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TAILORED MADE APPROACHES AND AGILE TECHNIQUES IN PUBLIC ADMINISTRATION

Drobakhina T. O.
*Postgraduate Student at the Department
of Management and Project Management
Dnipropetrovsk Regional Institute of Public Administration of the National
Academy of Public Administration under the President of Ukraine
Dnipro, Ukraine*

The XX century has brought us a new creative economy and creative class that appeared as a core of this economy. New sector of the economy has introduced new specifics to the market where old approaches are not applicable and modern ones become essential. Creative industries are highly innovative, they are characterized by an abundance of micro-businesses and individuals spread across the arts, design, cultural, digital, entertainment and media sectors. As a consequence, they lack the capacity for strategic, cross sectoral research and development which, if properly recognized and supported, could propel growth. Sir Charlie Mayfield's productivity review highlighted how creative businesses face challenges because their outputs are primarily intangible, and in many cases unique. Though knowledge-intensive, they do not always meet the traditional requirements expected for

government research and development support [5]. Creative industries influenced all sectors of economy and business. Public administration was not an exception also.

What has changed drastically and what we mean speaking about tailored approaches in public administration?

Agile approach is taken from the IT-industry [2, p. 140], it is a practice that promotes continuous iteration of development and testing throughout all lifecycle of the project. So the main idea is that the project or project hypothesis is divided into the smaller stages, each stage is implemented, the reaction on its implementation is measured and the results are analyzed. After that, the next phase is coming to the release with the conclusions made. Agile emphasizes on four core values:

1. Individual and team interactions over processes and tools.
2. Comprehensive documentation for all stages and their results.
3. Customer collaboration over contract negotiation.
4. Responding to change over following a plan.

Scrum is an agile development method [2, p.340-345] which concentrates specifically on how to manage tasks within a team-based environment. Basically, Scrum is derived from activity that occurs during a rugby match. Scrum believes in empowering the working team and advocates working in small teams (say– 7 to 9 members). There are several roles that are essential for Scrum model [2, p.340-345]: Scrum Master, who is responsible for setting up the team, sprint meeting and removes obstacles to progress; the Product Owner creates product functional description, prioritizes the functions and is responsible for the completion of the functionality at each iteration; Scrum Team manages its own work and organizes the work to complete the sprint or cycle. Product functional description is a repository where requirements are tracked with details on user stories to be completed for each release. It should be maintained and prioritized by the Product Owner, and it should be distributed to the scrum team. Team can also request for a new requirement addition or modification or deletion. So that you have all the time updated information about what should be completed, by what means, when, how and what results are expected.

Taking into consideration all the mentioned above, it's essentially to mention that the following points will help you position your team for a successful rollout:

1. Hire or appoint from within, an expert to architect and lead your rollout.

2. Engage an Agile expert to design and «codify» your team's approach, to lead the group and manage the flow, to iterate and optimize project

programs over time and to manage continued adoption and compliance (after iterations).

3. Apply the most appropriate process methods to best manage your simplest to most complex projects.

4. Adopt approaches to your specifics, engage your team members to be initiative and define the periods of time they could work for the projects.

5. Provide the team with the best project management software and associated training and support, to help them manage ideas, process and communications. Invite other experts for «helicopter view» on your project ideas, completion and conclusions.

Speaking about the types of the creative organizations that implement the creative economy local development projects there are those that are project-oriented and those that are not. All work in the creative industry is project-based and creative firms are project-oriented organizations. The basic features of the project-oriented organization that could be applied in the bodies of public administration may be listed as follows [3, p.201-205]:

– takes project management as its strategy;

– uses the temporary organization to perform complex processes and activities;

– has a separate permanent organization that functions as an integrator;

– manages a project portfolio consisting of different types of projects;

– implements a new management paradigm;

– is characterized a specific project culture;

– considers itself as project-oriented.

All the mentioned above will help public servants become more progressive and proactive, adopted to the new paces of time and more successful in the implementation of their strategies.

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