

Deconstruction of Government Performance Evaluation Mechanism

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Keywords: Government Performance, Assessment, Operating Mechanism.

Abstract. Without a perfect government performance evaluation mechanism, even a scientific system of government performance indicators is difficult to operate effectively. Based on the current situation of our government's performance management, we should focus on improving the welding mechanism of performance management process, the dynamic mechanism of performance evaluation, the integration mechanism of performance management subjects, the multi-generation mechanism of performance index system, the diversification mechanism of performance evaluation subjects, the protection mechanism of rights of evaluation objects, the prevention mechanism of performance fraud, and the guarantee mechanism of performance management.

1. Introduction

It should be said that whether it is the target performance management of the provincial direct system or the performance management of the municipalities, it plays an active and important role in implementing the major work deployment of the central and provincial governments, mobilizing the enthusiasm of the staff, improving the efficiency of government work, improving the administrative style, enhancing the executive ability and credibility of the government. But at the same time, there are also some problems, such as scattered evaluation subjects, too many evaluation indicators, some indicators are divorced from objective reality, the process management assessment is not deep enough, the assessment results can not be graded, and the evaluation results are not effectively used.

2. Welding mechanism of government performance management process

The development of government performance management in China has gone through three stages. The first stage is the government performance appraisal stage, the basic approach is to set work indicators at the beginning of the year, to assess and rank them at the end of the year; the second stage is the government performance appraisal stage, the basic approach is to find problems, analyze the reasons and put forward suggestions for improvement on the basis of the index appraisal; the third stage is the government performance management stage, the main approach is from the institutional setting, functional positioning, indicators, the perspectives of system, operation mechanism and evaluation subject, we should firmly promote the scientization, standardization and institutionalization of government performance management.

The complete process of performance management should be a closed-loop system of performance plan-performance counseling and improvement-performance evaluation-action development-re -performance plan. In practice, the main body of performance management has limited ability and energy to provide performance counseling services, the relevant experts lack institutional channels to provide performance counseling services, and the higher business authorities have greater limitations in providing performance counseling services. Therefore, most performance management activities lack of performance counseling and improvement, action development links, performance management chain is artificially split, so performance managers and performance

evaluation objects both devote energy and enthusiasm to the performance evaluation links, resulting in the function and role of performance management is difficult to effectively play.

How to weld the chain of performance management and really play the role of improving performance management has always been the goal of theoretical and practical workers. We should set up a special performance counseling organization for different performance appraisal objects. Its funds are obtained by purchasing services from the appraisal objects. The performance counseling organization centralizes all kinds of experts to provide comprehensive services for the appraisal objects.

3. Motivation mechanism of performance evaluation

Reforming and perfecting the performance evaluation system is a major management innovation project. If we want to promote this work smoothly, we must establish and improve the internal and external dynamic mechanism, that is, the desire and ability to carry out the performance evaluation work within the organization, and the pressure and impetus to carry out the performance evaluation work outside the organization.

3.1 Reforming the Value Orientation and Functional Orientation of Existing Performance Evaluation Results

We should shift from horizontal ranking of evaluation results to vertical comparison, from focusing on the supervision and restraint functions of performance evaluation to focusing on the guidance, diagnosis and improvement functions of performance evaluation, and pay attention to combining the results of pre-evaluation with future performance objectives.

3.2 Establishing Fault Tolerance Mechanism

Simplified rankings will lead to people's resistance to organizational performance evaluation, exacerbate fraud and "play games" and offset the effect of organizational performance evaluation. Government performance management departments should establish fault-tolerant mechanism, encourage all functional departments to face problems and shortcomings, actively look for improved measures and methods, strengthen management and improve performance.

3.3 Strengthening the Construction of Public Sector Performance Evaluation Information System

At present, some regions absorb some deputies to the NPC, members of the CPPCC and relevant units as external evaluation subjects. However, the evaluation subject of superficial democratization does not necessarily reflect the opinions of the public and the service objects. Moreover, this substitution lacks the authorization of the public and customers, and lacks the legal basis. Therefore, we should strengthen the direct evaluation of public services by the public and the clients. By strengthening the construction of information publicity, network system and e-government, and improving the performance evaluation information system of public sector, the participation of the public and service objects can be expanded.

