

The Practice Innovation and Standardization Construction of the Assessment for Civil Servant at the Basic Level: Based on the Research of W County in Chongqing

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Abstract

Strengthening the assessment for civil servant at the basic level is the basic requirements of “four comprehensive” strategy. This paper empirically studies the practice innovation and standardization construction of the assessment for civil servants at the grass-roots level which takes W county in Chongqing as an example. The study found that: Although W county has been established and widely publicized the civil servant assessment system, and achieved remarkable achievement in principles, contents, methods, procedures and results of assessment. But there are still non-standard problems such as the macro and abstract of assessment content, the non-conformance of method using, the lack of openness and feedback of procedure, the results highly concentrated and its use insufficient, etc.. That is because the understanding of assessment purpose and meaning is not clear, the scientific analysis and target management of strategy and position is lack, classified assessment is not scientific and meticulous, and process and standard is neither rigorous nor objective. therefore, this paper puts forward the standardization construction path of the civil servant assessment: To deepen the understanding of evaluation

purpose and meaning by strengthen the consciousness education; To establish the reasonable classification grading assessment system by sufficient investigation and scientific research; to determine scientifically the assessment contents and index system through strategic management, target management and position analysis; according to the authority of civil servants and job characteristics, to determine scientifically the assessment main body; to innovate assessment method and technology by perfecting assessment system; to improve the results of the assessment feedback and its use by optimization evaluation procedures.

Key words: Civil servant assessment; Practice innovation; Standardization; Chongqing

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INTRODUCTION

Since the eighteenth party congress, the new central collective leadership puts forward the overall framework of governing state affairs named “four comprehensive”. Among them, building a comprehensive well-off society requires the efficient efforts of government civil servants, comprehensively deepening reform demands the continuous reform and innovation of the civil servant assessment, ruling of law demands the standardization and legalization of civil servants assessment, and strictly administering the Party needs strict civil servant assessment. *The Civil Servant Act* (2006) and *The Civil Servant Assessment Regulation (Trial)* (2007) constitute the basic content of the current civil servant assessment system in China. But due to the national level of the civil

servant assessment system is too general and specific that the practice innovation of the civil servant assessment in all regions and departments shall be combined with the practical situation of their own. This paper takes Chongqing W county as the research object, through the knowledge of the local civil servant assessment practice situation, analyzes the problems and its causes existing in the civil servants assessment standardization at the grass-roots level, and refines and sums up its standardization construction mode and path.

1. THE PRACTICE INNOVATION OF CIVIL SERVANT ASSESSMENT OF W COUNTY IN CHONGQING

The author's research group has carried on the extensive investigation in civil servant assessment situation of W county in Chongqing at the end of 2014. Through the questionnaire survey to all public authorities and their civil servants of the county, there are 38 effective questionnaires of departments at the county level, 16 effective questionnaires of township sections, 170 effective questionnaires of civil servants in departments at the county level, 90 effective questionnaires of township civil servants. The distribution of the questionnaires covers more than half of W county departments at the county level and township, and fully considering the factors such as gender, age, political affiliation, position, it is wide representative and prescriptive. Through the arrangement and analysis of recycling effective questionnaires, we can find that the civil service assessment practice of W county in Chongqing has made the following achievements:

1.1 The Assessment System Has Been Established and Widely Publicized

The first sign of the civil servants assessment standardization is whether it has been institutionalized and extensively publicized, and make the assessment system deeply rooted in the hearts of the people. According to the survey, W county based on *The Civil Servant Act*, *The Civil Servant Assessment Regulation (Trial)*, *Chongqing Civil Servant Assessment Implementing Measures (Trial)* and other civil servant assessment system, and combined with the characteristics of the county has formulated *Civil Servant Assessment Implementing Measures of W County*. At the same time, departments, villages and towns of W county has made a more detailed implementing measures or conditions, such as *The Public Institution Staff Assessment Methods of W County Letter Committee Authority*, *The Performance Assessment Methods of W County People's Court*, *the Civil Servant Assessment Implementing Measures of W County World Heritage Management Committee*, *the Government Functionary Assessment Methods of White-horse Town* and so on. After the establishment of assessment system, the civil

servant agencies of W county has carried on the extensive publicity for the implementation of the civil servant assessment methods. According to the survey of W county civil servants, the propaganda of assessment policy stays a good condition, civil servants with a basic and well understanding accounted for about 97%.

