



ISSUES OF IMPROVING THE MECHANISM OF INCREASING THE EFFICIENCY OF CIVIL SERVANTS

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ABOUT ARTICLE

Key words: civil service, “Life Long Learning”, KPI (Key Performance Indicators), “performance indicators”, “key results” indicators – KRI”) and “critical success factors”, development strategy.

Abstract: This article covers the concept of state civil service, improving the state civil service, and improving the mechanism for increasing efficiency indicators in the state civil service.

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INTRODUCTION

In today's modern market economy, which is developing more and more, the importance of effective use of human resources is increasing. In this regard, it is necessary to pay special attention to the evaluation of the efficiency of the employees of state bodies and organizations (departments, institutions and enterprises). In this regard, in the international experience, the performance indicators of the public service are evaluated through KPI - Key Performance Indicator - the most important performance indicators.

In this case, efficiency is determined by the result achieved by the organization in relation to the cost spent to achieve the goal during a certain period of time.

KPI is also referred to as an efficiency or effectiveness indicator that monitors and evaluates the performance of organizations (departments, institutions and enterprises) and employees at the level of the specified requirements or the achievement of the specified goal. Simply put, a KPI is a “measuring device” against a defined goal. Therefore, it is impossible to define KPIs through indicators that are not related to the goal.

In English, these concepts are expressed through terms such as “performance indicators”, “key results indicators – KRI” and “critical success factors” is expressed.

David Parmenter's book “Key Performance Indicators: Developing, Implementing and Using” defines these terms as follows:

“Performance indicators” - represent what needs to be done in daily work to increase efficiency;

“Key results indicators – KRIs” - represent what needs to be done in the future to increase efficiency;

“Key performance indicators – KPI” - represent what needs to be done to dramatically increase efficiency.

The first concepts of KPI began to be formed in the 50s of the 20th century through the idea of “Management by Objectives” by Peter Drucker.

In his opinion, in order to achieve results, it is necessary to deal separately with performance indicators. And he emphasized that it is necessary to deal with indicators that are effective in order to lead activities towards the main goal, without busying the leaders with daily tasks.

The system of further increasing work efficiency through material incentives of managers and employees based on KPI was first created in Europe during the economic crisis in the 1970s. The reason is that in European countries such as France, Germany, and Portugal, the salaries of civil servants are much lower than those in the private sector. In order to increase wages, further tax increases were required.

In times of economic crisis, it is considered appropriate not to raise taxes, but rather to boost the economy by giving incentives to the private sector. In such a complex situation, the transition to a new management system has become the demand of the times in order to maintain qualified personnel in the state system and to further increase work efficiency in the state management system.

In the early days, that is, in the 1980s, most of the Western European countries used the methods of appointing civil servants to higher positions rather than financial incentives for the high performance of civil servants. Financial incentives were applied only to top managers.

Finally, by the 1990s, in countries such as the United Kingdom, the Netherlands, Canada, and the United States, financial incentives for high and middle-level civil servants also began. Since 2004, all the countries of the European Union have switched to this system.

In order to implement the KPI system in every organization (department, enterprise and institution), it is necessary to follow the following algorithm:

- Development of a detailed plan for the implementation of the KPI system (appointment of responsible persons, identification of the organization, determination of implementation deadlines, etc.);
- Creating a legal basis for implementing the KPI system (choosing a suitable model, improving the legal framework, optimizing the structure, developing KPI reporting forms, etc.);
- Creating an automated program based on the KPI system (developing a program based on the selected KPI model, training program managers, etc.);
- Implementation of the KPI system (separation of organizations and regions on the basis of selection, phase-by-step implementation in the rest, system operation, training of employees according to the purpose, etc.);
- KPI system performance monitoring (collecting and analyzing data on system performance and effectiveness, studying whether indicators are selected correctly or incorrectly, eliminating identified errors and deficiencies, etc.).

It should be taken into account that this system is effective only for a certain period of time. Therefore, it is necessary to constantly monitor the system and, if necessary, update the most important indicators.

CONCLUSION

It is also necessary to pay special attention to the resources used for the KPI's high efficiency. If you don't pay attention to the resources that are being spent only after the result, you can be left without the resources that will give the result. On the contrary, it is not possible to achieve a high result only by saving resources. That is, high efficiency is caused by the interdependence of the expected result and

the minimum spent resources. Therefore, it is necessary to take into account both efficiency and effectiveness, and always maintain a balance between them.

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