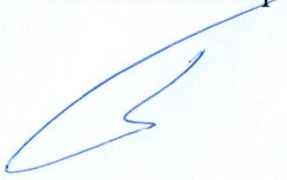


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TOOLS FOR DEVELOPMENT PERSPECTIVES
SYSTEMS OF VOCATIONAL EDUCATION OF THE REGION

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Relevance of the research topic. Prospects for the development of the system of vocational education in the region (hereinafter - the System) lay the foundation for improving the quality of education, which determines the intellectual capital of the population, ensuring the growth of the gross regional product, therefore, among the national development goals, the national project "Education" occupies a special place.

However, the practice of forming educational policy at the regional level only formally follows in the wake of its development strategy, accumulating proposals from educational institutions of various departmental affiliations located in the region, and guided by the decisions of higher authorities.

In theoretical and methodological terms, the issues of building strategically significant projects and programs that ensure the development of the System remain unresolved.

Thus, the lack of algorithms that determine the sequence of procedures for constructing a strategy for the development of socio-economic systems, in terms of coordination in the context of each stage of the content and target orientation of development, leads to the fact that synergistic effects are not realized in the education system of the region.

The development of individual stages of building a strategy in the methodological plan is not provided with tools for the transition from the goals of these stages to decisions focused on achieving these goals, so often the implementation of projects and programs does not reflect the achievement of the goals formulated in the strategic plans.

In addition, the lack of methodological support on the issues of coordinating strategically significant decisions throughout the entire cycle of the System's strategic development (initial, intermediate and final stages) only makes it possible to formulate decisions for the short term, not focusing on strategic horizons.

A special task is to build a tree of goals for the intermediate stage of strategy implementation as a procedure for coordinating with the goals of the initial and final stages of strategy implementation, which ensures the consistency of goals throughout the entire cycle of strategy implementation within the planning period. An equally important task lies in coordinating projects and programs at all stages of the implementation of the strategic plan, which ultimately allows us to consider the strategic plan as a system of projects and programs.

The aforementioned determines the relevance of the research problem, which consists in determining the set of tools necessary to develop the prospects for the development of the System.

The purpose of the dissertation research is to develop theoretical provisions that make up the specifics of strategic planning in relation to providing the procedures for building a strategy in relation to the System with special tools. To achieve this goal, it is necessary to solve the following tasks:

- to substantiate the sequence of procedures for constructing a strategy in terms of the content and target orientation of the development of socio-economic systems agreed upon by stages;

- to propose for the final and intermediate stages of the implementation of the strategy tools for the transition from the goals of these stages to solutions focused on achieving these goals;

- to form tools for coordinating strategically significant decisions throughout the entire cycle of the System's strategic development (initial, intermediate and final stages);

- to show the instrumental component of building a tree of goals for the intermediate stage of the strategy implementation as a procedure for coordinating with the goals of the initial and final stages of the strategy implementation, as well as to develop a procedure for formulating the strategy at the intermediate stage, ensuring the consistency of strategy formulations at all stages of the System development.

The object of the study is planning the development of the System, and **the subject of the study** is management relations that arise in the process of instrumental support for the procedures for constructing a plan for the strategic development of the System.

The theoretical and methodological basis of the study was determined by work in the field of strategic planning. Methods of analysis, expert assessments, sociological surveys, graphic modeling, management consulting and creative decision-making methods were used.

Scientific novelty lies in the development of methodological support for strategic planning in the region based on the procedures for building a strategy in relation to the system of vocational education in the region, filled with instrumental content.

New scientific results obtained in the study personally by the author are as follows:

- an algorithm for determining the content of the strategy for the development of the socio-economic systems of the region was built, consisting of procedures distributed over three stages of the implementation of the strategy, including goal setting at each stage, which ensures the definition of priorities and expected results, as well as the construction of a target scenario and detailing the content of the directions for the development of the region, characterized in that the sequence of procedures for coordinating the goals of the stages of the strategic development of the region is substantiated and the sequence of strategy development is shown, starting from the strategic planning horizon and ending with a perspective focused on the results of a comprehensive analysis of the current situation in the region and around it. In addition, a system of sequential algorithms has been developed, provided with a set of tools for constructing a strategy for the development of the socio-economic systems of the region, which is distinguished by the ability to determine the main content of the strategy at the initial, intermediate and final stages of the strategy implementation, and the content of the strategy is coordinated by the stages of its implementation, both in terms of the succession of projects and programs, and in relation to the goals of development of the socio-economic system of the region;

- a set of tools for determining strategically significant projects and programs of the final and intermediate stages of the implementation of the strategy is proposed, which differs in the construction of morphological tables based on the associative transition from the goals of the indicated stages of the implementation of the strategy to solutions focused on achieving these goals, which allows even at the initial stage of the strategic development of the system of professional education of the region to provide relevant projects and programs in the strategic development plan;

- procedures for building a comprehensive plan were formed by coordinating projects and programs of all stages of the strategic development of the regional vocational education system, characterized in that the decisions of the initial, intermediate and final stages are structured by methods of paired comparisons, aggregation and verbal modeling, followed by the construction of a decision tree for each stage and integral decision tree, which ensures the consistency of decisions by stages and the possibility of ranking in the context of the branches of the integral tree of goals and its levels, which in turn allows you to rationally allocate resources in the implementation of the strategic plan;

- procedures for building a tree of goals and formulating a strategy at an intermediate stage of implementing the strategy have been developed, characterized in that the distribution of the goals of this stage by levels of the hierarchy and within each level is carried out according to the results of coordination with the goals of the initial and final stages of implementing the strategy, which allows building an integral tree of goals for all stages of development of the system of vocational education in the region. In addition, the procedure is different in that when aggregating the keywords of the development goals of the intermediate stage to build a verbal model of the strategy formulation, the formulations of the strategy of the initial and final stages are associatively taken into account, which makes it possible to ensure the consistency of the formulations of the strategy at all stages of the development of the vocational education system of the region and makes it possible to formulate an integral slogan for the development of this system for the entire period of strategic planning.

The theoretical significance includes the formulation and solution of methodological problems of strategic planning and the development of theoretical and methodological provisions, including: an approach to determining the sequence of procedures for coordinating the goals of the stages of strategic development of the socio-economic systems of the region and the content of these stages; substantiation of a set of tools for determining strategically significant projects and programs for the final and intermediate stages of the implementation of the strategy, as well as their coordination with similar elements of the strategy at the initial stage; identification of tools that ensure the alignment of strategic goals throughout the strategy implementation cycle.

The practical significance is determined by the possibility of using the developed algorithms, provided with appropriate tools, in the strategic planning of the System development, carried out by the authorities and management in modern Russian regions.

The developed approaches and procedures for developing a strategy can be used by various subsystems of the region, and can also be included by universities in the content of such a discipline as "Strategic Management".