Factors Determining the Choice of Project Manager in the Sphere of Security

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ABSTRACT

In today's dynamic world, more organizations are focusing on project activity, and the security sector is no exception. The effectiveness of the project manager to a much greater extent than other managers depends on his/her personal experience and skills. The ability to work effectively and maintain a relatively informal relationship with other managers, to gain confidence, to combine the actions of many people and to properly resolve conflicts - all this is important for successful project management.

Keywords: *Management, Security, Knowledge, Skills, Risk*

INTRODUCTION

Project management is increasingly integrated into the permanent functional structure of many organizations. This provides the basis on which the continuity of project assignments is built, long-term prospects for project participants and more effective career development programs. Millennials, generation Y or in other words the children of the 1980s and 1990s will occupy half the world's jobs by 2020. Much of them will not be just employees in a particular company but will be in management positions. The large-scale study "Building a Coaching Culture with Y-Generation Leaders", conducted by various companies around the world and organized by the ICF (International Coaching Federation) together with the Human Capital Institute, provides answers to many questions related to the motivation of millennia as managers and their needs as employees.41% of employees from different companies in the world believe that the people who are supposed to be in the leadership position for the first time should have the ability to inspire and others commit to the company, 35% define emotional intelligence as important quality. However, the vast majority of employees - 44% - believe that coaching and the ability to influence their subordinates to develop their potential are the most important qualities that the new generation of managers needs to possess.

According to the survey, for 67% of the employees, what matters most is the recognition and the career development. The younger ones tend to possess a wide range of qualities so they are easier to adapt to different situations. This makes them more flexible and valuable and it is worth investing in them. But the need for a supportive figure to train and lead them is getting bigger.

Appointing a person as project manager is not a unilateral procedure. It is done by the Director General or another top management representative.
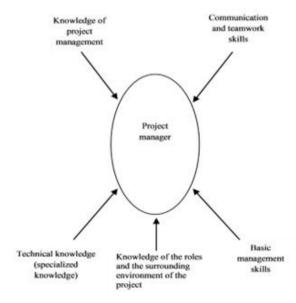

Figure2. *Knowledge and skills of project managers*

The responsibilities in work must be clearly and accurately explained to the candidate and the project itself shall be described too, while at the

same time the candidate must independently and without constraint, either take on the new role, or refuse it. The job candidate will probably not be an effective project manager without sufficient personal motivation.

A team of experienced project management professionals has developed qualification requirements for the position of project manager. According to them, for the successful completion of the project the most important are the combined knowledge and skills of the project managers shown in Fig. 2.

- Knowledge about project management methods and tools is a classic practical project management activity. This knowledge is related to planning, organisation, monitoring and project control;

- Communication skills and teamwork skills include common interpersonal skills that are necessary for effective management, coordination, motivation and team building. The project manager must be an excellent communicator, which means at all times to be properly understood and each member of the team to know what is expected of him. He/She should also create an environment where everyone can communicate freely with each other. The project manager must be able to effectively reflect changes in status and report good and bad news. Moreover, he/she needs to know to whom to report the information and he/she should report it in time. Successful managers provide opportunities for employees to work together in a team, encourage collaboration with other departments, ensure that all team members are treated fairly, recognize and promote behaviour that contributes to teamwork;

- Technical (specialised) skills include engineering, science, economics, mathematics and other qualifications related to a particular discipline that is fundamental to the project manager's personal experience. For a project manager to be good, he/she needs to know the platforms and software programs he/she is working with. Moreover, technical competence is needed in order he/she to be able to distribute tasks for himself/herself and for his/her team;

- Basic business and management skills imply a common understanding of how businesses or industry operate, how businesses and other organizations are managed, as well as knowledge of the core methods of planning, budgeting, financing and managing of the organisation. The successful manager ensures that his/her department has goals and plan for their implementation and it contributes to the business mission completion. He/she introduces or supports various change management activities (eg communications, training, team building, coaching.

Identifying a minimum level of knowledge and skills in the areas of technical knowledge and skills in business and management is required for each employee applying for a project manager position. Three other areas of skills - team and individual skills, knowledge of management methods and tools, and combining skills are often learned in practice. Identifying these four skill areas can be useful in structuring the learning materials used in the preparation of project managers and their teams.

The most important and often used project manager skills include:

- holistic thinking;
- Systematic approach;
- flexibility, adaptability, openness, impartiality;
- Ability to establish and maintain a balance of priorities;
- Ability to work in a multicultural environment.

Below are some of the key personal qualities of the most successful project managers:

- Sense of initiative and leadership qualities;
- self-confidence, persuasiveness, ability to express clearly thoughts, communicativeness;
- a wide range of personal interests, horizons, ability for a common (non-specialized) approach;
- equilibrium, enthusiasm, imagination, spontaneity;
- the ability to maintain a balance between technical solutions, time, cost, and human factors;
- organization and discipline;
- Ability and willingness to devote most of their time to planning and control.

The skills for integrating the work of project managers develop in the process of real project work. However, this development can be accelerated and the effectiveness of the manager's work is enhanced by appropriate training seminars and familiarization with the working methods of successful project managers.

As projects are different in complexity and duration, less experienced staff can be involved in smaller or less complex projects. If the result is successful, an employee that has proved himself/herself to be a reliable one, he/she may be transferred to the next larger project.

