

## **Project Management As A Way To Increase The Efficiency Of Civil Servants**

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### **Abstract**

This paper discusses aspects related to project management to improve the efficiency of civil servants. A methodological approach to studying project management tools in public administration is considered. According to the authors of the study, project management is a valuable resource for developing public administration.

The purpose of the study is the study of project management to improve the efficiency of civil servants.

The analysis was carried out using analytical and research data characterizing the development of project management in public administration. As a result, critical aspects of the application of project management in the activities of civil servants were identified.

**Keywords:** project management, civil servants, performance efficiency, performance improvement, public administration

## **Introduction**

The effectiveness of public authorities activities directly depends on personnel qualifications, the ability and readiness to solve complex problems of employees in a dynamic and increasingly developing environment, and the introduction of innovative public administration methods. One of these areas of reform is the intensive introduction of project management methods into public administration activities. The implementation of the project approach should ensure maximum economic efficiency and positive social effects in conditions of limited resources and allow efficient management of priorities and changes in the activities of state bodies.

As in the commercial sector, where organizations adapt to changing market needs, even governments are forced to adapt public services to changes in legislation and the perception of citizens.

The situation in the private sector is easier to manage as there is at least one primary criterion for success: profit analysis.

Instead, public authorities, regions, cities, and municipalities must work hard to achieve a certain level of efficiency and compare themselves with other public authorities.

The goal is for this level of service to be the same for all organizations.

The purpose of the functioning of public sector organizations, in particular, is to meet the needs of others, not their own. For governments, social goals must balance economic ones.

These are mainly services that provide people with essential social care services, such as health care, security, housing, education, cultural and social activities, etc.

The state administration represents the public sector, which includes a complex of institutions of central or territorial jurisdiction.

Public administration is the backbone of the modern state, just as banks are the backbone of the economy.

Therefore, it is necessary to coordinate the work of government bodies effectively, and this is where project management in the public administration system comes into play.

The object of study of this article is project management in the activities of civil servants.

The subject of study is the study of project management to improve the efficiency of civil servants.

## **Literature Review**

Over the past 20 years, the use of project management in public administration has been studied by many scholars, including Torrecilla-Salinas et al. (2013). They described the experience of using project management in Andalusia (Spain). Mergel et al. (2020) also proved the importance of project management in public administration.

Since 2015, many scientific papers have argued that to promote public services in the field of public administration, it is necessary to use innovative methods, particularly project management technologies (Bertot et al., 2016; Blasc et al., 2016).

The introduction of project management in the government bodies of developed countries has led to significant success. Based on this experience, public organizations worldwide perceive project management methods as a tool to achieve the goals of public administration.

Currently, the use of project management significantly reduces the level of bureaucracy, which in turn contributes to the development of entrepreneurship and the creation of more trusting and closer relations between government and citizens.

The governments of developed countries are changing their management methods in favour of project management. These methods are actively used in public procurement, educational processes, etc. Their main strength is working effectively without major modernization processes and high financial costs (Wise, 2006; Janssen & van der Voort, 2016).

The benefits of project management are described by Mergel et al. (2020) in their study. These authors are convinced that project management is a government transformation methodology that allows the creation of flexible solutions to government problems.

Greve (2019), in his study, notes that if public administration performs tasks using project management, this approach not only helps to create a valuable product for society but also builds an effective governance structure that contributes to effective decision-making.

At the same time, among various project management methodologies, project management has proven to be convenient for its flexibility and ability to produce effective results (Donovan, 2013).

The global and effective use of project management in public administration was also recognized by Kazakh experts and the growing importance of project management in the activities of civil servants (Taizhanova, 2015).

A Kazakh researcher in project management (Lazarenko, 2015) pointed to the development of project management methodology as an important tool in implementing strategic plans and increasing one's competitiveness.

## **Materials and Methods**

The study uses a complex of general scientific and unique research methods. General scientific and unique methods were used to study project management methods in public administration. Structural-functional methods are used to study various approaches to solving problems of public administration and to identify standard and distinctive features between them. Systemic and comparative analysis methods were used when considering research and existing technologies in solving problems related to project management in public administration.

Synthesis is used to summarize information about the general properties of project management and its place in the development of public administration.

## Discussion

Project management is the application of knowledge, skills, tools, and technologies to the management of public officials' activities to meet public administration requirements.

It is necessary to identify three main management factors to achieve the specific goals of project management:

time: limit of planning a sequence of actions;

resources: both people, civil servants, and tools to achieve the effectiveness of project management;

cost: the use of financial resources over time (Peterson, 2019).

