

# Research on the Performance Appraisal of Civil Servants in the Era of Big Data

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**Abstract.** The performance appraisal of civil servants is an important measure to better integrate their human resources, which is conducive to the government to better play its role. Therefore, it is necessary to have a good performance appraisal system of civil servants. Although compared with the past, China's civil servant performance appraisal system has been improved to a certain extent, however, at present, there are still some problems, and it has not fully played its due role. With the advent of the era of "big data", people's life and work style are undergoing great changes. Under the influence of "big data", the performance assessment of civil servants has also changed. The application of "big data" technology for performance assessment has become the development trend of The Times. However, the characteristics of civil servant performance bring both opportunities and challenges. Therefore, only the scientific application of big data technology, in the "big data" environment, reasonable improvement of civil servant performance appraisal standard system, can play a normative and effective, but also practical effect. It is believed that under such an assessment standard system, the behavior of civil servants will be more standardized, which is conducive to the realization of the integrity and diligence of civil servants, and thus conducive to the improvement of the level and quality of public management services of the government.

**Key words:** Big data; Civil servants; Performance appraisal.

## 1. Current Situation of Performance Appraisal of Civil Servants in China

At present, China's civil servants performance assessment is still stuck in the old way, there is a single assessment subject, index system set; Lack of procedure and standardization in the assessment process; The assessment result has no substantial connotation and the supervision responsibility is not clear, the clean government risk is difficult to prevent and so on.

### 1.1 Single Assessment Subject and Index System

At the present stage, the assessment methods and contents are superficial and formalized. For the setting of civil servant assessment index system, on the one hand, in reality, the existing index system has poor quantification. The content of the index system is too general, which is generally assessed by the five items of "morality, ability, diligence, performance and incorruption". It only stays at the macro level, and lacks more clear and quantifiable standards, which is seriously out of line with the content of practical work. In real life, when the specific behavior and work content, the lack of corresponding rules and standards to be assessed. On the other hand, the evaluation index system of grassroots civil servants is not fair. Different departments and posts set the same evaluation index, which leads to the mismatch between the assessment results and responsibilities in the civil service system. For example, the professional assessment system for functional departments is too unprofessional, which is not conducive to the effective performance of department responsibilities. Because the current grass-roots civil servants have the characteristics of various post nature, the workload and difficulty of each post are different, so it is necessary to carry out a comprehensive assessment of the civil servants with a diversified evaluation index system. However, so far, the existing indicators are still relatively single and general, which is not conducive to a comprehensive understanding of the work of each civil servant, and its efficiency and motivation will naturally be affected.

### **1.2 The Procedure and Standardization of the Assessment Process are not Strong**

From the current point of view, the government departments at all levels in China do not have enough understanding of the assessment and pay enough attention to the assessment process. In the specific assessment process, the work is formalistic and only superficial. Superior departments focus on evaluation, while subordinate departments focus on writing documents. In addition, the content of the evaluation is too general, and it does not make specific and detailed evaluation for the assessment object, and does not pay enough attention to the purpose and results of the assessment [1]. On the other hand, there are insufficient, the appraisal of civil servants at the grass-roots level have specific provision, the government department leadership, management and relevant departments of civil servants and representatives of civil servants shall be involved, however, in reality, the general leader of the assessment is conducted a comprehensive appraisal, and other personnel not responsible for the relevant affairs.

### **1.3 The Assessment Results are not of Strong Guiding Significance**

The current assessment results do not well reflect the original intention of the assessment, and do not play a corresponding role in motivation and guidance. Superior not timely feedback appraisal for results, the results of the assessment and rewards and punishment item is not strong, at the same time, the assessment results are too general a single, generally only exist more outstanding or qualified two standard, rarely exist basic competent and incompetent, etc., these problems are caused at a lower level to the inspection failed to mention enough, the enthusiasm of their work nature have not been able to fully mobilize.

### **1.4 Unclear Supervision Responsibilities and Powers, and it is Difficult to Prevent the Risk of Integrity**

In our country, also determines the diversity of civil service management system subject to its supervision main body diversity, our supervision of public officials is by many departments are responsible for, including the National People's Congress, the discipline inspection departments and administrative supervision departments, such as multi-sectoral joint inspection and failed to play its should play a role, in the process of actual operation, there are unclear responsibilities, diversity of information is difficult to effective implementation of sharing. Therefore, the intensity of supervision has not been effectively reflected through the examination.

## **2. Challenges Faced by the Application of big data in the Performance Assessment of Chinese Civil Servants**

Because big data has the characteristics of comprehensive and effective collection, analysis and processing of information. Therefore, through the application of big data technology, "intelligent assessment" can be achieved to supervise the behavior of civil servants in a round-the-clock and real-time manner. In addition, the professional ethics of civil servants can be effectively evaluated, and the organizational structure of supervision and assessment can be further optimized to understand and evaluate civil servants as comprehensively as possible. It is conducive to the construction of a clean government, shaping a good image of the government, and further strengthening the management of online public opinions of civil servants [2].

However, while the application of big data technology brings opportunities to the performance assessment of civil servants in China, it also faces huge challenges.

