

Explore the Performance Management of Public Construction Projects from the Perspective of Management

Yifei Wang

Kunshan Jianyuan Project Management Co., Ltd., Kunshan, 215300, China

wyf940115@163.com

Abstract. in the 19th national congress, the performance management of public construction projects put forward such a development strategy, to establish a fully transparent and scientific standard management system for performance management, performance management has been comprehensively implemented. Therefore, this paper will summarize the content of public construction project performance, find out the existing problems, and put forward relevant strategies for its future development from the perspective of management.

Keywords: management; Public works projects; Performance management.

1. Overview of Performance Management of Public Construction Projects

1.1 Necessity of Performance Management of Public Construction Projects

The purpose of performance management of public construction projects is to compile performance objectives, performance operation monitoring and other contents uniformly and plan them as a complete management activity system. In this process, for capital spending, budget, reasonable arrangement, when the related work properly after processing, the public construction project performance management can achieve not only provide scientific budget, will arrange to the most proper position, financial capital and can work in maximum extent, reduce the budget of randomness, related departments in the budget of work related to better performance of the obligations to be more perfect. In this way, the work plan of public construction projects can reach the most appropriate balance between planning and economy, and the highest return can be obtained from the perspective of investment[1].

1.2 Development Process of Performance Management of Public Construction Projects

Performance management of public construction projects can be divided into three stages. In order to express clearly, the following part will be presented in the form of pictures, as shown in figure 1 for details.

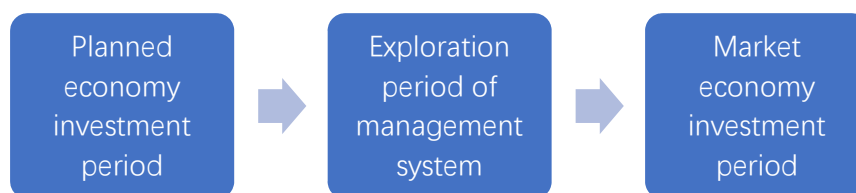


Figure 1. performance management development history of public construction projects

By the content of figure 1 shows the public construction project performance management can be divided into three stages, the first stage of the planned economy period of investment is from the beginning of establishment of our country to reform and opening up, the performance management of public construction project work at this stage of the decision with the Chinese government is responsible for, and it is a period of public construction projects is also completely service for national politics. This is not efficient management and the utilization of funds is not ideal. In the second stage of the exploration of the management system, its management mode has undergone corresponding changes and gradually evolved into the form of market economy. Finally, the investment period of market economy refers to the economic period from 1993 to the present period. In this process, the

economic system has undergone a lot of reforms, and public construction projects are gradually divided into private contracting projects and government projects [2].

1.3 Performance Management of Public Construction Projects

Performance management of public construction projects covers a wide range of related work, which runs from the beginning stage of the project to the completion stage. The content and significance of performance management of public construction projects will be shown in the form of charts below, as shown in Table 1 for details.

Table 1. work content and significance of performance management of public construction projects

Job content	meaning
Performance goal setting	Lay a follow-up foundation for performance management
Performance tracking	Improve follow-up performance informatization
The performance evaluation	Quantitative indicators and evaluation criteria
Evaluation result feedback	Optimize the efficiency of capital utilization

2. Problems in Performance Management of Public Construction Projects

2.1 Relevant Legal Systems are Imperfect

At present, China's laws and regulations on the performance management of public construction projects are not perfect, and the lack of complete legal basis in the process of carrying out relevant work will make it difficult to carry out the work. The causes of these problems can be summed up in clarity, shortage of authority, the lack of clarity will make the management activities with no specific legal regulations as support leads to not subject to the situation, authority issues also from hereat, to perfect the legal system is, after all, in the development of performance management of public construction projects.

2.2 The Supervision Environment needs to be Improved

From the perspective of public construction project performance management supervision environment, it can be found that the source of the problem is the lack of specific mechanism, which is one of the important problems to be solved. The performance management of public construction projects has a strong dependence on the supervision of the environment, so in the future to improve the performance management level of public construction projects as soon as possible the existing supervision of the environment is not enough.

2.3 Lack of Third-Party Evaluation Agencies

In the current performance management work of public construction projects, most of the cases are completed by unilateral evaluation, so the evaluation work has the problem of single subject. The reason for this problem is that there are few accesses to third-party evaluation institutions at present, and the results obtained from the evaluation are also problematic in terms of both the authority and the convincing degree. The continuous improvement of the performance management work in public construction projects, the involvement of the third-party appraisal institution when not to be sneezed at a ring, can help make up for the defects caused by the unilateral assessment and find there exist hidden danger of policy, but the involvement of the third-party appraisal institution in the current performance management of public construction projects are very rare.