The functions of project management in the activities of civil servants are focused on the conditions or restrictions in which they conduct their activities.

The project management methodology in public administration differs from the project management methodology in the commercial sector.

The main difference between public and private organizations in project management is their ownership. Unlike private companies owned by entrepreneurs or shareholders, public organizations are publicly owned (Bezès, 2013).

The following are the problems of the project approach that arise from the difference in project management between public and private organizations:

- 1 Complexity: public organizations face a more comprehensive range of stakeholders, each of which imposes requirements and restrictions on project management;
- 2 Permeability: public organizations are "open systems", easily influenced by external events;
- 3 Instability: political constraints determine frequent policy changes and short time horizons;
- 4 No competitive pressure: there is no competition for public organizations. Even when there is competition, public managers often dominate the market, such as education and health care.

It is also emphasized that the goals of public organizations are vaguer than those of their private counterparts because organizational goals are imposed through the political process rather than chosen by the employees themselves (15).

Observations and studies regarding the application of project management in Kazakhstan have revealed key visible characteristics of the use of this management methodology. According to A. S. Etsengeldin, the methodology of project management is fragmented in the public administration system. In addition, studies have found companies in private and public-private ownership that use project management methodologies and techniques quite effectively (Etsengeldina, 2015). To this was added the research of a Kazakhstani scientist (Kasenov, 2015), who argued that today there is not a single company or project of global importance that does not use project

management.

Another feature of government organizations is that they tend to have more formal decision-making procedures, are less flexible and less risk-averse.

Moreover, public servants cannot use economic efficiency as the main decision-making criterion due to the mission that public organizations carry out. It means that public managers must follow public service ethics in their activities.

Civil servants' roles and skills in project management are essential aspects of public administration's effectiveness.

Civil servants play a critical role in project management that determines public administration effectiveness's success or failure (14).

Advances in forecasting in the public sector are creating a growing need to develop the skills of project management leaders in the public sector.

Their role is, in fact, unique and very specific. It is also because, in project management, there are always many different stakeholders whose opinions can significantly influence the development of project management.

Civil servants in the public sector work in a different environment than employees in the private sector. Very often, the public environment is not familiar with results-oriented management. Civil servants are indeed often constantly involved in the management of political intervention.

Thus, project management in the public sector plays a vital role in the behaviour of society as a whole.

Therefore, civil servants in the public sector must possess the so-called "skills triangle", which includes the same skills but are not identical to those in the private sector: technique, leadership and ethics (Shubtsova, 2014).

Without ethical competence, which refers to the observance of moral values and norms, civil servants cannot correctly use their professional skills in public administration (Panina, 2004).

There are appropriate curricula and academic curricula adapted to the needs of public sector employees. These can help public servants do their jobs even more effectively for the public good.

For public institutions implementing project management, it is necessary, first of all, to motivate employees in order to achieve effective management results.

Today, each official has their own motivational and social goals, so the motivational personnel policy should take into account many internal interests and needs (organizational culture of the state, the use of knowledge management technology) (Morkovkin, 2013) and external factors (state of the economy, political crisis, etc.), as well as the impact of globalization (Shedko, 2010).