1.2 Recognized the Assessment Should Stick to the Principle of Fair and Classification

Fair and classification are the basic principles of the civil servant assessment system should strive for. According to the survey of the research for W county, local civil servants has basically realized that the fair reward mechanism is the most important content of successful assessment system, and W county has carried out preliminary hierarchical classification assessment for civil servants. First, whether authorities be divided into different kinds of assessment, among surveyed 38 departments, there are 22 insist that authorities should be divided into different types to assessment. But how to classify, the opinions are various; and among surveyed 16 villages and towns, there are only 4 consider that the county assessment authorities should be divided into township and department to assorting assessment. Second, whether civil servants in authorities should be divided into different categories to assort assessment, there are 23 departments implement the personnel assorting assessment. However, the classification is simple, usually based on the leading cadre and general servants, leading cadres also be divided into the county for cadres and the non-county for cadres to assort assessment. And among 16 villages and towns, there are 5 consider that civil servants should be classified assessment. Third, on the issue of the grading assessment, there are 21 departments consider that they has carried on the grading assessment, the main method is that civil servants be divided into team members, middle-level cadres and general servants, or be divided into the city for cadres, the county for cadres and the general servants to grading assessment. Among 16 villages and towns, there are 7 consider that they implemented grading assessment, and mainly be divided into two categories of the county for cadres and the general servants. Fourth, most civil servants believe that regardless of the form whether it has the so-called classification grading assessment, but the fact is that everyone goes with the same assessment contents and methods essentially.

1.3 The Assessment Content Is Comprehensive and Focused

According to the survey, the design and arrangement of the civil servant assessment content of W county in Chongqing, basically is in strict accordance with the relevant provisions of national and Chongqing, it covers five aspects of virtue, capability, diligent, performance and integrity, and takes performance and virtue in the prominent place.

1.4 The Assessment Method Pay Attention to the Routine Assessment and 360° Assessment

It mainly embodied in two aspects: First, the conjunction of routine assessment and regular assessment, attaches great importance to the routine assessment. The issue of routine assessment mainly includes supervision, civil servant reporting on activities, inspection manual, attendance, inspection the specific performance and other capability, etc., and the results forms are mainly working summary reporting, official bulletin, etc.. The results are basically applied to the annual assessment, and as the foundation of choosing outstanding, promoting cadres and rewards and punishments. Second, the combination of leadership assessment and masses assessment, the main body of assessment is 360° comprehensive. According to investigation, the source of the civil servant assessment subject is come from party committee, organization and personnel departments, responsible persons of the organs, in charge of the leadership, assessment committee, colleagues, subordinates and the service object. Thus it can be seen that the main body of assessment is 360°, and extensive representative. It embodies the basic method of combining the leadership assessment with the masses assessment. However, among these assessment main bodies, the proportion of manager or to be in charge of the leadership, colleagues, subordinates, and the service object which have the most closely relationship with civil servants and the most familiar with their work is still low, especially the civil servant assessment in the villages and towns is much more apparent.

1.5 The Assessment Procedure Is Improvement, Openness, Transparent and Democratic

The general procedure of civil servant assessment is to establish the assessment leading group, so as to develop, improve and publicize the inspection plan; hold the meeting of inspection work; fill out the annual inspection form, personal summary, democratic appraisal; determine the assessment gradation; and publicize examination results, etc.. Throughout the assessment process, my research group has focused on 4 areas: First, whether the civil servants by assessment make the reporting on activities, according to the survey, among 38 investigated departments, only 1 department said no reporting on activities, and 16 villages and towns are all surveyed the reporting on activities. Second, in the process of assessment, they mainly listened to opinions of in charge of the leadership, the service object, colleagues and civil servant own. Third, about the publicity, the content mainly includes the assessment scheme and the assessment results, especially as the result of the outstanding order. The range of publicity mainly within all authority, meanwhile some of authorities said the publicity had been extend to the service object and ordinary people. Fourth, the feedback of assessment results, According to the survey, civil servants of W

county would rather get feedback of the assessment results, in fact, they obtained the feedback of results more timely.

