

GUIDELINES FOR THE FORMATION, IMPROVEMENT AND APPLICATION OF KEY SYSTEM PERFORMANCE INDICATORS AT THE HIGHER EDUCATION

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ANNOTASIYA

Ushbu maqolada oliy ta'limda asosiy tizimlarning faoliyat ko'rsatkichlarini shakllantirish, takomillashtirish va qo'llanish sohasi bo'yicha ko'nikmalar haqidagi ma'lumotlari yoritib berilgan.

Kalit so'zlar: asosiy faoliyat ko'rsatkichlari, diagnostika, KPI, loyiha, tashkilotning strategik rejasi, moliyaviy tuzilma, segment.

ANNOTATION

This article highlights information about the skills in the field of formation, improvement and application of performance indicators of the main systems in higher education.

Keywords: key performance indicators, diagnostics, KPI, project, organization's strategic plan, financial structure, segment.

Recommendations for the organization of self-diagnosis of the degree of readiness of the Bukhara State University for the implementation of a system of key performance indicators. The development and implementation of KPIs in practice is a complex and costly process, which, as a rule, takes from two to six months, depending on the complexity of the project. Consider the following stages of implementation of the system of key indicators.

Stage 1. Definition of a key indicator, KPI-I level.

In the process of analyzing the strategic plans of the institution, a key indicator was determined, i.e. this is a digitized strategic goal of the institution and KPI-I level, characterizing the contribution of individual areas and segments to the achievement of a key indicator.

Stage 2. Detailing KPI-I level to KPI-II level, according to the financial structure. Level I KPIs are detailed to Level II KPIs - indicators, the responsibility for which can be assigned to individual departments and officials.

Stage 3. Development of a methodology for calculating KPI. An algorithm for calculating KPI and reporting indicators is prescribed in the logic of the budget chart of accounts and management accounts. The frequency of provision is determined KPIs.

Stage 4. Making changes to the institution 's regulatory documents. Including documents regulating management accounting and management reporting in the institution.

Stage 5. Adaptation of KPI to the existing system of management, budgeting and motivation. Recommendations on the procedure for making key decisions in establishments based on the identified KPIs, recommendations on motivational schemes for management and employees, allowing to involve staff in active work with KPIs.

You should not implement the system all at once everywhere, especially if the organization is large and consists of many similar units. It is advisable to test it on a single unit for a certain period of time before entering widespread operation. Such a test will reveal possible hidden barriers, obstacles and difficulties in the implementation of the program, unknown and unpredictable in advance.

Psychological preparation of personnel (both employees and line managers) for a new form of labor relations. Employees are getting used to the fact that every hour spent at work should be spent on achieving goals. Line managers get used to the fact that they are responsible for both the process and the result of the work of their employees. And if someone works poorly, then, first of all, it is their fault.

Elimination of bottlenecks and inefficient use of labor resources, improvement of the organizational structure. KPI management will not give the desired result if some employees are overloaded, while others do not know what to do with themselves. KPI management is a logical continuation of process optimization, and not vice versa.

“Markup” of performance indicators, i.e., determination of fair values for measured performance indicators (threshold, plan, challenge). Unfair planned values of performance indicators demotivate the staff and are one of the reasons for the unsuccessful implementation of performance management.

KPIs. At the same time, the problem is solved relatively simply - by rationing labor

Both employees and third-party consultants can be responsible for the process of implementing the KPI system created in institutions. At the same time, one should take into account what specifics the university has, how the processes proceed in it, what goals and objectives the institution sets for itself. It is necessary that the rank-and-file staff be aware of how the payroll system will change. Employees must understand that the main indicator will be the level of their effectiveness. When introducing a KPI system, specialists should be trained. Personnel must understand that changes are beneficial mainly to them. The introduction of the system involves the development of special documentation: employment contracts, staffing, collective agreement and other papers related to the payment of employees.