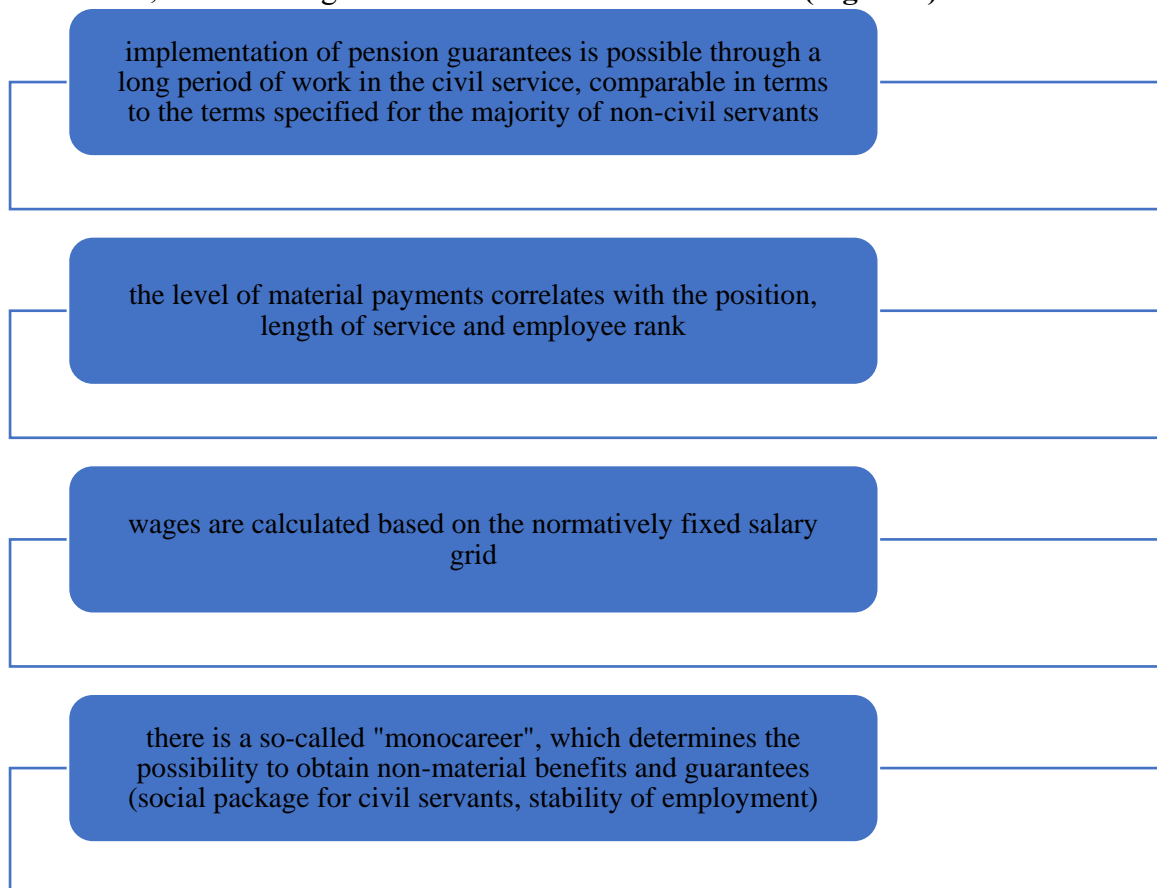
In this regard, it is essential to analyze foreign experience in organizing material and

non-material incentives for civil servants involved in project management, including consideration of approaches to legislation on these issues and requirements for effective interaction between levels of government, as well as a balance of national and regional interests with the interests present and future generations (Morkovkin, 2014; Prokofiev, 2015).

Implementing the “new public administration” approach requires creating a motivational system that is flexible and adaptable to the existing conditions of the incentive system. In several Asian countries (Singapore and China), a qualitative increase in material motivation, coupled with the difficulties of eradicating corruption, formed the basis of the labour organization model for civil servants.

For the countries of continental Europe, the success of creating a system of material incentives for civil servants depends directly on the budgetary capacity of the state. The basis of material incentives is the evaluation of indicators, and the main feature is their availability for objective analysis and justification.

In addition, the following characteristic features can be noted (**Figure 1**):

