

Civil Servant Performance Appraisal Problems and Countermeasures

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Keywords: Civil servants, Performance appraisal, Analysis of current situation, Optimization countermeasure

Abstract: The performance appraisal of civil servants plays an important role in standardizing their daily behavior, improving their work efficiency and quality, and enhancing their social image. Whether the significance of performance appraisal can be carried out is influenced by many factors, not only by the establishment of performance appraisal indicators and related mechanisms at the institutional level, but also by the ideology and concept of civil servants and appraisers. There are still some problems in the performance appraisal of civil servants in China. It is an urgent problem to explore ways to improve the current situation of civil servants' performance appraisal and improve the effectiveness of civil servants' performance appraisal. Based on this, this paper focuses on the in-depth analysis of the problems existing in the current situation of civil servants' performance appraisal, and puts forward the optimization strategy of civil servants' performance appraisal.

1. Introduction

With the social progress and the rapid development of China's economy, the traditional management-oriented government has gradually become unsuitable for China's current national conditions. Promoting the transformation and upgrading of government functions to a service-oriented government is the focus of the government's work at this stage, which also puts forward higher requirements for the individual comprehensive ability and overall quality level of civil servants in China. Performance appraisal is of great significance in improving the working ability of civil servants and departmental performance. The People's Republic of China (PRC) Civil Servant Law and the Civil Servant Appraisal Regulations (Trial) which have been promulgated in succession in China have promoted the performance appraisal of civil servants to the system level, and we can also see the importance of the performance appraisal of civil servants. At present, there are still some problems in the performance appraisal of civil servants in China, such as too broad setting of performance appraisal indicators, lack of practical guidance, lack of classified management of government and business civil servants, difficulty in quantifying personal performance level, and lack of attention to the incentive effect of assessment results, which should be paid attention to by relevant government departments.

Performance appraisal refers to the collective name of performance planning, monitoring, evaluation and performance feedback taken by the government to standardize the words and deeds of

civil servants and encourage them to move forward bravely towards strategic goals, guided by socialist core values and organizational goals and driven by a certain strategic goal. The performance appraisal of civil servants is mainly based on Civil Servant Law and Civil Servant Appraisal Regulations (for Trial Implementation). The Civil Servant Law comprehensively explains and stipulates the performance appraisal of civil servants from five aspects: morality, ability, diligence, performance and integrity. “Morality” is mainly to assess the political literacy, professional ethics and social morality displayed by civil servants in their daily work and life; “Ability” is mainly to assess the work level and ability of civil servants in carrying out the tasks assigned by their superiors and the work content of their posts; “Diligence” mainly examines the attendance of civil servants in their daily work and their attitude and sense of responsibility in dealing with work and problems; “Performance” mainly assesses the quantity and quality of the tasks and objectives achieved by civil servants from their posts within a specific period of time; “Integrity” mainly assesses whether the behavior of civil servants in their daily work can be honest and fair.

2. The Problems Existing in the Performance Appraisal of Civil Servants

(A) The performance appraisal indicators for civil servants are too broad and lack practical guidance.

The setting of assessment indicators directly affects the scientificity, effectiveness and rationality of assessment results. The essence of the evaluation index system is to synthesize many statistical indicators related in content and classify them, so as to realize the evaluation of civil servants in different aspects. At present, there are some problems in the performance evaluation index of civil servants in China, such as too broad setting and lack of practical guidance. For example, the assessment indicators of civil servants' political literacy are adhering to the party's leadership, emancipating the mind and seeking truth from facts. These indicators are too broad and abstract and lack practical guidance for civil servants. When civil servants combine their own understanding and practice indicators, they will have the phenomenon of behavioral deviation caused by understanding deviation. Some civil servants feel at a loss when faced with such assessment indicators. It is a problem that needs to be paid attention to at present to formulate feasible performance appraisal indicators, standardize and guide the daily behavior of civil servants. In addition, China's performance appraisal indicators are closely related to the unit, department, level and work nature of civil servants, and there are also great differences in different performance appraisal indicators of units or departments. It should be noted that the assessment framework of civil servants in China is based on five aspects: morality, ability, diligence, performance and integrity, lacking effective combination with position level and personal ability, and failing to allocate all indicators in proportion according to the nature and content of work.

(B) The lack of classified management of government and business civil servants.

In China, the performance appraisal of civil servants is managed in a unified way, but it is not classified according to the work content and the role played by government and business civil servants in society. This has a certain impact on the fairness and justice of performance appraisal. For example, China's government civil servants are responsible for formulating local policies, guiding regional social, economic development and political stability, mainly serving the society from the macro level; Business civil servants are mainly engaged in the management of civil livelihood security and serving the society according to their own skills, which is to give back to the society from the micro level. Therefore, the performance appraisal indicators should be differentiated according to the types and specific responsibilities of civil servants, so as to achieve the effectiveness, fairness and fairness of performance appraisal.