Evaluating the work of the project manager is often more difficult than that of other managers. This is due to the fact that the project is influenced by many factors and risks in respect of which the project manager has no significant direct (legal) powers. Risk management is an integrated part of the overall management of organizational activity related to the desire to increase the efficiency and effectiveness of management activity, to find balance and lower costs in the implementation of the planned activities. [1]

The exceptional success of the project may or may not be a direct result of the project manager's efforts. Also, it is quitepossible that the best manager has managed an unsuccessful project. Among the reasons for the unfavorable development of the projects are usually the shortage of resources, the lack of necessary personnel, contradictory and changing requirements for the project, poor realization of design and research and misuse of technical means.

Currently, there are no formal or systematic methods of evaluating the project manager's work in the area of project management, but it is obvious that this assessment has a significant impact on the overall results of the project. Another source of potential problems is the permanent re-appointment of an employee as a manager of various projects and the impact they had on his/her career for two or three years in this position. Successful project managers may find themselves in an even more disadvantageous position because managerial positions that are suitable for their qualifications are seldom vacant. If you need to involve the best project management staff, the senior management needs to address this problem.

One possible solution to this problem depends on two factors. Firstly, with the increase in the number of projects and the awareness of their importance, the demand for project managers is increasing. The task is also facilitated by the flexibility in appointing project managers from different departments of the organization, provided the projects are of the same type and there are no significant difficulties in language communication. If there is one capable and free project manager in one department, if necessary, he/she can be transferred to another department. Secondly, the consolidation of project management functions in the organization usually involves creating a project management office. It can be useful for overlapping tasks on a project, developing the skills of a project manager, and continuity of future tasks.

Attracting employees with appropriate skills also contributes to recognizing the scope of project management as promising in terms of potential career and professional development. The similarity between the work of the project manager and the senior manager leads to the realization that experience in project work plays an important role in developing the skills needed for a higher level of management.

Recently, there has been an increased demand for project management specialists, engaged in planning, risk analysis, evaluation, planning, reporting, cost control, reporting and other support functions. It is from the circles of such specialists that they can choose new project managers. In general, and, in particular, in project management, the following types of management activities can be distinguished, each of which should be implemented by the corresponding component of the management system:1) functional;2) informational;3) technological.

Each of these activities correspond to certain principles and methods of remuneration, that is, procedures incentives, which are both one of the system-forming factors, and a means of control. Functional activity (activity consisting in the performance of certain functions) is paid depending on the qualifications of the manager and his efforts (time, etc.) regularly, in accordance with, for example, salaries, almost regardless of the result of the activity. The purpose of incentives is to maintain the qualifications of managers. Consideration of incentives as a means of managing functional activities is carried out mainly in the framework of management (and reengineering) of business processes. Informational activities are paid in accordance with the manager's "inclusion" into the system, that is, into general information flows. The criterion of managers performance (the purpose of stimulation) is that he does not serve as a "bottleneck" in information flows,

therefore, stimulation must be based on the fact that the manager receives remuneration from maintaining the value of the system's functioning level. Technological activity (associated with obtaining a number of quantitatively or qualitatively new results, the state of the system, the sequence of work performed or the dependencies between them, etc.),should be motivated from the point of view of quality, that is, stimulation should be carried out not so much by the effort (time) spent, but by the achieved final result.

Considering incentives as a techno management tool it is advisable to carry out logical activities, mainly in the framework of project management and, sometimes, management of production systems in which unique products and services are created. In all three cases, and, above all, in managing "technological" activities, it is necessary to build motivation and incentive systems in such a way as to ensure effective interaction between the teams(project participants, organizations, departments, etc.). The term "incentive procedures" can be understood in two ways. The first (broad) meaning of this term is the procedure that lien on the coordination of interests and coordination of the activities of the project participants.

The second (narrow) meaning is the procedures allowing to determine the dependence of the remuneration of the project participants on their actions and the results of the project team's activities. It is clear that the use of rational principles of material incentives is not enough without effective coordination. Therefore, when discussing requirements for procedures incentives, listing recommendations for their implementation, etc., we will, first of all, understand the incentives in broad sense - as a set of matching methods and coordination. This means that incentive procedures (as well as all other key mechanisms in project management) should be developed independently or in parallel with other PM mechanisms, and in combination with them, because inadequate consideration of the role of project managers in general, and their incentives in particular can lead to inefficient control system as a whole.

CONCLUSION

In order to achieve high efficiency of project management, the Executive Director must meet the following requirements:

- All the above-mentioned positions with unifying responsibility are clearly understood and properly selected people are assigned to them;

- The organization has an experienced project manager reporting to his/her senior management;

- All managers of multiprojects and programs undergo an appropriate training to enable them to perform their functions most effectively;

- Each project manager takes into account the lines of functional subordination when assigning tasks to the team;

- Functional managers and project managers also take into account the subordination line of the project.

The understanding and the proper use of posts with uniting responsibilities is a vital element for successful management of complex projects in large organizations. If some of the key integration posts remain vacant or misinterpreted, severe conflicts and a significant drop in job performance are possible. Even the most modern project management information system does not compensate for mistakes in appointing people to such posts.

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