3.4 Promoting the Development of Performance Evaluation with System

In order to ensure the orderly and efficient development of performance evaluation, the central government should strengthen top-level design, promulgate performance management regulations or guidance as soon as possible, clarify the functions, institutions and compilation of local performance management agencies, and formulate relevant policies as soon as possible to encourage and support local innovation in performance management.

At present, we should focus on mobilizing the internal motivation of the organization. Firstly, external motivation should play a role through internal motivation; secondly, because the management range of performance management subjects at all levels is too large, the monitoring mechanism and means are not perfect, and external pressure is difficult to play a normal role.

4. Integration Mechanism of Performance Management Subjects

Establishing the integration mechanism of the main body of performance management is to solve the institutional obstacles of decentralized settings of performance management institutions and separate struggles, to realize the effective link between the comprehensive assessment of local leading cadres and the performance evaluation of organizations, to realize the effective link between the performance evaluation of government departments and the performance evaluation of lower governments, and to realize the effective link between project evaluation, policy evaluation and organizational performance evaluation. Or organically integrate government performance management departments, organizational departments, personnel departments, supervisory departments, organ management departments, supervisory departments and other management agencies to form a large performance management department system; or establish a joint meeting system and coordination mechanism among departments; or establish a consultation and coordination mechanism composed of provincial committee, provincial people's congress, provincial government, the public and professional evaluation agencies- Provincial Performance Evaluation Committee.

The integrated performance management body should have a higher standard, not less than the standard of government departments at the same level, and give the head of the performance management organization the right to participate in or attend the executive meeting of the government, so as to give full play to its organizational coordination function.

5. Multi-generation mechanism of performance indicator system

The system of government performance indicators mainly includes performance indicators, evaluation criteria and index weight. Performance indicators are used to reveal the key distinguishable characteristics of the evaluation content. The evaluation criteria are the criteria for evaluating and grading performance indicators. The weight of indicators is the proportion of each indicator in the superior indicators. The scientificization of performance indicators system is the focus of attention of all parties in performance management activities. Whether the generating mechanism of indicators, standards and weights is scientific or not directly determines whether the indicator system is scientific or not and whether the performance management activities are effective.

The main body of performance management should adhere to the generating mechanism of the index system which combines bottom-up and top-down when formulating the performance index system. For constrained indicators, the top-down generation mechanism should be adopted; for expected indicators, the bottom-up generation mechanism should be adopted. However, both top-down and bottom-up are not absolute, that is, the constrained indicators are proposed by the evaluation subject and determined after many consultations with the evaluation object; the expected indicators are proposed by the evaluation object and determined after many rounds of discussions with the evaluation subject and the performance management subject.

The main body of performance management should also introduce expert consultation and social evaluation system when formulating performance indicators system. Expert consultation system can promote the scientific degree of performance appraisal index system; social appraisal system can ensure that performance indicators not only reflect the government's current priorities, but also reflect the government's purposes, tasks and legal responsibilities.

6. The Diversification Mechanism of Performance Evaluation Subjects

The main body of performance evaluation is the implementer who evaluates the organization or individual. Local government performance evaluation subjects should include Party committees, government, people's congresses, subordinate organizations, business cooperation agencies, the public, service objects and evaluation objects themselves. In order to make the performance evaluation work operate scientifically and ensure the validity and reliability of the results of performance evaluation, performance management experts should also be included in the evaluation subject system.

