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Sumy State University  
Oleg Balatskyi Academic and Research Institute  
of Finance, Economics and Management

# ***SOCIO-ECONOMIC CHALLENGES***

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## AGILE METHODOLOGY OF THE PUBLIC ADMINISTRATION SYSTEM IN THE CONTEXT OF DIGITAL TRANSFORMATION OF UKRAINE

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Turbulence and variability of the modern world has led to the active development and emergence of new forms of organizational activity. And this applies not only to business, the corporate sector, but also to public authorities. These forms have emerged as a challenge to improve the effectiveness of their activities.

Systemic shortcomings of traditional management in public sector authority do not allow us to solve some important tasks in a timely and effective manner, as well as quickly respond to changes in the external environment.

An important aspect of the modern development of Public Administration is the active introduction of project management principles. Although until recently, it was believed that those methods could only be used in the field of it and entrepreneurship.

In conditions of complexity and uncertainty, the Project Management methodology is also changing and modernizing, and the need to implement it in the organizational activities of public authorities is increasingly relevant.

Despite the traditional effective methodologies of Project Management, the prerequisites for its continuous improvement in the public administration system are two main aspects:

1. persistent complication of subject areas of the sphere of activity of state authorities, which are automated by Information Systems;
2. the rate of changes in the external environment that affect the structure of processes [1-3].

Currently, Ukraine is experiencing an intensification of digital transformation in all areas. There are many prerequisites and objective reasons for large-scale digitalization, and the situation in the country and the world with the coronavirus pandemic has accelerated this process significantly.

By the way, Ukraine demonstrates quite ambitious goals in the field of digitalization of the economy and the public sector. Thus, the Ministry and the committee for digital transformation of Ukraine intend to provide 100% access to public services to citizens and businesses online by 2024 and attract 6 million Ukrainians to the digital skills development program [4].

The ministry has already successfully implemented important projects:

1. Action. Digital state (public services online).

2. Action. Business (national project for Entrepreneurship Development).
3. Action. Digital education (national digital literacy campaign).
4. Action. Child safety on the internet (protecting children from online threats).
5. E-Residency (online services for foreigners that provide them with remote access to public services).

The Ministry and the Digital Transformation Committee are also launching a guide to public services, an online information portal about all services provided by executive and local authorities[5].

These and other changes in the public sector, respectively, require other, new approaches to managing processes, teams, and results. Therefore, the topic of introducing the methodology of flexible methods of Project Management to public administration is becoming increasingly relevant. In particular, the practical aspects and prospects of applying the Agile methodology, as well as its individual components in the work of public authorities, are of particular interest .

Since 2001 the Agile ideology has traditionally been used in the development of primarily software and Information Systems [6]. In particular, a special feature of the Agile methodology is that it does not include practices but defines the values and principles that guide successful teams. So-called Agile Manifesto contains 4 main ideas and 12 principles, which are based on teamwork, adaptation, positive perception of changes, for more information, see [6].

It should be noted that the Agile methodology does not act as a tool for monitoring and managing a team. This is primarily a work culture, way of thinking, and principles of interaction.

Agile approaches have spread to virtually all areas of the business environment, and in some Western countries they have even become standards in public administration practice (Table 1) in Ukraine, this direction is just beginning to move.

Table 1 Foreign experience in using Agile principles in the activities of public authorities

Examples of Agile Implementation	Principles of Agile Management in the public administration sphere
United Kingdom	
<ol style="list-style-type: none"> <li>1. Development of a government portal Gov.uk, where users are provided with all the main government services and data of most</li> <li>2. Government organizations. Modernization of the main programs of the Organization of the Odt Hub system and the Core Systems, Modernization system.</li> </ol>	<ol style="list-style-type: none"> <li>1. Focus on the needs of the consumer.</li> <li>2. Iterative product development. Continuous improvement of services and teams after commissioning.</li> <li>3. Quickly identify errors and learn from them. Failures that occur in the early stages are easier to fix, and their consequences are not so severe.</li> <li>4. Adaptation of plans.</li> </ol>

USA	
<ol style="list-style-type: none"> <li>1. FBI: creation of the Sentinel Case management System.</li> <li>2. Ministry of Finance, Office of Management and Budget (administrative and budgetary Management) and 18F (joint project).</li> <li>3. The California health and human services agency: the California Digital Child Protection service project.</li> </ol>	<p>It has a complex structure, based on:</p> <ol style="list-style-type: none"> <li>1. US Digital Service (US digital service). General Services Administration (Office of General Services).</li> <li>2. Department for management and budget (administrative and budgetary Department).</li> <li>3. Technology management of acquisition transformation services (technology transformation Procurement Service Department).</li> <li>4. 18F.</li> </ol>
Australia	
<ol style="list-style-type: none"> <li>1. Development of the Digital Marketplace platform, which provides technology purchases by government agencies, placement of specialized digital services by small and medium-sized businesses and startups.</li> <li>2. A multifunctional My Post Consumer platform for sending parcels has been created.</li> <li>3. The National Blood Authority</li> </ol>	<p>Digital Transformation Agency (Digital Transformation Agency) works with Australian government agencies to help create simple, clear and fast public services. The Australian Public Service Commission provides training for professional development programs for civil servants.</p> <p>The public organization Agile Government Leadership («leadership in flexible government management») ensures the implementation of Agile practices in the work of state structures.</p>

Formed by the authors on the basis of [7-14]

Note, that among flexible methodologies, Scrum is considered the most popular. This technique allows you to fulfill your obligations with less effort, in a shorter time and at a lower cost. It is widely used in working on products, services, and more recently in government, marketing, and organization management.

In general, in our opinion, the vocation of Agile in public administration is to transform the very understanding of the work culture in certain areas of activity of public authorities, the way of thinking of teams, responsible persons, etc. and this applies not only to processes and projects of digital transformation [15,16] (where Agile is undoubtedly the basic principle of work). The Agile mechanism of action can also be used to effectively organize the process in the field of project management for the socio-economic development of territorial communities. For example, the management body of a territorial community can be considered a project team; the state (community) – the customer; the duties of the customer's representative and Scrum Master can be assumed by the project management office or the project office (a structural division of the Regional Development Agency).

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Наукове видання

# **СОЦІАЛЬНО-ЕКОНОМІЧНІ ВИКЛИКИ**

## **Матеріали Міжнародної науково-практичної конференції**

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Стиль та орфографія авторів збережені.

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