

# Research on the Problems and Countermeasures of the Appointment System for Civil Servants

Fei Xu

School of Law, Humanities and Society, Wuhan University of Technology, Wuhan, P.R.China, 430070

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**Abstract:** Once any government organization is established, the basic goal throughout is survival and development. With the economic development, there are still some problems in the personnel system aspects in China, which is not conducive to the development of the organization. This paper mainly focuses on the basis of government organizations: civil servants, from the civil servants appointment system, Analyze the common problems of the appointment system, such as insufficient recruitment effectiveness, imperfect performance mechanism, insufficient sense of civil servant identity and low exit rate in the employment system in practice. And explore the way to optimize the civil servants appointment system, in order to promote the development of government organizations.

**Keywords:** Government organization; Civil servant appointment system; Problem analysis

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## 1. Introduction

Optimizing the civil servant management system aims to enhance the efficiency and quality of government public services, which is the core essence of deepening the modernization of the national governance system and governance capacity. The reform of the civil service appointment system, as an important measure, aims to make up for the shortcomings of the existing system and effectively address challenges such as poor mobility, low efficiency, excessive concentration of power, and institutional expansion in the civil service workforce. In addition, the reform of this system is not only a key link in the transformation of the construction of cadres and talent teams, but also an inevitable product of the deepening development of the market economy. It is of great significance for building a service-oriented government model, promoting long-term national stability and sustainable social development. And so the Civil Service Commission was set up to take out of politics the appointment of certain classes of government employees<sup>[1]</sup>.

Although after years of pilot practice, China has accumulated rich practical experience and theoretical achievements in the appointment system of civil servants, and the service ability of civil servants has also been significantly improved. However, there are still some problems that need to be solved urgently in all links, which are still in the development stage of pilot exploration. By sorting out the theoretical achievements of predecessors, this paper summarizes and analyzes the current situation and problems of the civil service appointment system, and puts forward targeted measures to improve the civil service appointment system, in order to promote the further development of China's civil service appointment system, improve government efficiency, and better serve the people.

## 2. Civil servant Appointment System

Effective September 19, 2017 of the "appointment system of civil servant management regulations (trial)" stipulated in article 2: appointment system of civil servants in the form of contract employment, in accordance with the law, into the state, by the state finance burden wage benefits of civil servants,<sup>[2]</sup> this marks the civil servant appointment system into the standardized road.

## 3. Current Situation and Reasons of Civil servant Appointment System in China

### 3.1 The civil servant appointment system is not effective enough

From a policy perspective, the civil service appointment system faces issues of inadequate effective systems. Firstly, position setting lacks unified planning and clear guidance, relying heavily on experience. The job classification is simplistic,

with unclear provisions for professional and auxiliary posts, limiting the scope of appointment system positions and hindering its incentive function. Secondly, career development for appointment system civil servants is uncertain, lacking effective promotion channels.

### **3.2 The enforcement organs are not in place**

In the public sector, there are significant shortcomings in the implementation of the civil servant appointment system by administrative agencies, and at the same time, the institutions responsible for the appointment system lack effective reference from private sector management experience. This situation is reflected in several key aspects: firstly, administrative agencies often mistakenly regard the appointment system as a simple replacement for the appointment system, failing to clearly distinguish the essential differences between the two. Secondly, regarding the appointment system for civil servants, administrative agencies have failed to establish a comprehensive and specialized supporting system, which is manifested in the lack of assessment and incentive mechanisms, imperfect resignation processes, and weak guarantee mechanisms. These factors collectively constrain the enthusiasm, autonomy, and innovative potential of the civil service team, thereby weakening the positive effects that the appointment system should have brought.

### **3.3 Short-term, long-term mentality of hiring personnel**

Appointment-based civil servants are managed contractually, with contract expiration prompting retention or re-marketing, fostering two mindsets: “short-termers” prioritize the job platform, skills, and leave post-term, bringing vitality but also issues like reduced responsibility and belonging. “Long-termers” integrate well, boost efficiency, and value long-term development, yet face issues like weakened exit mechanisms and flawed promotions, leading to complacency and decreased efficiency.

### **3.4 Environmental factors restrict**

Environmental factors are mainly concentrated at the level of value perception, mainly on the issue of identity, which is embodied in social identity, the recognition of colleagues in the system, and the identity of civil servants under the employment system. The lack of identity will also lead to low enthusiasm for the recruitment of people under the employment system, and it will also affect the civil servants under the employment system, which will lead to a decrease in their work enthusiasm and reduce work efficiency.