1.6 The Assessment Results Reflect Differences and Combination Assessment With Use

Civil servant assessment results can be divided into 4 grades: excellent, competent, basic competent and incompetent, in addition, there are some civil servants of special cases that only write comments but no certain grade, as a result, the civil servant assessment results have 5 grades: excellent, competent, basic competent, incompetent and indefinite grades. My research group investigated the assessment results of all departments and all the township of W county in the year of 2010-2013, and found that the civil servant assessment results distributed respectively in this 5 grades, and reflect certain differences. About the use of the assessment results, the departments and the villages and towns are basically in accordance with *Chongqing Civil Servant Assessment Implementing Measures (Trial)* and other official documents spirit to strictly enforce, namely, the assessment results as the foundation of adjustment for position, rank, salary, rewards and training, etc. For the dealing with assessment result of the 4 grades: excellent, competent, basic competent and incompetent are completely according to *Chongqing Civil Servant Assessment Implementing Measures (Trial)* for implementation.

2. THE PROBLEMS EXISTING IN THE PRACTICE OF THE CIVIL SERVANT ASSESSMENT OF W COUNTY IN CHONGQING AND ITS CAUSES ANALYSIS

2.1 The Problems Existing in the Practice of the Civil Servant Assessment of W County in Chongqing

2.1.1 The Assessment Content Is Too Macroscopic and Abstraction

Civil Servant Act and The Civil Servant Assessment Regulation (Trial) only stipulated the civil servant assessment content is the aspects of virtue, capability, diligent, performance and integrity. *Chongqing Civil Servant Assessment Implementing Measures (Trial)* requires breakdown analysis of virtue, capability, diligent, performance and integrity, and formulate scientific and reasonable assessment factors and standards to improve the quality of assessment; districts and counties (autonomous counties), municipal departments should be based on the practical of their own and gradually establish a scientific assessment factors and quantitative index system. However, in fact, the departments and the villages and towns in the process of execution said they are all

implement in accordance with the provisions of the superior, because the superior rules is only principled provisions, it cannot develop a detailed specific assessment index system for each departments and the villages and towns, that takes the assessment content is too macroscopic, abstraction, and difficult to quantify. Among 38 departments of W county, there are only 13 departments said that they are strictly executing accordance with the assessment method of superior, 6 departments said they determined by the routine assessment and annual assessment, 19 departments did not answer; Among 16 villages and towns said they executed according to the county standard, 7 villages and towns said they determined by the routine assessment and annual assessment, 4 villages and towns didn't answer. My research group tried to get further assessment index system, but no offer. obviously, W county on the design of the evaluation contents and index system failed to establish the operational civil servant assessment index system that meets the requirement of scientific development and accords with the practice of its own regions and departments.

2.1.2 The Use of Assessment Method Is Nonstandard

Mainly reflected in three aspects: First, the method, manifestation, results application and assessment frequency of routine assessment are optional. My research group investigated the four dimensions of routine assessment of W county and found that the methods of civil servant routine assessment are mainly supervision, civil servant leadership reporting on activities, inspection manual, attendance, and inspection specific achievement and other performance, etc., they are different from each other, and there are no strict rules; the concrete forms of civil servants routine assessment results are work summary report and office bulletin, etc.; the use of the civil servant routine assessment results are basically applying to the annual assessment, and as a recommendation of choosing outstanding, promoting cadres, and rewards and punishments, but there are no concrete and hard provisions as to how to apply it; the actual frequency of civil servant routine assessment has no unified regulation, it is arbitrary. Second, the use of 360° assessment methods is unreasonable. In reality, there is a dogmatism situation on the use of 360° assessment method. That is in order to reflect comprehensive assessment, just take some people that actually were not familiar with the assessment object into the assessment subject, or some people that is not suitable for the estimator into assessment subject. Third, the use of quantitative assessment methods is few. The traditional sense of the civil servant assessment is given priority to the qualitative assessment, and lack of quantitative assessment. As for the advocating of quantitative assessment in recent years, more and more authorities adopted quantitative approach in the assessment. But for the use of quantitative evaluation method, there are many

unreasonable places, for example, just set up a few simple quantitative indicators into the assessment index system so as to cope with the quantitative assessment requirements. Or just for quantitative to do the quantitative, some indicators which are not suitable for quantitative bluntly manufacture quantitative assessment index.