3. Performance Management Strategy of Public Construction Projects from the Perspective of Management

3.1 Improve the Budget Performance Management System

From the perspective of management, the performance management of public construction projects should first be supported by a sound system. The first step to improve the system is to change the focus of work and focus on cost control, so as to improve the system. Therefore, the government should follow up the follow-up work of performance goal setting, performance tracking, performance evaluation and evaluation result feedback after formulating the relevant framework and pointing out the guidance direction, and lay a good foundation for it by improving the system [3].

3.2 Establish a Complete Management System

Similarly, in management, with the improvement of relevant systems, it is more necessary to supplement the relevant management system to make its work run more smoothly. In the process of establishing a complete performance management strategy for public construction projects, it needs to be divided into three steps. The name and content of the steps are shown below in the form of a chart, as shown in Table 2 for details.

Table 2. steps and contents of performance management of public construction projects

Step name	content
Beforehand control	Approval of application materials
Things to supervise	Check construction drawings
post-supervision	Conduct final accounts audit

3.3 Establish Performance Management System of Special Poverty Alleviation Projects

Poverty alleviation has always been a key issue in China's society. The main reason is that China is a country with a wide geographical area, and it is inevitable that some regions will have weak economic foundation. However, the construction of public projects can alleviate the poverty of special regions to a large extent. Therefore, China is currently carrying out assistance projects in various parts of the country in a planned way to help people in poor areas escape poverty and improve their living conditions by means of public project construction. Poverty alleviation special public construction projects and general public construction projects have something in common from the perspective of management. The following principles should be followed in the establishment of the system. The following paragraphs will show them in the form of pictures, as shown in figure 2 for details.

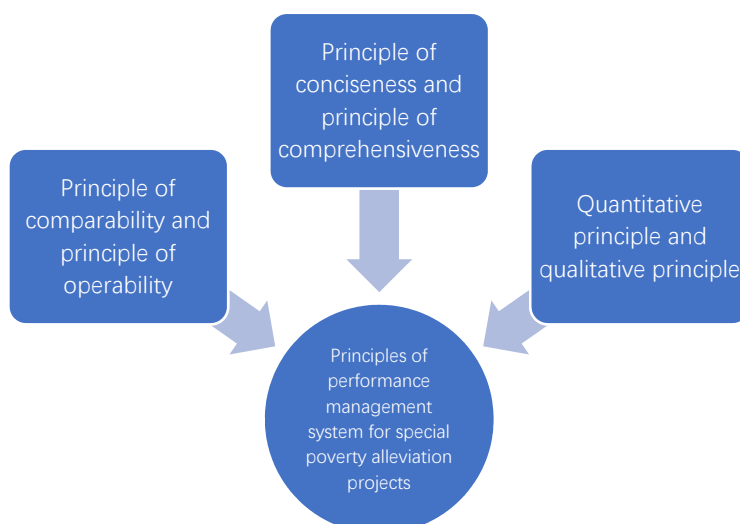


Figure 2. performance management principles of special poverty alleviation projects

The principle of comparability and the principle of operability are mainly embodied in the design of indicators. In the process of designing indicators, it is important to achieve the maximum balance between the two principles. It can be achieved by means of assessment score, which compares the assessment score in a certain period of time with the national average in the same period of time, and at the same time satisfies the principle of comparability and operability. In terms of the principle of simplicity and comprehensiveness, there are many types of special poverty alleviation projects in China, which not only involve a large amount of funds, but also have complicated internal conditions. Therefore, the project performance management system should be considered comprehensively and as concise as possible. Finally, there are a large number of influencing factors in special poverty alleviation projects. Most of these influencing factors are quantitative, but there are also unquantifiable factors that need to be qualitative. Quantitative principles should be calculated strictly according to specific values, while qualitative principles can be judged based on past experience [4].

3.4 Strengthen the Involvement of Third-party Evaluation Agencies

Finally, in order to enhance its authority, the involvement of third-party evaluation agencies is needed in the performance management of public construction projects. In terms of the selection of third-party involvement agencies, third-party assessment agencies with strong business ability and excellent professional ethics should be selected to join. On the other hand, we should also learn from third-party evaluation agencies to improve the ability of professionals. When a third-party evaluation institution achieves excellent performance or outstanding contribution, it shall encourage it based on honor, rectify the mistakes in time, and ban its participation qualification if the circumstances are serious.

4. Endnotes

Through the discussion of this paper, the content of the performance management of public construction projects for the summary, and the existing problems, and with the perspective of management from different aspects put forward relevant solving strategy, hope for the future a certain contribution to the performance management of public construction projects, help them form a complete system of rules and regulations, and as soon as possible, at the same time to achieve the purpose of the special poverty alleviation.

References

- [1]. jiemin wu. Research and case analysis on performance management of financial project expenditure [D]. Nanjing university,2018.
- [2]. xiangdong zhang. Research on practical approaches to improve the performance of public project management [J]. Management observation,2018(17):71-72.
- [3]. jinxiao li. Research on budget performance management system of public finance from the perspective of control [D]. China academy of fiscal sciences,2017.
- [4]. yan dai. Research on the coordination and management performance of construction projects [D]. Central south university,2010.