementation phase	Execution and implementation of the chosen strategy. Appropriate resources are allocated for this purpose and their use is monitored. At the same time, performance indicators are monitored and compared with the optimal values for the industry.	Management accounting of resources used and provision of information to management personnel for decision-making - an information system is a key factor for storing and analyzing a large number of macro-level organizational indicators.

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**COMPARATIVE ANALYSIS OF THE USE OF KEY PERFORMANCE
INDICATORS IN FOREIGN AND DOMESTIC HIGHER EDUCATION
INSTITUTIONS.**

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Annotation: *This article provides practical information on a comparative analysis of the use of key performance indicators in foreign and local higher education institutions.*

Key words: *KPI of managers, competitiveness, key performance indicators, quality and high efficiency, Academic policy, interactive teaching and assessment methods.*

The KPI of managers is developed with the aim of stimulating the achievement of indicators, increasing competitiveness among the country's universities and increasing their place in the line of top - advanced universities in the world. Studying the experience of implementing key performance indicators at the National Research Technological University "MISiS" , it was found that KPIs for Vice-Rectors in areas of activity are usually determined as follows, the incentive payment is calculated based on the results of the calendar year for the quality and high results of work, according to the achievement of target values of key performance indicators activities.

Thus, the Vice-Rector for Science and Innovation has the following KPIs for MISiS leaders: ⁴

The number of articles in Web of Science and Scopus with the exception of duplication per 1 faculty member 0.5 articles per 1 faculty member in 2014 - with a specific weight of 35%

The number of articles in Web of Science and Scopus with an impact factor above 1.3 with the exception of duplication per 1 faculty member 0.15 articles per 1 faculty member in 2014 with a share of 20%

Average citation rate per 1 faculty member, calculated on the totality of articles included in the Web of Science and Scopus databases (for the last 5 years), excluding their duplication 2.9 per 1 faculty member with a specific weight of 20%

The proportion of FRS with a foreign PhD and/or 2 years of work experience in leading international universities included in the top 500 in the QS or THE

⁴ https://kpfu.ru/portal/docs/F1630376731/KPI.rukovoditelj_MISiS.pdf