Of course, for different performance evaluation elements, the evaluation subject should also be different. The evaluation of performance factors of organizational ability should be based on self-evaluation, supplemented by the evaluation of Party committees, governments and experts; the evaluation subjects of performance factors of organizational behavior are relatively complex; the evaluation subjects of policy-making behavior are policy objects; the evaluation subjects of administrative decision-making behavior are internal workers and team members; and the evaluation subjects of executive behavior of government decrees are higher governments and their business authorities. The evaluation subject of business guidance behavior is the lower business department, the evaluation subject of business processing behavior is the object of management and service, and the evaluation subject of letters and visits reception behavior should be the people; the evaluation subject of project performance is the audit department, the project management department and the public, and the performance of department should be mainly based on external evaluation and supplemented by internal evaluation.

Because it is difficult to determine the target of service of some government functional departments, and there is a serious phenomenon of "isolated island of government information", coupled with the practical consideration of the implementation of performance evaluation, the current strategy should be based on internal evaluation and supplemented by external evaluation.

7. Guarantee mechanism for the rights of evaluation objects

Although the object of government performance appraisal is a node to achieve the overall goal of the government, it has the right to develop the economy independently and promote social harmony in accordance with the local reality. It has the right to know its own evaluation indicators and target values, how to evaluate and the results, and it has the right to appeal against the evaluation results.

Therefore, the corresponding mechanism should be established to guarantee the right to autonomy, knowledge and relief of the evaluation object. It is necessary to introduce a top-down and bottom-up game mechanism when formulating performance indicators and determining target values, improve a reasonable and efficient performance feedback mechanism, and timely feedback all kinds of evaluation information (including evaluation results, strengths, weaknesses and suggestions for improvement) to the assessees, and establish a performance evaluation and appeal system to review the evaluation results as necessary. Appeals lodged by the evaluation objects are examined, investigated and solutions are put forward to restrict and pressure the evaluation subjects, so that they can be cautious and pay more attention to information collection and evidence in the evaluation, so as to guarantee the relief rights of the evaluation objects.

8. Preventive mechanism of performance fraud

The opposition among performance managers, performance evaluators and the assessed is an objective obstacle to performance management, so there may be performance fraud. Especially when there is joint and several responsibility for performance between the assessor and the assessee, the two parties may jointly fake. This kind of fraud is highly professional and concealed. The loss of government performance is greater and its adverse effects are far-reaching. There are such risks in the current government performance management system. Therefore, it is very necessary and important to establish a mechanism to prevent performance fraud.

To establish a mechanism to prevent performance fraud, first, we should focus on the authenticity and reliability of performance information, establish and improve the inspection system of inspection and visits. Through the combination of open and secret visits, we should conduct field visits, special checks and sample surveys to check the completion of the evaluation targets and verify the authenticity and accuracy of performance information. Secondly, we should establish the system of government performance information disclosure and the system of service object supervision and reporting. By publishing the government performance information closely related to its interests to the service object in a comprehensive and timely manner, the target of government behavior can

directly supervise the government and report the performance counterfeiters whenever they encounter the phenomenon of performance information fraud.

9. Performance Management Guarantee Mechanism

Firstly, it is necessary to establish a regular training system to enhance the awareness of impartiality and responsibility of performance appraisers, performance managers and performance supervisors. Secondly, it is necessary to establish a resource guarantee system to ensure the institutional mechanism resources, human resources, material resources, financial resources and information resources needed for performance management, so as to ensure the normal operation of government performance management. Thirdly, we should make full use of the results of performance appraisal, and combine the results of performance appraisal with the use of cadres, incentives for rewards and punishments, improvement of work, financial budget and administrative accountability, so as to ensure the effective development of government performance management.

10. Conclusion

Performance appraisal is not only an important tool to implement the objectives and tasks, but also an important way and means to modernize the national governance system and governance capacity. The implementation of performance management should be based on the full and correct performance of government functions. We should make full use of the baton of government performance appraisal, accelerate the transformation of government functions, create a good business environment, maximize the advantages of the government, maximize the potential of the government, and maximize the vitality of the market.

Acknowledgement

This research was financially supported by Liaoning Social Science Fund (Grant NO. L18ALW007) and Liaoning Research Center for the Theoretical System of Socialism with Chinese Characteristics.

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