(C) It is difficult to quantify the level of personal performance

In China, civil servants have a special position. As government workers, they should not only complete their work tasks, but also maintain political correctness and social image. These factors determine the complexity of civil servant performance appraisal, and also increase the difficulty of quantitative analysis of civil servant performance. In addition, the nature of civil servants' work determines that they can't quantify their work content and highlight their personal level like ordinary enterprise employees. The achievement of goals is the result of the joint efforts of the whole department. Personal performance is usually reflected by the performance level and work efficiency of the department, and it is difficult to decompose departmental performance into personal performance [1].

(D) Single assessment methods, assessment results lack objectivity.

At present, the common method of civil servants' assessment is that civil servants write their own debriefing reports, and the appraisers give evaluation opinions. The disadvantage of this assessment method is that it is arbitrary, and it is easy for individual civil servants to exaggerate their performance or not specify their performance when filling out the report on their work, and write some big words and empty words. In addition, the appraiser's evaluation content of civil servants' debriefing report lacks the specific evaluation of the assessed's work ability and work completion, but only makes a qualitative statement. This makes performance appraisal meaningless and becomes a superficial work summary. This is not helpful to improve the personal ability and organizational performance of civil servants.

The assessment of civil servants should be carried out effectively in accordance with the methods of combining peacetime with periodicity and combining qualitative with quantitative, and regular assessment should be based on peacetime assessment [2]. However, due to the tedious contents such as daily work tasks and attendance, some departments did not incorporate the usual assessment into actual operation, resulting in the lack of strong basis for the annual assessment, which is also the main reason for the lack of objective and effective performance appraisal of civil servants.

(E) The incentive function of the assessment results has not been taken seriously.

The purpose of performance appraisal is not only a comprehensive evaluation of civil servants' stage performance, but also to make civil servants find their own shortcomings through assessment, and then encourage them to improve their own shortcomings, give play to their own advantages and strive for higher goals. However, in practice, the assessment results have not been effectively taken seriously. After the assessment, the assessment results were not made public in time, and the assessed did not receive the assessment feedback, which made the performance assessment a formality and did not achieve practical significance. The reason is that neither the appraiser nor the examinee treats the performance appraisal with a correct attitude [3].

3. The Civil Service Performance Appraisal Optimization Countermeasures

(A) Clear purpose of assessment, and promote the smooth development of performance appraisal.

Most of the problems in traditional performance appraisal are related to the unclear purpose of appraisal and insufficient understanding of appraisal work. Therefore, to improve the present situation of performance appraisal, we can start with clarifying the purpose of appraisal and enhancing the civil servants' cognition of performance appraisal. First of all, the examiner must change the traditional concept and re-understand the performance appraisal work. Performance appraisal can not only evaluate the stage performance of the examinee and point out the direction for his later work, but also improve the efficiency of the department through performance appraisal, thus having an impact on the whole administrative system and society. Assessors should not regard performance appraisal as a general personnel management work, but should take it as a driving force to improve the personal ability of civil servants and improve the service level of government

departments. Deepen civil servants' understanding of performance appraisal and make them deeply understand that only by doing their own jobs based on the actual situation of their posts, step by step, can they successfully pass the performance appraisal and stand out from it. Secondly, accurately locate the target and formulate a scientific and reasonable target management system. By formulating a reasonable target management system, we can strengthen the behavior guidance of civil servants in their daily work, make their work have goals, have a basis for assessment, and have a reference for rewards and punishments. By finding and solving problems in their work, they can gradually improve their working ability and effectively promote the improvement of departmental performance.

(B) Based on job responsibilities, improve the performance appraisal index system

A perfect evaluation index system is the basis for improving the effectiveness of performance appraisal. The construction of evaluation index system should be based on the post responsibilities of civil servants and refined and improved on the basis of existing evaluation indexes of morality, ability, diligence, performance and integrity. The establishment of assessment indicators should follow the principle of difference. Different evaluation indicators should be set for the performance evaluation of civil servants in different positions and levels. Only by correctly understanding the differences between positions and levels and setting targeted evaluation indicators can the performance evaluation work be more scientific and reasonable and realize the important significance of the performance evaluation work. In addition, when setting assessment indicators, we should quantify all the energy indicators as much as possible to improve the efficiency of performance assessment and the intuition of assessment results; For the indicators that can't be quantified, we should refine the description terms as much as possible to make the indicators more specific and practical, and then promote the establishment of a performance appraisal index system combining quantitative analysis with qualitative analysis.

(C) Strengthen the openness and transparency of performance appraisal.