2.1.3 Publicity and Feedback of Assessment Procedures Is Insufficient

Mainly embodied in two aspects: First, the publicity of assessment procedure is inadequate. An interesting phenomenon is that, on the one hand, the respondents affirmed the openness in the process of the civil servant assessment, on the other hand, they said the publicity of the process and result of assessment is the link still need to strengthen the most, obviously, the publicity is the most importance in the assessment process. According to the survey, the link in turn needs to strengthen the most in the current civil servant assessment is increasing the publicity of assessment process and results, recognition awards, performance interview, unblocked assessment appealing channel. Second, the way and content of the assessment results feedback are single and inefficacy. Research found that the way of the assessment results feedback is given priority to written and supplemented by oral. In the hope of getting the content of feedback, it is not just a simple result of order, most people hope to get information that the advantages and disadvantages, performance gaps and improvement measures in their own works, etc..

2.1.4 The Assessment Results Is Highly Concentrated and Lack of Use

Mainly embodied in two aspects: First, the assessment results highly concentrated. *Chongqing Civil Servant Assessment Implementing Measures (Trial)* and other guidance document for the regulation of assessment criteria are sketchy, and lack of specific assessment index system, therefore, besides the extremely individual civil servants rated as basic competent and incompetent because their performance is too bad, other civil servants are basically rated as competent and excellent. For excellent evaluation, either according to the main leadership opinion, or by voting, or someone proposed and others seconded, in a word, it is lack of objective specific standards. therefore, that civil servants can be rated as excellent is that either the few did quite prominent, or popularity is good, or even “everyone more or less” and “coming to power in tum”. Second, the use of the assessment results is insufficient. Because civil servant rated as the basic competent and incompetent was very few in the annual assessment and almost negligible with the proportion of less than 1%; the proportion of civil servants rated as excellent are limited to the number of 15%, generally not more than 20%. Therefore, in fact, each organs distribute the amount of excellent according to this proportion, which is the roots of the situation that

some organs just find ways to make up the numbers in order not to waste excellent places. However, the incentive of excellent grade is deficiency, mainly to rewards, citation class iii by three consecutive excellent, position promotion priority specified in the system. Due to the regulation is too soft, it is not too much substance.

2.2 The Causes Analysis of the Practice Problems for Civil Servant Assessment of W County in Chongqing

2.2.1 The Understanding of Assessment Purpose and Meaning Is Not Clear

Many problems existing in civil servant assessment practice are first on the unclear understanding of assessment purpose and meaning. According to data from the survey, on the issue of civil servants' understanding of assessment purpose, more respondents believe that the main purpose of assessment is to check the work completion and determine performance goals, which makes my research group very concern this result, it shows that the attitude of civil servants for assessment is very negative, even there is resistance and resistance, and makes civil servants only takes the assessment as the means of their own supervision and trying to improve their work. In this sense, the civil servants would not actively to do assessment, also it is difficult to cooperate, and even tried to resist.

2.2.2 The Lack of Scientific Analysis and Target Management for Strategy and Position of Assessment

Civil servant assessment content should be based on two dimensional of micro and macro. Micro level should be linked to the position of civil servant, and macro level should be related to the strategy and requirement of the civil servants' agencies, counties, and even provinces, cities and country, so as to establish a set of complete assessment content and assessment index system. But in reality, many civil servants organs for the consideration of inertia and the so-called "security", just apply the superior civil servant assessment policy mechanically and simply, and lack of strategic analysis, target management and position analysis which combined with the development strategy and its own characteristics. The so-called inertia, refers to the lack of initiative, enthusiasm and creativity of work, it's better to save trouble, and also the most simple and lowest cost to apply ready plan mechanically. The so-called security, refers to plagiarize directly from the superior assessment policy in the real system, because conforming to superior completely would not make a mistake, but innovative means possibly not identical in some aspects with the superior policy and documents. The county civil servant organs clearly don't have the power of interpretation for superior file and policy, once innovation failure and causing problems in the process of assessment, the relevant agencies and officials must be responsible for their own "chutzpah" and not to do things by rules and regulations. Therefore, simply copying the

