

Research on Methodologies of Talent Assessment: Based on Government Departments

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Abstract: Talent is the primary resource and a crucial force driving social development. As an important means of screening high-quality talent, the efficient implementation of personnel assessment is of particular significance. This article adopts literature research as the main methodology. It is committed to studying the development status and problems of personnel assessment in government departments, and seeking solutions. However, the form and mechanism of personnel assessment have been continuously maturing and developing, numerous problems and deficiencies have also emerged. These are mainly manifested in the aspects of fairness, institutional mechanisms, adaptability, and technological limitations. The author based on the identified issues, explore ways to improve and refine, draw on excellent examples, and promote creative transformation and innovative development. The aim is to facilitate the efficient operation and harmonious development of government system and society as a whole.

1 INTRODUCTION

The 21st century is an era of great development and transformation. With the rapid and ever-changing social transformation, all countries around the world are at a crucial stage of development. The healthy and sound operation of government organizations can be regarded as an important pillar for social and economic development. Among them, talent, as the primary resource of the economy and society, plays a crucial role. Therefore, effectively screening high-quality talent teams is the backbone force for promoting development, talent assessment cannot be ignored.

Make a general survey of the world, in this day and age, for the great cause that will benefit generations to come, talent is of fundamental importance. At the same time, in China, the government also proposed to transform government functions, deepen the streamlining of administration and delegation of powers, enhance the credibility and executive power of the government, and build a service-oriented government that satisfies the people (Zhu, 2020). However, the construction of a service-oriented government cannot do without the continuous support of human resources, they are not only the proposers and formulators of national policies but also the

executors. The quality of human resources is closely related to the level and capacity of government services, and it has a significant impact on the construction of a service-oriented government. So enhancing the quality and capabilities of government public sector employees has become a focus of attention and a significant challenge for the country and the government.

Therefore, this article focuses on the English and Chinese databases such as Google Scholar, CNKI, Web of Science and related websites. Search for combination of "Personnel Assessment" "Talent Assessment" "Government Personnel Assessment" "Public Sector" "Management" as titles, keywords or excerpts with titles, manually screened about 10 articles from 2003 to 2024. Throughout the research process, not only understand the basic connotations, functions, forms, and practical significance of talent assessment, but also understand its application and development status at home and abroad. Consequently, this analysis aims to identify the existing issues and deficiencies, summarize relevant experiences and lessons, and provide insights and recommendations for future development.

However, while experiencing rapid development, some drawbacks and deficiencies have also emerged. Zhu analyzed that the relevant evaluation system needs to be improved, Yang proposed that it lack of

pertinence and suitability. Moreover, there is no doubt that there still certain problems in fairness and the risks associated with the technology. Then, this article based on these factors, attempt to conduct a thorough analysis, drawing on successful caese at home and abroad and leveraging innovative thinking. Provide suggestions and direction guidance for the future development of talent assessment. Aimed to enhance the efficiency and capabilities of talent screening and government work, and promote the sound and healthy development of the society and economy.

2 A PRELIMINARY EXPLORATION OF PERSONNEL ASSESSMENT IN GOVERNMENT DEPARTMENTS

2.1 The Definition and Classification of Personnel Assessment

Personnel assessment involves the use of multiple disciplinary (it includes human resource management, psychometrics, applied statistics, organizational behavior) (Pang, 2019) and objective methods to test and evaluate specific qualities of talents, including knowledge, abilities, skills, personality traits, career preferences, motivations. The aim is to determine the degree of fit between the candidate and the position as well as the organization.

When government departments select talents, they also attach great importance to the quality of human resources. The proper application of personnel assessment techniques is conducive to more effectively ensuring the quality and level of talents. The provision of these data support systems makes the talent evaluation more objective and fair. It is a technical means to provide services for the government's human resources function, an effective tool to improve the organization's human resources management level, and a source of power to promote social and economic development.

Currently, internationally recognized personnel assessment techniques include: classified by assessment object into individual-centered assessment and position-centered assessment; classified by assessors into assessment by others and self-assessment; classified by implementation scope into individual assessment and group assessment; classified by assessment from into written tests, interviews, situational assessments, computerized

assessments, and operational assessments; and classified by assessment reference framework into norm-referenced assessment and criterion-referenced assessment.

2.2 The Functions of Personnel Assessment

Personnel assessment serves functions including evaluation, prediction, diagnosis, training, providing assistance for personnel decision-making, and offering references for team configuration. Meanwhile, in government departments, personnel assessment serves to enhance the competitiveness of administrative human resources, improve the efficiency of government team allocation, promote the healthy operation of internal employee relations within the government, enhance the quality and technical capabilities of administrative personnel, and comprehensively improve the accuracy of selection to ensure fairness.

2.3 The Importance and Practical Significance of Personnel Assessment in Government

2.3.1 The Particularity of Government Agencies

Throughout domestic and foreign governments, as the executive body of the state power organs, government departments adhere to the people-centered concept and play a crucial and significant role in the entire national operation system. Therefore, fairness and transparency of government departments and public service orientation are required here. The use of a more objective and public-oriented approach to personnel assessments is entirely justifiable.