Benefits of implementing KPIs

- 1) KPIs help to focus the attention of shareholders and management on key success factors.
- 2) KPIs are used to set goals for departments and officials.
- 3) KPIs provide an opportunity to assess the contribution to the achievement of the target financial result of the establishment of each unit and official
- 4) KPI serves as the basis for the development of personnel motivation programs.
- 5) KPIs allow you to harmonize the goals of the staff and the goals of the university.
- 6) KPI structures uncertainty, as a result of the implementation of the KPI system, employees know what the management of the organization expects from them, when they should do it and what remuneration they will receive, thereby reducing the feeling of uncertainty and anxiety.
- 7) Employees have a sense of responsibility for the result. Studies show that if the organization has a KPI system, the staff works more efficiently by at least 10% or by 20-30% on average.

But the system of key indicators must necessarily reflect the strategic goals of the university. To form a set of KPIs that will provide not only a comprehensive picture of what is happening at the university, but also allow you to implement the strategy determined by the owners, you need to do the following. First, decide which KPI best describes the main strategic goal of the institution. Secondly, to decompose it to the level of individual units.

Consider the disadvantages of implementing KPIs.

The first and obvious minus is that we live in a turbulent, very unstable world, in the American terminology, the VUCA world. VUCA is an acronym for the English words volatility (instability), uncertainty (uncertainty), complexity (complexity) and ambiguity (ambiguity).

The situation is changing quickly and unpredictably, and on the basis of these changes it is impossible to predict the future situation, which means that you can effectively plan actions, KPIs quickly become obsolete and the management of the institution does not have time to change them.

The second disadvantage is that KPIs are implemented without the BSC. KPIs stem from a balanced scorecard, and in practice, they often exist on their own for you. It turns out that institutions, due to the cost and complexity of the project, do not implement the BSC, but simply try to implement KPI on their own. This is fundamentally wrong, as all indicators should be linked by cause-and-effect relationships and should be aimed at implementing the strategy.

The third disadvantage of introducing KPIs is that they are used to control, evaluate and reward not all categories of personnel. This is because nepotism and favoritism are rampant in Russia. Ordinary employees are “crushed” by KPI, they are ready to “squeeze” everything out of them to the maximum, they are constantly threatened with dismissal for not meeting KPI, and management, their children and relatives receive bonuses and high salaries in any case.

Another disadvantage or difficulty in implementing KPI is that in practice, managers always tend to overestimate the normative KPI values, while employees, on the contrary, underestimate them. If the organization has not developed a planning culture, if when drawing up plans for the upcoming period, the manager simply throws 5-15% on the achieved indicators or comes up with something out of his head, then the employees will either be demotivated and quit, or they will prove that the plans are not realistic and sabotage them. All indicators must be clearly justified.

KPI - Key Performance Indicators - Key Performance Indicators - An evaluation criterion used to determine the performance of a university employee based on quantitative and qualitative indicators.

KPI (plus) - a set of criteria that increase the efficiency of labor activity;

KPI (minus) - a set of criteria that reduce the efficiency of labor activity;

Incentives are a system of socio-economic forms and measures aimed at ensuring the interest of employees in the results of their work, active involvement in work, improving the quality of work and services.

The evaluation commission is a group of heads of departments in the organizational structure of the university to evaluate the effectiveness of the KPI of the faculty and staff.

Professors-teachers - persons working in the position of the head of the department, professor, associate professor, senior lecturer, teacher, assistant teacher, intern, working at the

university, including those working on the basis of external and internal part-time (relative to the main contribution).

Personnel - persons who act as management (rector, vice-rector, director of the institute, head of department and center, dean and other senior staff), vice deans, technicians, teaching assistants, service and other staff at the university.

Assessed employee - a person who is a member of the main and associate staff of the University;

Direct manager - the head of the structural unit to which the evaluated employee is directly subordinated;

Senior manager - a direct supervisor of the evaluated employee, an official directly subordinate (rector and vice-rectors of the university).

Employees are divided into the following two groups:

a) Employees of group 1 - employees specified in Annex 1 to this Regulation, without an assessment of the main performance indicators (KPD);

(b) Employees in Group 2 are those whose key performance indicators (KPIs) are not specified in subparagraph (a) of this paragraph.

According to the decision of the competent governing body of the University (Councils), the effectiveness of the executive staff is recognized as follows:

1. At a low level of 40 percent to 60 percent.
2. From 61% to 80% - at an unsatisfactory level.
3. From 81% to 90% - satisfactorily.
4. From 91 percent to 100 percent - enough.
5. If more than 100 percent - at a high level.

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