superior policy is the best choice for subordinate officials to maximize their own interests. Of course, the objective reason that not allows to ignore of the lack of position analysis is that the setting of some institutions and positions of such basic units in county departments and villages and towns can not be so highly specialized as countries and provinces and cities. The so-called "one thousand lines above, the following a needle", the more units are basic, the more lower degree of specialization of position setting; the more position function is complex, also the more difficult to undertake position analysis. Many civil servants at the grass-roots level in addition to complete their own works, but also to complete many other jobs assigned by the leadership and multiple superior units at any time, and help other colleagues and even other departments to complete temporary transaction.

2.2.3 The Classified Assessment Is Neither Scientific Nor Detailed

Many problems in the civil servant assessment are caused by lack of scientific and detailed classified assessment. Because of the unclassified assessment, It is different to develop an assessment index system that widely used by civil servant organs with different levels and categories, and hard to use the same method, procedure and criteria of assessment for all of the civil servants. It is neither the so-called scientific and seriousness, nor the fairness. Of course, it will be difficult to obtain the assessment results of scientific and objective, and it is inevitable to make assessment become a mere formality. W county, although already had preliminary classified assessment, but it is lack of classification assessment with scientific, meticulous and strict. There is either no classification, or the classification is rough.

2.2.4 The Process and the Standard of Assessment Is Neither Stringent Nor Objective

It is an important cause of the civil servant assessment problems that the assessment process and assessment standard are randomness. In the process of assessment, on the surface, they all adhere to *The Civil Servant Act*, *The Civil Servant Assessment Regulation (Trial)*, *Chongqing Civil Servant Assessment Implementing Measures (Trial)* and their own assessment implementation measures in each district and county, however, the fact is that many parts are not well done. There is no strict standard, and becoming formalism, especially shown in the following two links: first, the link of democratic assessment, often is evaluation between colleagues participated in the assessment of the authority, because they are all colleagues and are very familiar with each other, in fact the democratic assessment has become flattering each other in the process. Especially in the relationship between good colleagues, even the so-called criticism also became actually a compliment, for example, "the main drawback of the comrade is worked too hard, and don't

pay attention to rest” or “the main disadvantage of the comrade is often obligation to work overtime at the office, given people a lot of pressure”. Second, the link of putting forward the assessment order, some assessment committees or in charge of the leaderships bear no responsibility, and carry forward the so-called democratic recommendation in the name of democracy, to make the assessment gradation lack of objective standard strictly, and the hidden rules of the assessment authority play a great role rules. Hidden rules mainly have two situations: The one is the rotation, “I fare as well as you”; the other one is the interest exchange, the human relationships become the decisive factor, I support you this year, and next year you support me.

3 THE CONSTRUCTION PATH OF THE STANDARDIZATION FOR CIVIL SERVANTS ASSESSMENT OF W COUNTY IN CHONGQING

3.1 To Deepen the Understanding and Meaning of Assessment Purpose According to Strengthen the Consciousness Education

Through the consciousness education of civil servant organs and civil servants put into in-depth, to make the civil servants organs and civil servants to profoundly understand the purpose and the significance of assessment. In general, By assessment, it can helps civil servants organs and civil servants to further understanding the strategic target of organs and position objective and task of civil servants, helps civil servants jointly to reach their goals through the clear goal traction with the help of the organs, helps the civil servant’s effort and contribution to be get timely affirmation, helps civil servants to have the sense of job accomplishment, helps civil servants to find their own strengths and weaknesses and make improvement plan with the help and excitation of the authority, helps civil servants to constantly grow and career development, helps civil servants organs and civil servants to form a strategic partnership rather than just the relationship between supervision and being supervised, help authorities to improve the overall performance and realize strategic goals, and helps the authorities to exercise and cultivate talents. All in all, through a series of education and training of effective, dynamic and persuasive, make the civil servants and civil servant organs to fully understand the meaning of the assessment for both sides, it is to improve the basis of consciousness and psychological of the civil servant assessment.