### **2.1 Information Security Challenges**

While "big data" brings convenience to information, it also brings security problems. In the context of "big data", the behavior and habits of civil servants and other personal information will be exposed to the public. In a serious sense, there may be no privacy, which will create huge security problems for civil servants themselves. In addition, if some lawbreakers obtain the working information of civil servants through illegal means, it will even pose a security threat to our country.

## **2.2 Effective Participation Faces Challenges**

By using big data, civil servants can express themselves freely, participate more actively in the assessment process and offer Suggestions for effective assessment. However, due to personal reasons, some civil servants may disturb the platform, hinder the effective implementation of the work, or even play a destructive role, which is not conducive to the smooth implementation of the performance assessment of civil servants [3].

## **2.3 Operational Costs Faces Challenges**

At present, if the relevant government departments want to use the "big data" technology to conduct the performance appraisal of civil servants, they need to invest a lot of money. In terms of hardware, the government needs to purchase advanced equipment to collect, analyze and process data. In addition, a large amount of money is needed for equipment update and maintenance, which requires timely update of equipment usage and software equipment and maintenance in case of failure. There is also the need to hire specialized talent, and these costs will no doubt have to be taken into account. As "big data" is a high-tech technology, its cost is obviously higher than other technologies.

## **2.4 Professionals Face Challenges**

In order to effectively realize the application of "big data" in the civil servant performance appraisal index system, professional talents are indispensable. Although, in recent years, with the effective of the implementation of the electronic government affairs, when introduced the civil servants in our country, have to inter-disciplinary talent, but, in the civil servants, mostly is management personnel, there are few grasp the specialized talents of big data, and the problem, will inevitably impact on improving the civil servant's performance appraisal system.

## **3. Suggestions on the Performance Appraisal of Big Data Civil Servants**

To carry out the performance appraisal of big data civil servants, we should not only pay attention to the application of big data in the performance appraisal of civil servants, but also improve the supporting construction of the performance appraisal of big data civil servants, regulate the behavior of civil servants, urge civil servants to perform their duties, be diligent and honest, and improve the level and quality of government public management services.

### **3.1 Optimize the Application of Big Data in the Performance Appraisal of Civil Servants**

#### **3.1.1 Use "Big Data" Technology to Obtain Assessment Data**

Through the "big data" technology, we can obtain data about the performance of civil servants in daily work, including attendance rate, work completion, public satisfaction and whether there are outstanding and advanced deeds, etc., which will be used as an important basis for assessment. At the same time, these data can be compared with each other. In the longitudinal aspect, civil servants can be judged by comparing different time periods. On the horizontal level, different departments can also be compared, which can change the existing situation of sectoral isolation, strengthen the links between departments, and create a good incentive atmosphere for competition.

#### **3.1.2 Use "Big Data" Technology to Quantify Assessment Indicators**

The application of "big data" technology can better realize the quantification of the civil servant assessment system. The assessment involves five aspects of morality, ability, diligence, performance and incorruption, so that the assessment can truly reflect the performance of civil servants in terms of responsibilities, power and interests they enjoy. In the application of "big data" technology, the characteristics of different work nature, responsibilities and specialization among different departments should be fully considered, so as to make the assessment more targeted and effective. In addition, the "big data" technology can be used to analyze the performance of excellent civil servants, summarize their common characteristics, and publicize and educate these excellent qualities in the civil servants, so as to form a positive and positive atmosphere in the team.

### **3.1.3 Use "Big Data" Technology to Optimize Assessment Methods**

The assessment system can be carried out in a variety of ways. The original 360 assessment method is conducive to a comprehensive understanding of civil servants. However, when there are a large number of personnel, it is difficult to be applied. The use of "big data" technology, will be able to innovate and optimize the 360-degree assessment, assessment can be used in social networks, such as WeChat, to form an interactive platform, so as to achieve real-time feedback, improve work efficiency, at the same time reduce the cost of management.

## **3.2 Improve the Supporting Construction of Performance Assessment of big data Civil Servants**

### **3.2.1 Improve the Legal System and Straighten Out the Assessment System**

To improve the performance appraisal of big data civil servants, legal issues such as privacy rights must be taken into consideration. In the management, there should be legal basis to solve the problem of data collection legality at the legislative level. In China, there exists the problem of "Information Island" in the data between various departments at present, so it is necessary to improve the unified data management at the level of law and system. On the legal level, the establishment of civil servants big data assessment management organization.

### **3.2.2 Improve the Information Security Guarantee System**

Strengthen the research on autonomous controllable core technology and strive to realize the application of autonomous controllable core technology and equipment in the performance appraisal system; To promote the upgrading of the performance appraisal system, strict requirements should be made in accordance with the national network security hierarchical protection and hierarchical protection system and related standards, and the performance appraisal management system and related standards and norms should be formulated to make the application system more secure and reliable. We will strengthen legislation on information protection and severely punish illegal activities such as leaking information.

### **3.2.3 Increase the Cultivation and Development of Talents and Technologies**

On the one hand, we should continue to deepen the research and development and update of big data and other advanced technologies to make them more advanced, scientific and practical. On the other hand, pay attention to the training and development of high-tech talents. First of all, in terms of personnel recruitment, talents with big data knowledge base can be given priority. Second, some original employees of departments can be selected for skill training to improve their mastery and application of big data related knowledge and skills, so as to meet the development needs of The Times.

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