

INNOVATIVE TECHNOLOGIES OF PUBLIC ADMINISTRATION

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The nature of periodic crisis phenomena in the world indicates the crucial importance of the ability of the public administration system to timely detect and control the manifestations of relevant disturbances in the socio-economic environment and to choose scientifically based instruments for maintaining control in ensuring the sustainable development of society. There is a need to find completely new ideas that change the traditional view of existing models of public administration, create a basis for rethinking the essence of the processes taking place in it, and revision of strategic behavior. At the same time, the question of finding approaches to the formation of a full-fledged model of sustainable development of the state in the context of transformation of the management system, awareness of the new role of public power and expansion of its capabilities in the direction of change management as a response to external and internal challenges remains problematic.

The problem of management innovations attracts the attention of a wide range of specialists. Theoretical and practical problems of organizational changes, increasing the efficiency of management activities in various areas as a result of the implementation of management innovations of the relationship of social and management transformations. In this regard, the works of modern Ukrainian scientists deserve high praise: V. Bakumenko, H. Bukert, Ya. Dybchynska, K. Pollit, A. Popok, S. Popok, A. Kolot, T. Mamatova, E. Serensen, G. Panchenko, H. Pylypenko, N. Obushna, A. Nikiforov, J. Torfing, O. Fedorchak, J. Hartley, H. Khachatryan, I. Shovkun.

Thus, in the context of the above, there is a need for a thorough study of the current state of public administration in Ukraine, analysis and study of its innovative component of development.

The purpose of this study is to reveal the content of innovative technologies of public administration.

The basis of the managerial component of innovative activity in the public administration system is the managerial process aimed at achieving the goals of innovative activity, the results of the innovative process. The main process is the technology or model of rational decision-making and implementation. It is basic not only in decision theory, but also in state, project, and innovation management. The meaningful content of this technology depends on the levels of complexity and scale of qualitative changes in the public administration system, their duration and the uncertainties of the administrative situation. To manage innovations of medium and higher levels of complexity, it is worth applying the strategic management methodology. Under such a strategy, decisions will be reflected through a hierarchy of strategies and programs interrelated by goals, and their implementation should be used through project decisions. The results of the strategic analysis of the most influential internal and external factors will determine the guidelines for the development of the public administration system and will form the basis for choosing an innovation strategy of the highest level, which will reflect the directions for updating the efficiency of public administration bodies, determine specific innovations and strategic units of innovative changes of the relevant bodies. This strategy will serve as a reference point for building a lower-level strategy, and the lower-level strategy will act as a means of implementing the first strategy. This approach will make it possible to implement the principle "from abstract to concrete". For simple innovations in public administration bodies, you can limit yourself to a program-target or simple solution [1].

The main resource of innovative transformations is directly a person - a civil servant, his personal characteristics, competences, professionalism, creative potential, motivation of activity. The introduction of innovations as a strategy for the development of public administration brings to the fore the informational and creative aspects of the

civil servant's activity. Among them, it is possible to single out project-modeling, scientific-research, heuristic aspects, etc. In modern conditions, the personal component of managerial innovations is growing significantly. This happens not only because the importance of management decisions is increasing, but also because there is a high level of uncertainty in terms of making and implementing management decisions. It is less and less possible to make appropriate decisions based on a template or example. More often, situations require creative, unique solutions [2].

Today, project management is one of the most relevant and progressive management technologies, which continues to develop rapidly. There are extremely many areas of application of the project management concept, and they can cover almost all areas of human life, including public administration. However, today, project management tools are still not widely used in government bodies.

The innovative interpretation involves understanding the project as an element, fragment, stage in the implementation of certain programs, a self-sufficient managerial decision of an economic and financial nature. This meaning of the term "project" is perceived as new. It does not include a proposal that allows for changes, alternatives, clarifications, but a specific task, limited by defined frameworks in space and time, level of funding, etc.

Project management methodology involves the development, implementation and development of a project as a complex system that reproduces and functions in a dynamic external environment. The main elements of the project are the idea, the idea (problem, task), the means of their implementation (problem solving) and the results obtained in the process of project implementation [3].

The general technology of project management remains relatively stable and covers: formulation of project tasks; justification of the project; development of the project structure; determination of volumes and sources of financing; preparation of cost estimates (estimates for the performance of works); determination of the terms of execution of project works; drawing up a project implementation schedule; calculation and allocation of resources; selection of a team of project executors; quality management; risk management; organization of project implementation; preparation and

conclusion of contracts; maintaining relations with customers and consumers of project products; project implementation control, etc.

The above is of particular interest regarding the possibilities and potential of using project management technologies in public administration. Depending on the scale of tasks solved at the state level, mega-projects, multi-projects or mono-projects can be implemented. Global reforms in the state or society are most expedient to carry out on the basis of the concept of a mega-project, which includes programs with many interrelated projects, united by common goals, allocated resources and time frames. These programs are macroeconomic in nature and can be international, national, cross-sectoral and sectoral. Smaller-scale problems can be formulated as multi-projects, which are complex programs or projects. And finally, various innovative and investment projects can be implemented as monoprojects that have a clearly defined goal (end state), resources, completion dates, and other quantitative and qualitative characteristics. On the basis of the concept of project management, it is possible to develop projects for any spheres of public administration.

The main arguments regarding the expediency of applying the concept of project management for the development and implementation of programs and projects in the field of public administration can be considered the following:

- project management is a universal concept that can be used to implement any projects in all industries and directions;

- the methods and tools of project management in professional management are currently among the most advanced, tried and tested in global practice, which creates favorable conditions for borrowing best practices, quick adaptation to national conditions and effective application;

- project management methods are flexible, they can be applied in any organization and at the same time harmoniously adjusted with strategic management and organizational strategy;

- on the basis of project management, it is possible to clearly control and manage the effectiveness of activities, which under other conditions is often much more difficult;

- the project approach provides an opportunity to carry out an integrated assessment

of the socio-economic usefulness of the project according to a single main criterion for obtaining a generalized assessment of the effectiveness of the state authority's activity in a certain problem area;

project management uses the strategy of targeted rational distribution and use of project resources according to the criterion of maximization in order to effectively manage them;

with the help of a project approach, feedback is carried out with the population of the country, which makes it possible to evaluate the activities of the state administration body directly to the citizens and the state [3].

Therefore, in order for the domestic public administration to be able to perform its functions in relation to the social orientations of the transformations of Ukrainian society, it must undergo fundamentally qualitative changes, which must be based on new strategies for the innovative development of the public administration system, which are oriented to the needs of society and citizens. Increasing the efficiency and effectiveness of public administration, strengthening the responsibility of public authorities for providing quality services to the population is becoming more and more interconnected with the development of its innovative component, which requires the use of a wide range of innovative methods, technologies and management tools.

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