

METHODOLOGY FOR EVALUATING KPIS TO IMPROVE THE EFFECTIVENESS OF PROFESSORS IN HIGHER EDUCATION

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ANNOTATION

This article covers practical information on the methodology of evaluating KPIs to improve the effectiveness of professors and teachers in higher education.

Keywords: KPI, KPI (plus), KPI (minus), incentives, the evaluation commission, assessed employee, direct manager, senior manager.

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 (KPI);

(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.

This was approved by the University Supervisory Board in order to encourage conscientious performance of official duties, increase the efficiency and quality of work, strengthen the environment for professional growth and healthy competition.

KPI is used to determine the salaries of faculty and staff of the university, monthly bonuses (six months) and bonuses at the expense of the financial incentive fund formed on the basis of financial resources of the university (name should be included).

KPI is not used in the calculation of the following payments, which are regulated by law. These are:

- monthly specified in the staffing table;
- social benefits;
- Privileges for additional working hours, nights, holidays;
- social payments and benefits;
- payment of vacation or sick leave.

The purpose of financial incentives for university staff:

- Ensuring that each employee is truly rewarded for the results of their effective work during their work;
- Improving the remuneration of university staff;
- Ensuring a system of increasing efficiency through financial incentives for managers and employees, depending on the KPI;
- Creating a healthy competitive environment at the university and its departments.

Labor Performance Evaluation Criteria (KPI) is a generalized quantitative assessment of the contribution of each team member to the overall results of the university (department).

This Regulation is used for the purpose of financial incentives for employees working in higher education institutions based on performance indicators at the expense of extra-budgetary funds. The average amount of all employees on an important indicator of labor efficiency is expressed as an indicator of the total efficiency of the executive body of the university (heads of administrative and structural units).

The work efficiency of the faculty and staff of the University is the basis for the appointment of masters in the KPI-rating criteria of 81% and above, as well as the award of bonuses in excess of 100%.

If the efficiency of the executive staff is recognized as 80 percent or less, the appointment of masters and financial incentives are not allowed.

Procedure for determining KPI

A scoring system of 1-100 is used to determine the KPI as a base value. KPIs to the overall results of the employee's work performance, in the job description Depending on the completeness of the tasks, the contribution of the individual to the work of its structural unit, it can be set equal to or greater than the main indicator.

The KPI set for an employee is determined by adding the base coefficients for each achievement and job or subtracting the coefficients for each production violation or labor discipline violation according to the formula:

$$KPI_{\text{real}} = KPI (\text{plus}) - KPI (\text{minus}),$$

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

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

Effective personnel management is currently becoming one of the main conditions for the achievement of stable and leading positions in the education market by educational institutions. The effectiveness of personnel management directly affects the competitive advantages of an educational institution. This is because the educational and economic efficiency of teaching activities is achieved only as a result of the interaction of labour resources with the material, financial, informational and other types of resources of the institution. In this regard, personnel is of paramount importance in the face of fierce competition in the modern economy.

In addition, the use of modern management models in domestic and foreign practice necessitates a rethinking of scientific views on personnel management and requires the formation of new approaches that contribute to improving the effectiveness of personnel management in modern conditions. One of these tools is the system of key performance indicators - an effective way to achieve the goals and objectives of a higher education institution. Human resource management has recently become more and more important for the successful management of the entire organization and at the same time more and more complex. The emergence of new models for the development of universities, the improvement of labour legislation, transformations in the labour market, the emergence of higher requirements for professional training and the level of qualification of teaching staff contributed to a radical change in attitudes towards working with personnel. In this regard, there was a need to turn personnel management into an integral system in which various ways of working with personnel are inextricably linked with the results of their work.

Personnel management is understood as a qualitatively defined, a priority area of work developed by the management of the organization to form a responsible, highly professional and cohesive workforce, its development and motivation necessary to achieve the goals set for the organization.

In addition, the activity of personnel management is a purposeful impact on personnel, focused on bringing their capabilities and the goals of the organization into line.

University's personnel. Considering personnel management as an integral system, it can also be defined as an activity to provide the organization with the necessary number of employees with the required qualifications, motivation and effective use, both economically and socially.

In other words, personnel management is a system of methods, tools and means of managing the personnel of the University, applied over a certain period to achieve the set goals.

Personnel is, first of all, people with a combination of numerous individual qualities, among which socio-psychological ones play a significant role, this is part of the economic and innovative potential of the organization, in which rational market transformations must not only purposefully adapt, but also bring the expected results from them. The subject of personnel

management is the personnel itself and the relations of employees in the production process in terms of the full and effective development and use of their potential in the functioning of production systems, as well as the achievement of the goals of the university.

In modern personnel management, human resources are considered a competitive value of an organization that needs to be developed and motivated to achieve its goals.

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