



## Satisfying Units Selected in Hangzhou Municipal Offices A Great Reform of System of Civil Officials in 21st Century

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### Abstract

Hangzhou has launched a new performance evaluation mechanism by selecting satisfying or dissatisfying units with the features of openness and elimination systems. It announces the idea of making the citizens understand, participate and support. It also increases the comparability and impartiality and expands the scope of participation. By classifying the sub-categories, applying coefficient, integrating the elimination and target system, and inosculating the two kinds of evaluation and target systems, the four problems in the system of civil officials in the 20<sup>th</sup> century has been solved.

**Keywords:** Satisfying units, System of civil officials, Innovation

In the 21st century, Hangzhou has speeded up the people-oriented process to satisfy the people. Hangzhou city, according to the concept of scientific development, continuously better the performance evaluation mechanism and exalt the service philosophy and standards of the governments. Especially in recent years, Hangzhou has carried out an activity of selecting satisfying or dissatisfying units in the municipal organs and achieved a great success. It adopts the standard that whether Hanzhou citizens are satisfied or not to assess the performance of the civil servants.

Through selecting the dissatisfying or satisfying units, the municipal authorities systematically solve the four difficult problems in the system of civil officials of all the countries in the world in the last century. First, how can the two evaluation modes be conformed to display the principle of people's satisfaction? Second, how can the science-oriented performance appraisal be controlled? Third, how the performance evaluation can be transformed from emphasizing results to emphasizing both process and result? Fourth, how can the evaluation dimensions be of innovation and excellence? This text tries to give further exploration on these problems to throw a sprat to catch a whale.

### **1. The social evaluation, objective examination and superiors' appraisal are integrated.**

Hangzhou's innovation of performance evaluation literally practices the people-oriented concept of scientific development. It has two major operational objectives, open appraisal and elimination through selection. The former is from the interior to exterior circulation of the system, from the close to open evaluation and from the servant-servant evaluation system to master-servant one. The "outside to inside" and "down to up" selection has brought great pressure to the municipal organs to select the best from those better but an enormous motivation for the common civil servants to win the first.

In view of this, in accordance with the specific circumstances, all the participators are divided into candidates, disputable units and units asked for advices. The content refers to the sense of overall situation, the sense of purpose, service quality, efficiency, diligent and honest, and work achievements in six aspects. The overall framework of comprehensive evaluation has three components. Of the total 100 marks, social evaluation is 50 points; the organization appraisal 45 points; and the leaders' vote is five points. Social evaluation continues the previous way of selecting satisfying and dissatisfying units, stressing the qualitative analysis of the masses. It mainly aims at maintaining the dominant position of the people in the examination. The target assessment adopts the methods of the municipal organs to make up for some problems such as information asymmetry etc. The leaders' appraisal refers to the evaluation from the main leaders of the city governments. It is beneficial to enhance the accuracy of the overall examination.

## **2. Making clear of the performance orientation and adjusting coefficient to enhance the fairness and comparability among the participating units.**

The participating coefficient has been adjusted in the recent examination. To some governmental departments and other units with fewer social services, their participating coefficient is changed from 1 to 1.01. Secondly the rating scale is also adjusted from the previous “100 points (most satisfying), 75 points (more satisfying), 50 points (satisfying), 25 points (less satisfying), 0 points (least satisfying)” to present “100 points, 80 points, 60 points, 30 points, 0 points”. Judging from the simulated calculation, the new selection coefficient is conducive to narrowing the gap between the units with more social services and those with fewer services and enhancing the fairness and comparability among the participating units. (Hangzhou starts selecting satisfying units. 2005).

The specific calculation is divided into four steps. Step 1 is figuring out the most satisfaction rate, more satisfaction rate, satisfaction rate, less satisfaction rate and least satisfaction rate at every aspect for each participant. Namely, the satisfaction rate at every aspect = vote of satisfaction/ (ballot – the unpolled). Step 2 is figuring out the average most satisfaction rate, average more satisfaction rate, average satisfaction rate, average less satisfaction rate and average least satisfaction. Namely, average satisfaction rate =  $\Sigma$  (satisfaction rate at every aspect  $\times$  WI)  $\times$  100%. Step 3 is figuring out the points every participant gets. Namely, points =  $100 \times$  average most satisfaction rate +  $80 \times$  average more satisfaction rate +  $60 \times$  average satisfaction rate +  $30 \times$  average less satisfaction rate +  $0 \times$  average least satisfaction rate. Step 4 is figuring out and getting the overall points. Namely, the overall points = (selection points  $\times$  coefficient)  $\times$  95% + scores of target assessment + “96666” evaluation scores + “12345” assessment scores.

## **3. Try to win the people's satisfaction and promote performance evaluation from stressing results to stressing both process and results.**

There are objective reasons and subjective reasons for some units to be appraised as dissatisfying units. Dissatisfaction means more space for improvement. As long as the improvement is on the right way, it can be a starting point to become a satisfying unit. The examination also indicates that those units with relatively more social services, such as the offices of the urban construction and management, market supervision, social security, offices of price stabilization, circumstances and environment protection, get more attention and expectation from the masses. So it is easy for them to expose their problems. To solve these problems completely, the competent departments must improve the management and the civil servants must enhance their operational ability. The more important is that they should earn the understanding, participation and support from the masses.

Accordingly, there are five competitions of the evaluation in recent years, the excellent units (most satisfying units), advanced units and target-achieved units, target-failed units and full failed units. The proportion of the excellent units and advanced units is 15% and 20% of all in the comprehensive examination. The recent target point is 82. The units less than 82 belong to those failed their target and the last one is the dissatisfying unit. The dissatisfying units and those failed in the comprehensive examination are publicized to be criticized by Hangzhou municipal government and the staff is fined the year-end bonus. If some units are on the last list for three years on end, their leading group will be changed in accordance with the relevant provisions and the cadre management regulations. (Innovation of performance evaluation by municipal units concluded successfully. 2007)

## **4. The dimension of innovation should demonstrate innovation and excellence by changing the pressure of performance evaluation to the internal driving force to win the satisfying units.**

The selection program has obtained 5 achievements. First, it has expanded the scope. The participating units have doubled since 2000 and include almost all the municipal units. Furthermore, the most favored units have disappeared. The vote is more representative and convincing. Second, two types are changed to three ones. The participants were divided into two types. One was the governmental departments, organs of trial and inspection. The other was departments of the Party and others. But now they are further divided into governmental departments of relatively more social services, governmental departments of relatively fewer social services, and departments of the Party and others. Thirdly, coefficient is adopted to differentiate the weight of the three categories of participating units. Coefficient of 1.05 is designed for the governmental departments with relatively more social services. Fourthly, target line is set up. The pure system of elimination is changed into the integration of systems of target and elimination. Fifthly, examination of the annual target, what is complained on telephone 96666 and what is dealt with on the telephone of 12345 are all put into the selection index. Thus the evaluation of the performance of the units is melted gradually into the selection.

In a word, the innovation of evaluation has changed the external pressure of satisfying the people into the internal driving force, which greatly increases the cadre's consciousness of winning the first. During the process of promoting all the work to be on the top list, the most apparent achievement is that the people have benefited a lot. The extension of the selection has made the government behavior more scientific, righteous and reasonable. To be practical and realistic, to advance with the times, and the idea of people-centered scientific concept of development have deeply occupied the mind of all the people. With the above selection increasingly close to the daily lives of Hangzhou ordinary people, the performance evaluation will get twice the result with half the effort.

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