## **4. Thinking on the path of reforming the civil servant appointment System**

The new public service theory advocates the construction of a new service-oriented government, and the service-oriented government should give full play to its own responsibilities, establish a new concept of democracy and service, improve the awareness of democratic management, improve the quality of civil servants, and actively build a service-oriented government to serve the people and society.<sup>[1]</sup>The proposal of the new public service theory provides new ideas for the management innovation of the Chinese government, the Chinese government should fully learn from the new public service theory and build a civil servant appointment system that suits the national conditions.

### **4.1 Improve the appointment system system**

Firstly, clarify position setting. Stipulate the establishment of posts for civil servants under the appointment system, improve the job classification system, combine the system with practice, plan for city's posts, determine suitable units and posts, refine classification and management, expand and standardize the pilot employment system scope.

Secondly, establish and improve relevant laws and regulations. Enact special legislation for civil servants under the appointment system, ensure sufficient laws, regulations, and supporting rules for effective implementation. Make reasonable provisions for procedures like job setting, recruitment, evaluation, reward and punishment, and withdrawal, to provide a legal basis for the appointment system.

### **4.2 Strict implementation of the civil servant appointment System**

Firstly, strengthen publicity and training for employment system organs to enhance unified understanding and deepen comprehension of the civil service appointment system theory. Secondly, implement institutional innovation: Innovate assessment mechanisms, diversify indicators and methods, and develop a tailored appraisal system for appointed civil servants. Link results to salary incentives, combine material and spiritual rewards, and prioritize meritocracy to stimulate work enthusiasm. Improve exit mechanisms by utilizing evaluations to strengthen the system. Address retention issues post-contract expiration based on assessments to foster a sense of crisis. Finally, Expand re-employment channels for withdrawn civil servants. Improve the civil service appointment system's guarantee system. Enhance the current benefit distribution system and provide better post-contract expiration treatment.

### 4.3 Strengthen the self-construction of civil servants in the appointment system

As direct executors of state power and core participants in the national operation system, civil servants' political stance, displayed political attitude, and deeply rooted political identity have a profound impact on the direction and effectiveness of public power operation, which in turn affects the stability and security of the national political ecology. Therefore, strengthening the political literacy and professional spirit of civil servants is particularly crucial.<sup>[1]</sup>First of all, publicize the theory of new public service and socialism with Chinese characteristics in the new era, enhance the consciousness and professionalism of civil servants. Second, the administrative organs should formulate special administrative regulations for civil servants under the appointment system to restrict the behavior of civil servants. Finally, it is necessary to improve the moral accomplishment and service awareness of the public servants themselves, and to be able to strictly demand themselves in their work and earnestly serve the people.

### 4.4 Overcome environmental resistance and enhance the identity of civil servants

Strengthen publicity and training, adopt different measures for different groups, and effectively expand the awareness and influence of civil servants under the appointment system. In all links of the operation of the appointment system, the identity of civil servants under the appointment system should be strengthened, and the legal rights of the appointment system should be guaranteed, and the organs of the appointment system should regularly and actively talk to them, understand the needs and psychological dynamics of civil servants under the appointment system, listen to their opinions, and let the civil servants under the appointment system fully feel valued and have a pleasant working atmosphere. Strengthen the study of civil servants under the appointment system on civil servants and relevant laws and regulations, gradually enhance the identification of civil servants on their identity as civil servants, and ensure that they serve the public interest in performing their duties.

## 5. Conclusions

As an emerging system, the fundamental purpose of the civil service appointment system is to improve the existing system and is a good medicine to solve the problem of in-and-out, inefficiency, concentration of power and institutional expansion in the civil service system. After years of pilot practice, China has accumulated rich practical experience and theoretical achievements in the appointment system of civil servants, and the service ability of civil servants has also been significantly improved, but there are still problems such as insufficient recruitment effectiveness, imperfect performance mechanism, insufficient sense of identity of civil servants, and low withdrawal rate. This paper summarizes and analyzes the current situation and problems of the civil service appointment system according to the actual situation, puts forward targeted measures to improve the civil service appointment system, further strengthens the reform of the cadre personnel system, and builds a group of high-quality professional public service teams.

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