

Projektmanagement in zivilen dienstleistungsstellen

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Anmerkung. Dieser Artikel stellt mögliche Maßnahmen zur Verbesserung verschiedener Aspekte des Projektmanagements vor und analysiert die Stärken und Schwächen des Projektmanagements. Außerdem enthält der Artikel Beispiele für Projektmanagement im öffentlichen Dienst.

Schlüsselwörter: Projekt, Projektmanagement, Zivildienst

Project management in civil service bodies

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Abstract. This article presents possible measures to improve various aspects of project management, analyzes the strengths and weaknesses of project management. Also, the article provides examples of project management in the public service.

Keywords: project, project management, civil service

Previously, the activities of the authorities were more process-oriented. The main task of project management is to move away from the process and come to a result. The introduction of project management should increase the efficiency of the use of resources and the interaction of authorities with other organizations, as well as increase the transparency, validity and timeliness of decisions made, i.e., ensure the achievement of planned results.

The essence of project management. Project management implies a clear definition of goals, allocation of responsibility and resources, planning work taking into account existing risks and opportunities, constant monitoring of the situation and timely response to emerging changes and deviations in order to achieve project goals within the established time, budget and quality.

Common problems encountered in the implementation of projects. An example is the story of one project: the Sydney Opera House, which has become a symbol of Australia. This project was launched in 1959 and it was planned that it will be completed in 4 years, and will be spent 7 million Australian dollars. As a result, the Danish architect Jorn Utson resigned in 1966, a new project architect was appointed in 1967, the project timeline increased to 14 years, and almost 15 times more was spent than expected. This situation in the world is not new, therefore, based on this example, a number of problems can be identified that are usually faced when implementing various kinds of projects.

- unclear formulation of the goals and results of the project;
- unclear formulation of the terms of the project;
- insufficiently developed strategy and project implementation plan;
- inadequate organizational structure of project management;
- inconsistency of interests of the project participants;
- ineffective communication within the project and with external organizations.

Advantages and disadvantages of project management in public administration. From its definition, project management presupposes not just the solution of the above problems, but the absence of prerequisites for the emergence of these problems and overcoming difficulties in the administration and performance of state functions. However, in addition to the advantages, there are also disadvantages, which, of course, must also be taken into account.

The benefits of project management. Firstly, the main thing is not the sustainability of a state institution or project, but continuity to actions and changes in connection with changes in internal and external conditions (Markova, 2014). Drawing an analogy with business, for example, during an economic crisis, the most stable is the company that is able to quickly and flexibly respond to changes in external conditions. The same should be the state institutions that will be able to adequately look at any emerging changes in the world, offer clearly formulated methods of combating them.

Secondly, the officials of the lower management levels should be not just executors, but participants in the decision-making processes, which implies the delegation of some powers to the authorities. It is necessary to move from a traditional hierarchical structure to a horizontal one, that is, we mean the use of command management, where certain powers are transferred from the head of the department to the head of the team. Thus, the responsibility for achieving the goal of the project spreads between all participants and is not concentrated in the hands of one person who stands above the rest.

Thirdly, the activities of state structures should be assessed by the end result of their activities, and not by the level of their activity. During the implementation of a project, a large-scale PR campaign may be carried out, thanks to which people will believe in the inevitable success of this project and expect high results. And as a result, a bad opinion about the activities of state bodies will be formed, when, after such activity during the implementation of the project, the results do not meet their expectations.

Fourthly, the application of the project approach will contribute to the transition to management models of commercial companies, that is, to a change in the corporate culture and style of work of the authorities, which will lead to the timely implementation of the assigned tasks, the effectiveness of joint activities of various departments and the observance of a high level of discipline.

Fifth, specialized managers can assist government agencies in the implementation of any projects, select and adapt project management models for a specific project. This is necessary at the initial stage, as project managers already have some experience in this area.

Thus, project management will help improve the work of public authorities, increase the flexibility and transparency of their work.

Disadvantages of project management However, one should take into account a number of difficulties that may arise in the implementation of the project approach in public administration. When introducing the project approach into public administration, the main normative legal documents for regulating project management are created. But, despite the adoption of these documents, the design of materials for the projects is not respected, the information appears to be difficult to understand in language, and any changes in the project are not always reflected in the materials. The randomness of the arrangement of project documentation and updated information, which, as a result, lead to inappropriate project management, is solved by using the software of the UE. For example, almost every US government official uses the UP software on his personal computer as part of a set of standard software packages. Moreover, according to the International Project Management Association (IPMA), the use of modern PM methodology and tools usually saves about 20-30% of time and about 15-20% of funds spent on projects and programs. The current experience in project management shows that goal setting was one of the main problems in the implementation of project management, but despite this, civil servants must be able to correctly formulate the goal of the project. The solution to this problem implies that civil servants should receive some training in the field of project management. However, even after that, not all civil servants possessed basic theoretical knowledge and project management skills and, in principle, did not always understand what result they would have to have.

Also, one of the weaknesses of project management in the public sphere is the insufficient relationship between strategic and project management .. The problem of risk planning also takes place. According to the results of the study, civil servants are quite effective in developing the project itself, drawing up a plan for its implementation, assigning roles, but not paying due attention to risks. According to experts, "work with risks is poorly developed, as project management is just being introduced. Anyone who wants and can do it for himself. Risk tracking is the interest of project managers and curators. If they need, then there will be recommendations, if not - no. The decision to apply the recommendations to practice also depends on the manager. " Moreover, one of the difficulties in introducing the project approach into the public administration system is the difficulty in assessing the results of the project. The inability to evaluate the results "gives the wrong idea of the suitability of the goal and the result obtained."

Conclusion. Thus, along with the advantages of using project management in public administration, a number of problems will inevitably arise that will not lead to the expected result from the application of the project approach in public authorities.

Therefore, it is necessary to study in detail the experience of foreign countries (however, one should not completely adopt foreign methods of introducing project management into public administration, as this can lead to other problems) and, of course, the experience of companies and organizations in order to prevent those mistakes and problems that can already be avoided at the initial stage of implementation of project management in the public administration system.

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