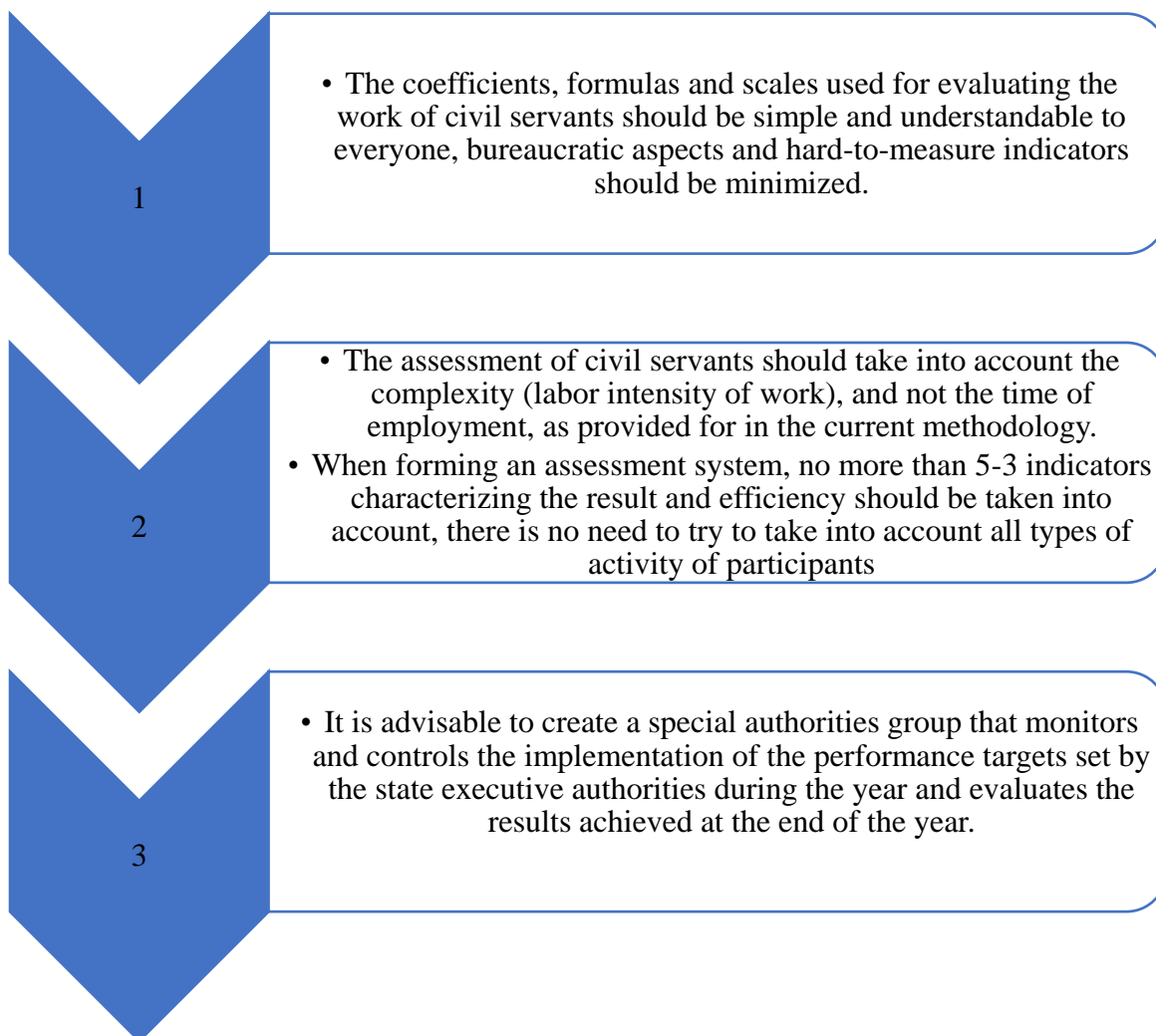


**Figure 1** - The system of civil servants’ motivation to implement management projects

In France, the human factor remains decisive, and the issues of appropriate incentives for the work of civil servants are always taken into account. Thus, any state system transformation, even if it formally does not concern people, inevitably entails changes in the working conditions of civil servants, requiring a revision of the scope of staff competencies and its helpful content. Therefore, any reorganization is necessarily accompanied by

introducing new rules for material and non-material incentives for civil servants.

Based on the analysis of foreign experience, existing methods, and theoretical and practical foundations of project management, it is possible to formulate the main recommendations for organizing an incentive system for civil servants (Figure 2)



**Figure 2 - Recommendations for organizing an incentive system for civil servants participating in projects**

It is also necessary to comply with the following project management principles necessary to improve the efficiency of civil servants:

1 Managers should not be afraid to point out problems, even if it slows down the implementation of the project management methodology. It is better to solve problems and mitigate risks sooner rather than later.

2 Leaders must communicate expectations to the team. During implementation, they should regularly evaluate the outcome and measure the results.

3 Managers should develop a project management implementation plan that specifies timelines, scope, and resources.

4 Leaders should not act alone. Even if they have years of experience and enough time to devote to implementing project management, hiring an outside resource can ensure that “enough time to get the job done” becomes “enough time to get the job done right”.

While many factors can contribute to project management failure, government agencies should focus on the factors within their control.

## **Conclusion**

As a result of using project management analysis in government bodies, it was found that with this approach, personnel management implies greater flexibility in selecting candidates for public service.

Experience in applying the methodology has shown that there is a significant risk of increasing costs and the size of the state apparatus. It, in particular, is because the introduction of the project-target model in developing countries with paternalistic systems leads to a decrease in the quality of management.

In this regard, it is recommended to improve the quality of formal personnel procedures and use such a criterion as personal efficiency when remunerating civil servants engaged in project management.

The developed recommendations will make it possible to correct the approach used to material and non-material incentives for participants in project activities in the executive authorities of Kazakhstan based on the analysis of methods and tools for material and non-material incentives for participants in project activities in government bodies of advanced countries.

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