2.3.2 The Orientation of Policy

In the context of continuous progress and development of global science and technology. Technologies such as big data analysis and AI interviews have emerged as a result. Moreover, national policies also contribute to the development of personnel assessment. In China, the requirement of it policy for the rejuvenation and professionalization of the talent team in public sectors (General Office of the CPC Central Committee, 2019)

2.3.3 Value and Significance

For the whole society, effective personnel assessment not only promotes more open and transparent selection and promotion, but also effectively breaks down invisible barriers such as “connections-based appointments” and the “seniority-only principle”. Providing a more equitable promotion path for society as a whole, enables the delivery of better services and promotes social and economic development. For the internal government, the public sector needs to screen talents through assessments to effectively and accurately match job requirements (Organization for Economic Co-operation and Development, 2019)

3 APPLIED RESEARCH ON THE PERSONNEL ASSESSMENT IN GOVERNMENT DEPARTMENTS

3.1 The Current Application Status of Personnel Assessment at Home and Abroad

In recent years, governments at home and abroad have increasingly recognized its significance, and the field of personnel assessment has received even greater attention. In 2021, the number of human resource service institutions in China will reach 59,100, with a human resource service revenue of 2.5 trillion yuan (ChinaIRN com, 2024). China’s huge working population and the increasing number of job seekers provide a vast development space for the personnel assessment service industry. The Chinese government has issued relevant policy documents to promote the transformation from a single examination model to a diversified assessment system, and the evaluation system has been gradually improved. Meanwhile, advancements in technology drive innovation in the technical realm, such as the application of AI interviews and blockchain evidence preservation technology. Some eastern developed regions take the lead in exploring digital evaluation platforms.

Abroad, the US federal government adopts “the Senior Executive Service Core Qualifications”(ECQ) framework, emphasizing an ability-oriented assessment system(Brown, & Wilson, 2020); the British government adheres to the equal emphasis on the standardization and flexibility of personnel

assessment, while the Singaporean government promotes the refined assessment empowered by technology.

3.2 The Representative Application Areas of Personnel Assessment

3.2.1 The Civil Servant Selection and Assessment System

The modern personnel assessment system is more scientific, objective, and reliable. Today, it has been widely applied in the selection systems for public servants in many developed and even developing countries both at home and abroad.

It can either conduct a comprehensive assessment of an individual or evaluate a specific single ability of a person (Ning, 2003). Its guiding ideology and principles emphasize a comprehensive and integrated assessment of the qualities, capabilities, and performance of national public servants. This approach not only reflects an individual’s overall situation but also serves as an important means of discerning the merits of talents. It mainly includes written tests, leaderless group discussions, in-basket tests, structured interviews, work report scenario simulations, role management self-awareness, and other items and approaches. Ultimately, the results of each module are comprehensively considered, and candidates are selected and admitted based on the optimal outcomes. A more equitable, objective, and all-round evaluation system indicates that the government is increasingly aware of the significance of public servants possessing good qualities and capabilities. This is a crucial aspect of adhering to serving the people and ensuring social and economic development.

3.2.2 Evaluation and Promotion Mechanisms for Leading Cadres in China

After the promulgation of the National Open Selection Examination Outline for Party and Government Leading Cadres in China, it is an important task to continuously develop scientific tools for measuring and evaluating leadership talents in all aspects in accordance with the new requirements for leading cadres in the era (Xiao & Sun, 2004). Diversified evaluation forms, innovative evaluation techniques, and comprehensive and objective evaluation indicators are vivid manifestations of actively responding to policy calls. Meanwhile, personnel assessment is also reshaping

the rules of the game for the promotion of leading cadres. The application of personnel assessment in the evaluation and promotion mechanism of leading cadres is an important means to promote the scientific, standardized, and effective management of cadres. Through multi-dimensional and multi-form ability evaluations and quality inspections, it can better ensure the accuracy and credibility of selecting and appointing personnel. For example, the selection process for department-level cadres in certain province adopts a combined assessment method. The top 30% of candidates are screened out through written examinations. Those with risky personalities are eliminated through psychological assessments and professional values tests. Then, the practical operation abilities of the candidates are examined through in-basket exercises and emergency drills. Finally, a comprehensive evaluation of the talents is conducted through differential inspections, such as democratic appraisals within the unit and home visits.

3.3 Existing Problems and Deficiencies in China

3.3.1 Fairness Still Faces Challenges

Today, with the widespread adoption of personnel assessment in government departments, while it brings numerous advantages, its drawbacks are also becoming increasingly evident. This is mainly reflected in two aspects. On the one hand, in the overall field of personnel assessment, first of all, China relies heavily on Western scales. The differences in culture and values are likely to lead to distorted results. Moreover, due to the lag of technology and the reliance on the examiner's personal experience and subjective judgment, biases such as "the primacy effect" and "the halo effect" are likely to occur. On the other hand, in terms of the application of personnel assessment in government departments, formalism still persists. There are many unhealthy practices in some assessment links, such as "overemphasizing scores while neglecting actual performance." Influenced by traditional cultural ideas, there may also be a phenomenon of giving priority to those with connections in the evaluation. The realization of the fairness of talent evaluation requires the collaborative efforts of multiple parties, including technology, systems, and the humanistic aspect.

