

FACTORS THAT ENSURE THE SUCCESSFUL IMPLEMENTATION OF A SYSTEM OF KEY PERFORMANCE INDICATORS IN THE FIELD OF HIGHER EDUCATION

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ANNOTATION

This article provides analytical information on the factors that ensure the operation of the system of key performance indicators of higher education.

Keywords: "Goals and Objectives of the Project" , "chaos automation", statement, strategic, managerial, operational tasks, survey phase, strategy formulation phase, operational tasks, personnel management.

INTRODUCTION

As a result, the third major problem that Bukhara Institute of Engineering Technology 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.

MATERIALS AND METHODS

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

No.	Phases of strategic management	Content phases	Tasks of the information system
one	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.)
2	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
3	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.

Based on these considerations, it follows that the models of goals and strategies should be an integral element of a complete system of KPIs and the entire process of implementing an information system. Only then can we be sure that the system being implemented and the processes implemented in it will support and adequately correspond to the main strategic course of Bukhara Institute of Engineering Technology.

As a result of the study, the goal has been achieved: a system of key performance indicators has been developed as a tool to improve the management efficiency of the teaching staff and administrative and managerial personnel.

In the process of studying the theoretical and methodological foundations of the economic approach to personnel management, it was revealed that the strategic approach to management is understood as a set of techniques and methods of influencing personnel through a specific comparison of processes and results. At the same time, the strategic approach assumes that the labor resources of the organization should be used effectively. That is, personnel management from a strategic point of view can be recognized as effective if not only the teaching process is successfully converted into results, but the results obtained correspond to the strategic goals of the management system and the organization as a whole.

RESULTS

In the scientific literature, there is still no unambiguous and generally accepted terminology regarding key performance indicators. In the author's interpretation, KPIs are considered as a tool for improving the efficiency of personnel activities, focused on the formation of a team consisting of involved and executive employees.

In personnel management, an important role is given to key performance indicators that contribute to improving the efficiency of personnel management, as they are an effective way to achieve the goals and objectives of the institution. KPI allows you to manage efficiency: identify weaknesses in business management and organization, set measurable goals, and then evaluate and motivate them to achieve them through personal interest in the results of work. World practice proves that the implementation of KPI helps to achieve the goals of organizations 10-30% faster and more efficiently. In addition, the implementation of the KPI system helps to reduce costs by 10-15%, increase labor productivity, reduce the time for implementing business processes, improve the quality of teaching, etc. That is, a genuine KPI has an “avalanche” effect.

Based on the study of the information and regulatory framework for the development and calculation of key performance indicators, it was revealed that at present there are few documents containing a list of KPIs and the procedure for their calculation. Certain information is contained in the “Guidelines for the application of key performance indicators by companies in the authorized capital of which the share of the Republic of Uzbekistan, the subject of the Republic of Uzbekistan. together exceeds 50%. These guidelines were developed in pursuance of the instructions of the President of the Republic of Uzbekistan. in order to evaluate the activities of civil servants, as well as methodological and consulting support for organizations in the formation and implementation of the KPI system. In this document, special attention is paid to the relationship of indicators with the motivation of members of the management bodies of companies with state participation. It should be emphasized that these instructions are intended for state-owned companies, but, on the other hand, there are no obstacles for other companies to form a list of KPIs in accordance with the proposed procedure. The rest of the considered documents contain only mentions of KPI without any calculation formulas and specific definitions.

DISCUSSIONS

Based on a study of existing approaches to the development and implementation of key performance indicators, it was revealed that at present there is no universal methodology for developing a KPI system. Various authors suggest using their own methods. Based on the considered methods for the formation of key performance indicators, an algorithm for constructing a KPI system was developed, the key difference of which is that it takes into account the main thing - the analysis of the enterprise's activities. Since any management begins precisely with an analysis of the current state of the institution, determining the desired state in the future, specifying what, how and when should be done to achieve the goals.

As a result of the Bukhara Institute Of Engineering Technology analysis, satisfactory values of most indicators were revealed, as well as their positive trend, which indicates a fairly effective use of the enterprise's property. However, a number of negative phenomena should be noted, namely, a low information turnover rate is observed at the institution, which leads to a growing need to improve the information exchange system, and as a result, an increase in short-term operational tasks; at the same time, a small number of connections of the university with business and enterprises - potential employers, which is caused by the lack of hours of work practice for students, and this, in turn, leads to an increase in the gap between science and

production; Ultimately, this leads to an increase in the duration of the supply of competitive personnel, which in the future may negatively affect the attractiveness and lower the rating of the university. In addition, according to the results of the first stage of the system development process, KPIs were identified during causal relationships that exist between the majority of adverse events in the field of personnel. In particular, the instability of personnel and the lack of qualified employees leads to an increase in student dissatisfaction in the survey. Ultimately, all this is reflected in the achievement of the strategic goals of the University.

Based on the analysis of the activities of Bukhara Institute Of Engineering Technology, as well as the diagnosis of bottlenecks in the field of personnel management, goals were formulated based on the identified problems and key performance indicators were developed that mainly affect the achievement of the goals set. For example, if the goal is to increase high quality curricula, the KPIs influencing the achievement of this goal are the level of students who passed the assessment, the achievement of the plan for the volume of articles and tutorials written, and the number of complaints from management for violation of the norms. Then, on the basis of the developed KPIs, a system of material motivation of personnel was created, according to which the employee's salary consists of a constant part - salary, and a variable part, which depends on the points received in KPI from 6 months to one year. When an employee feels a clear connection between the results of work and remuneration, the motivation for work activity increases. Thus, the wage fund turns into a means of increasing the efficiency of work and motivating employees.

CONCLUSION

Thus, Bukhara Institute Of Engineering Technology personnel management based on the developed system of key performance indicators (including material motivation, taking into account KPI data) will contribute to the achievement of the University's goals and the fulfillment of the tasks set.

In addition, the developed methodology for the formation of a system of key performance indicators can be applied to all small and medium-sized enterprises in the engineering industry with a wide market. The proposed methodology can also serve as a source for the formation of an information base for the development of priority areas for the development of the management system of higher educational institutions.

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