3.2 To Establish a Reasonable Classification Grading Assessment System According to Full Investigation and Scientific Research

The difference of department, district, level and nature of civil servant is huge. According to *The civil Servant Act*,

position category of civil servant can be divided into comprehensive management, professional and technical, administration and law enforcement, judge and prosecutor and other categories; In accordance with the civil servants whether to assume leadership responsibilities, it can be divided into two categories of leadership position and non-leadership position; In accordance with the difference of the affiliated civil servant organs, it can be divided into civil servants of administrative organs, civil servants of People’s Congress, civil servants of CPPCC , civil servants of Communist Party, civil servants of procuratorial organs, civil servants of judicial organs, civil servants of democratic parties; According to the basic government and functional department, it can be divided into civil servants of the villages and towns and civil servants of the county functional departments; According to the different of management main body, it can be divided into party committee organization department management and government personnel department management, municipal cadres, county cadres and the general cadres; According to the hierarchy of civil servants, civil servants of district and county can be ordered from the assistant department level, the county level, the township level to the clerk level.

Because of the difference of the Civil servant's type, level, region, position, etc., on the evaluation we should reflect the differences between each other. However, the civil servants in current assessment system only roughly be divided into members of non-leadership, members of leadership and clerks at the same level. Therefore, there is a serious but very basic and important work in the present, that is full research and scientific research, to establish a reasonable classification grading assessment system. When the classification grading assessment is proceeding, it is both necessary to divide fully so that to embodies the assessment difference between different categories and levels of civil servants, and to consider the common features and requirements of civil servants, also to balance the assessment cost with easy operation.

3.3 To Define the Assessment Content and Index System in Scientifically According to Strategic Management, Target Management and Position Analysis

Scientific assessment content and index system are the life of the civil servant assessment, it can guide the civil servants to do the right things and avoid to do non-permissible things, and it is also an important basis of the civil servant assessment for objective and fair. First, we must carry on the strategic analysis, the civil servant organs should be considered into the development strategy of country, provinces, cities and counties. At present, our country is vigorously creating the strategy of “One Belt and One Road”, the Yangtze river economic belt, and the Chengdu-Chongqing economic circle and urban agglomeration. Chongqing has been identified as a key support to “One Belt and One Road”, the western

center hub of the Yangtze river economic belt, and one of the dual-core of Chengdu-Chongqing economic circle and urban agglomeration. At the same time, according to the five functional areas within Chongqing and their own characteristics of counties, the orientation and target mission of W county civil servant assessment should be different from other counties. Second, it is necessary to carry on the management by objectives, the county's overall goal should be decomposed to various street towns and departments, and then implemented into administrative offices by the departments of villages and towns from top to bottom. Third, it is necessary to conduct position analysis, the positions of functions, powers, responsibilities, qualifications, and relationships with other jobs should be accurately defined, and regulated the position description. That should be paid attention to is to update and adjust position description standard, and ensure that closely related to the practical work (Hu & Ma, 2014).

This is a huge and difficult work involved problems of the transformation of the government functions that administrative system reform had not yet fully solved many years, but it has fundamental role for the civil servant assessment. Only on the basis of this work, and combined with the classification of the civil servant classification assessment system, that can make a detailed, scientific and reasonable index system of the civil servant assessment. Civil servant assessment index system should be detailed and quantitative as possible, but cannot just for quantitative to do the quantitative, and easy to implement, but cannot be much complicated and tedious (Kang, 2014).

3.4 To Determine Scientifically the Main Body of Scientific Assessment According to Civil Servants Organs and Position Characteristics

In the determination of assessment main body, we should be to avoid two misunderstandings: first, the leadership in charge, no mass assessment. In some civil servant departments, although civil servants had the all links of filling evaluation Sheet, reporting on activities, colleagues review, etc., it looks like mass assessment, however, these links actually does not have any effect, or eventually, the head of organs' word carries weigh, this creates a problem of a mere formality of assessment. Second, the rigid understanding of the mass assessment and 360° comprehensive assessment, and thinking that each civil servant must be assessed by superiors, colleagues, subordinates and the service objects. As for the job assessment of traffic polices, they can't simply be assessed by the punished owners.