3.3.2 The Relevant Institutional System Needs to Be Further Improved

Throughout the entire development process, the development of personnel assessment in China started relatively late. It was not until the 1990s that it began to receive genuine attention (Yang, 2016). Consequently, its historical foundation is relatively weak.

However, in recent years, although the system has been improved and developed, the regulations regarding the principles, procedures, and methods of examinations are relatively broad and require further refinement. This may also lead to a relatively high degree of arbitrariness in actual operations. However, developed countries attach great importance to formalizing examinations, content, methods, conditions, and institutions through legislation to form a system, which is also highly worthy of learning and reference. People should constantly strive to ensure that assessment and evaluation are carried out in accordance with laws and regulations.

3.3.3 Insufficient Applicability and Local Adaptation

Given that the requirements and standards for each position vary, the assessment methods and content should be tailored to the actual situation. However, in China, the written tests and interviews still adopt the same set of standards to evaluate candidates for different positions (Yang, 2016), and the resulting inefficiency is evident.

3.3.4 The Limitations and Risks of Technological

While technological empowerment brings convenience, it also gives rise to ethical controversies. When a big data evaluation system integrates sensitive information regarding personal privacy and significance, an imperfect protection mechanism may lead to privacy violations or trigger "data bias". In addition, the excessive use of AI scoring may overlook exceptional cases, resulting in the mechanization of assessment results and errors.

4 ENLIGHTENMENT AND RECOMMENDATIONS

4.1 Measures to Advance Development

Based on the discovery and summary of the above issues, as well as the review and induction of relevant literature. In order to give full play to the rule of personnel assessment and promote the sustainable and stable development of the social economy in the future, government departments must, on the basis of adhering to the people-centered concept and serving the people wholeheartedly, promote the improvement of relevant laws and regulations in order to improve the evaluation and regulatory system that combines national laws and regulations with local laws and regulations (Yang, 2016), accelerate the competition of assessment system, implement the principle of seeking truth from facts, and recognize the importance of adaptability. In addition, it is necessary to strengthen the awareness of innovation and continuously promote the creative transformation and innovative development of personnel assessment.

4.2 Reference to Foreign Classical Models

4.2.1 The United States

The United States Office of Personnel Management (OPM) is primarily responsible for the human resource of the federal government. It demonstrates various advantages in the government personnel assessment process. It has legal and institutional safeguards to ensure the authority of the assessment. The assessment system takes “economy, efficiency, effectiveness, and fairness” as its core objectives and has constructed a more scientific competency system. Moreover, adopt standardized assessment tools, such as “the Chief Information Security Officer system”, to enhance the fairness of assessments and public satisfaction.

4.2.2 Singapore

Singapore adheres to the implementation of refined assessments empowered by technology. The Public Service Division has established a “Talent Data Analysis Center” to predict the long-term performance of candidates using machine learning (Lee, & Tan, 2021); Moreover, the assessment results are dynamically linked to career development paths

to provide references and assistance for individual development.

4.3 Innovative Ideas and Concepts

In the future, the optimization and development of personnel assessment must adhere to innovation. Nowadays, with the continuous development of technological levels and the generalization of technology-enabled assessment, the integration of AI and personnel assessment is the inevitable path. Continuously reducing dependence on human resources can not only cut costs but also avoid subjective human factors. This approach is more objective and fair, enhancing the validity and reliability, and is committed to improving public credibility and public satisfaction.

5 CONCLUSION

Generally speaking, the role and significance of personnel assessment cannot be underestimated. It is related to whether the government system is efficient and whether the social economy operates smoothly. This paper commences with an initial exploration of personnel assessment. After clarifying its connotations, forms, functions, and influential values, it analyzes the current development status of personnel assessment and presents research and introductions on representative application fields. Specifically, through case studies in two typical areas: the civil servant selection and assessment system and the evaluation and promotion mechanism for leading cadres, this paper provides a reliable path for the innovative development of personnel assessment in the government sector. Meanwhile, it summarizes and analyzes the problems arising from development, puts forward feasible suggestions regarding fairness and justice, system construction, and adaptation to local conditions, and also points out that in future development, the role of science and technology, especially AI, is of crucial importance. Finally, the author presents insights and concepts for its healthy and sustainable development, with the aim of jointly contributing to the improvement and perfection of personnel assessment.

In addition, it is hoped that the research of this paper can also provide feasible suggestions and inspiring ideas for the subsequent research and development. This will facilitate the important role of personnel assessment in the government sector and even in multiple social fields, create a more rational

and just social atmosphere, and contribute to the progress and development of society.

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