Strengthening the openness and transparency of performance appraisal is the premise of establishing democratic appraisal mechanism and realizing fairness and justice of performance appraisal. In the future performance appraisal work, relevant organs and units can promote the openness and transparency of performance appraisal by establishing a performance appraisal publicity system. Through the establishment of publicity system, the assessment process can be comprehensively and effectively supervised and the black-box operation can be avoided. The assessed personnel can know the relevant procedures of performance appraisal, the specific contents of appraisal indicators, the situation of main participants and the final appraisal results in a timely manner through open channels, so as to effectively avoid the unfair appraisal phenomenon caused by pulling relationships, engaging in human feelings and poor information, ensure the authenticity and objectivity of performance appraisal, and achieve the purpose of performance appraisal [4].

(D) Pay attention to assessment feedback, reflecting the role of assessment results.

Assessment feedback is an important stage of performance appraisal. The examinee knows his own shortcomings and the direction of efforts through the assessment feedback, and realizes the achievements and shortcomings of his current work. Through assessment feedback, the functions of rewards and punishments, training and education of assessment work can be effectively reflected, and then the assessed can be encouraged to work hard based on the current reality, move towards higher goals, and promote the overall goal of the department. During the whole assessment process from the formulation of assessment plan to the feedback of assessment results, the assessor should keep long-term communication with the assessed, so that they can keep abreast of the assessment progress and organize their own affirmation, thus establishing self-confidence and encouraging them to move on.

Effective use of assessment results is an important way to reflect the value and significance of performance assessment. Therefore, after the performance appraisal, the appraiser should effectively

combine the appraisal result with the appraisee's reward and punishment, position, level and salary adjustment, so as to establish a connection between the appraisal result and the appraisee's vital interests, so as to implement the incentive, reward and punishment functions of the performance appraisal. In addition, the application of the assessment results can create good conditions for the exploration and training of talents, and then improve the overall quality of civil servants.

(E) The performance appraisal and other management links to establish effective contact.

By establishing effective links between performance appraisal and other management links of the organs, the assessment results can be directly linked to the vital interests of civil servants, thus enhancing their attention to performance appraisal and promoting the efficient development of performance appraisal [5]. Specific reference can be made to the following aspects: First, establish a link between performance appraisal and human resource planning. The performance appraisal department or personnel can comprehensively evaluate the overall assessment results of civil servants and the individual assessment results of civil servants, analyze the job matching degree of civil servants and the structural defects of human resources in the department, and put forward the unit human resources plan and report it to the human resources department in combination with the analysis results. For incompetent civil servants, dismissal, training, education, post adjustment and other treatment, for the department of human resources structure defects can be solved by post adjustment, recruitment of professionals and other ways. In the end, it will achieve the goal of matching personnel in the unit, giving full play to talents and improving the operational efficiency of various departments. Second, establish an effective link between performance appraisal and the indicators of civil servant recruitment plan. The performance appraisal department or appraiser should provide constructive suggestions on the recruitment plan of the personnel department on the basis of comprehensive analysis of the assessment results of the evaluation department and civil servants, so as to enhance the pertinence and effectiveness of the recruitment of civil servants, ensure the long-term recruitment work, and reserve talents for further enhancing the comprehensive service capacity of the unit. Third, establish an effective link between performance appraisal and the selection and appointment of civil servants. Selection and appointment is the most important thing for civil servants, which is related to their core interests. The performance appraisal department can rigidly link the performance appraisal results with the selection and appointment of civil servants, strengthen the attention of civil servants to performance appraisal, urge them to standardize their words and deeds in their work practice, and actively improve their work ability. For example, the performance appraisal department can take the performance appraisal results as the access conditions for selection and appointment. This can not only effectively promote the efficient development of performance appraisal, but also ensure the overall quality of civil servants included in the selection scope and improve the quality of selection work. Fourth, establish an effective link between performance appraisal and civil servant training and education. The performance appraisal department can put forward the civil servant training and education plan through the evaluation and analysis of the civil servant assessment results, and report it to the cadre education and training department of the unit. After the training is completed, the performance appraisal department shall, jointly with the cadre education and training department, track and evaluate the civil servants to implement the education and training effect.

4. Conclusion

To sum up, there are still some problems in the current performance appraisal of civil servants in China, such as too broad setting of performance appraisal indicators, lack of practical guidance, lack of classified management of government and business civil servants, and difficulty in quantifying individual performance levels, which seriously restricts the effectiveness of performance appraisal. In

order to improve the present situation of civil servants' performance appraisal in China, this paper expounds the optimization strategy of civil servants' performance appraisal from five aspects. By clarifying the purpose of appraisal and promoting the smooth development of performance appraisal, civil servants' understanding of performance appraisal can be deepened. The efficiency of performance appraisal can be improved by improving the performance appraisal index system based on post responsibilities; By strengthening the openness and transparency of performance appraisal, it can promote the fairness and justice of performance appraisal; By paying attention to the feedback of assessment and reflecting the role of assessment results, civil servants can pay more attention to performance assessment; The significance of performance appraisal can be enhanced by establishing effective links between performance appraisal and other management links of institutions.

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