Therefore, we must accurately understand and implement the method of combining the leadership assessment with the mass assessment. The first is immediate superiors, head of organs and in charge of the leadership play a decisive role in the civil servant assessment; The second is to make the democracy as much as possible in the process of assessment, the

composition of assessment committee should be widely representative, and widely listen to various views; the third is to avoid rigid understanding mass assessment, at the time of extensive listening, these opinions should be properly screened to make the people that really familiar with the work of the examined civil servants with disinterested; the fourth is both the leadership assessment and the mass assessment mustn't be talk in generalities, but according to the assessment index system to provide the score and the comments of targeted and objective.

3.5 To Perfect the Routine Assessment System and Innovate the Assessment Method and Technology

The routine assessment is the basis of the annual assessment (Wei, 2008). *The Civil Servant Act*, *The Civil Servant Assessment Regulation (Trial)*, *Chongqing Civil Servant Assessment Implementing Measures (Trial)* have all emphasized the importance of routine assessment only, but not to routinely provide specific provisions. In practice, the routine assessment of county, township, department is optional. Therefore, we should to take advantage of the upcoming opportunity of *Chongqing Civil Servant routine Assessment Interim Measures* to vigorously promote and standardize the routine assessment of grass-roots civil servants. The routine assessment should be considered the following three points: The first is to scientifically set up contents and standards of the routine assessment, to develop a quantifiable index system, especially the classified personalized index, routine assessment indicators can be simplified from annual assessment indicators. The second is the assessment main body, we should consider whether is directly led by the agency head or to be in charge of the leadership, or set up a complete coverage of 360° with broadly representative of the assessment committee. The third is the assessment frequency. According to the survey, most agencies usually have the routine assessment for once half a year, and most civil servants want as few as possible. If the assessment frequency is too few, such assessment once half a year has little effect for routine assessment. But if the frequently is too often, it is likely to affect daily work of civil servant organs and civil servants, therefore, the research group tends to be in favor of the routine assessment frequency for a quarter.

In the era of electronic government affairs, the civil servant assessment can be energetically application of information technology, and setting up online assessment platform. The assessment conditions of timely entry, combined with the civil servant performance for years, are analyzed by computer, and concluded the variation diagram of civil servants' assessment results, to check whether there is a cyclical change, what is the main problem, etc., so that to find some corresponding problems, and promote the construction of civil servants themselves. Moreover, the information assessment system can also anticipate problems, make a prediction, and warning at any time. For democracy evaluation, it also

can undertake online operation, not only saving paper but also saving time and manpower. The voter can draw lots to get the user name and password of online assessment system, that avoid using a fixed public user name to login system, and lead to the concerns of the secret ballot becoming a secret ballot.

3.6 To Optimize the Assessment Procedure and Improve the Feedback and the Use of Assessment Results

Because of the deficiency of some assessment process links, it is necessary to be targeted for optimization and improvement. First, the assessment process should be not only going out, but also can't become a mere formality. In democratic assessment link, for example, we can take the way of secret democratic scoring combined with the assessment index system. Of course for the abnormal high score and low score should be verified. The second is to improve the feedback of assessment results. On the one hand, it is necessary to feedback in time, on the other hand, it can be more formally feedback, such as written feedback, especially more formally for the civil servants of basic competent and incompetent. moreover, the content of feedback is Fully and Completely, in addition to inform the assessment result, it should also include the advantages and shortcomings that reflected in the assessment of civil servants, even analyze the reasons of problems further by performance interview with civil servants, and discuss how to help civil servants to improve their performance.

CONCLUSION

The civil servant assessment is an important method of correctly evaluating civil servants and professional

performance, promoting diligent administration, improving work efficiency, and constructing high-quality civil servant team. To strengthen the assessment of civil servants at the grass-roots level is the basis requirements of carrying forward "four comprehensive" strategies since the 17th CPC National Congress. The civil servant assessment of W county in Chongqing had make a series of achievements on the road of standardization through practice innovation, but there are still many problems of assessment contents, methods, processes, results etc., that makes the assessment of civil servants becoming bewildering, and cannot be actively guidance; Makes the opposition between civil service organs and civil servants, and takes the assessment as negative assets; makes a loss of confidence of society for the government and the civil servant assessment, and brings the bad social ethos. Only we take the consciousness education at first, the scientific design as the fundamental, the system construction as guarantee, the strictly implement as the key, can we truly achieve the standardization construction of the civil servant assessment.

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