

Approaches to Achieve Personal Values in Performance Management of Service Government¹

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Abstract

In the background of building the service-oriented government, the focus of performance management in Chinese government has shifted from pure performance appraisal to a performance management system which contains evaluation, motivation, compensation, career planning and other contents. During the performance management of government, personal values directly affect the implementation and upgrade of service government performance management. Thus, service-oriented government performance management must be based on the value of each individual member, and motivate individuals to create value by involving in every aspect of performance management, and only in this way individual performance will be achieved with government performance.

Keywords: service government; performance management; personal values; approaches

“New Public Management” theory emerged in Britain, the United States and other Western countries in the 1980s put forward the idea of building a service-oriented government, which emphasizes the government's public administration is no longer “administrative control”, but “administrative services”. Performance management in service government should pay more attention to service and democracy. Essence of service-oriented government performance management is to enhance the concept of democracy and performance in order to construct the new model of service government performance management. The focus of performance management will be the management and creative of personal values which is the most critical factor in government work instead of the concern about work itself and the results. Then the service-oriented government performance will improve by achieving personal values and performance.

1. Scientific Connotation of Service Government Performance Management

In the process of constructing a service-oriented government, building government sector human resources team is the prerequisite and basis to achieve performance management. In order to reach the dual goals of being efficient in both administrative actions and administrative efficiency, governments need to integrate the value and performance of the internal individual members.

In order to understand approaches to achieve personal values in performance management of service government better, firstly it's necessary to define what service government is. Currently there are some arguments and deviation about the connotation of service government in academic circles. In traditional government performance management, the organizational performance is much more important than the individual performance. Whole performance in organization is concerned instead of the management and implementation of the personal value which is the key of performance creation. Therefore, based on the model of traditional performance management, service-oriented government has introduced an important factor-human. Service government pays more attention on the implementation of personal value, and encourages all the members to join in all aspects of performance management to enhance their passions and responsibilities.

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In summary, service government performance management is a dynamic , ongoing , active process that the government designs scientific and reasonable performance evaluation indicators according to the work performance objectives, and strengthens the control of the performance management process through the development and implementation of the performance plan, then assess the performance of government departments and personnel relying on scientific assessment tools and methods, and finally improves performance plan through the use of performance assessment results.

2. Significance of Achieving Personal Values in Performance Management of Service Government

In performance management of service government, achieving personal values can not only promote the internal members of government department to develop and enhance, but also satisfy the requirement of service government to provide higher quality service to the public. It is very important for performance management of service government to achieve personal values.

2.1 Achieving Personal Values is the Premise and Foundation for Performance Management of Service Government

In performance management of traditional government, it paid too much attention to the organization's overall performance, thus, it ignored the achieving of personal values and personal performance. Individual is the most active factor in government, so achieving personal values is the premise and foundation for performance management of service government. Government organizations are composed of individuals who are the staffs in government department; the degree of fulfillment of government functions has positive correlation to personal fulfillment. The greater the personal values realize, the corresponding functions of the government are better able to be fulfilled, and the performance management of the government can be better achieved. In addition, government performance management is to separate the strategic goal to individual business units, and then to each staff in government department. Finally, the overall performance of government will improve through the achieving of personal values and personal performance.

2.2 Achieving Personal Values Will Be Positive to Stimulate the Enthusiasm of Government Staff

The relationship between government performance management and personal fulfillment is not one-way, it is win-win. On the one hand, government performance management provides a clear direction to the achieving of personal values, so that the staff can move forward to a right goal. On the other hand, the achieving of personal values will stimulate the enthusiasm of government employees, and help the staff establish a sense of ownership and responsibility, thus they can try their best to building a service-oriented government. From the perspective of organizational behavior, achieving organizational goals ultimately depends on the individual efforts of members in the organization, and all the activities of the members in the organization are designed to meet their own needs. Maslow's hierarchy of needs theory suggests that everyone has the need for self-realization, therefore, the achieving of personal values can best satisfy the need for self-realization of government workers. In this process, they are able to maximize their potential and creativity, in order to ensure to provide sustainable and quality services to the public, thus the government's external behavior and efficient performance can be achieve.

3. Principles to Design the Approaches of Achieving Personal Values in Performance Management of Service Government

Which is different from traditional government, the performance management in service-oriented government pay much more attention to achieve personal values, in order to ensure that service personal values in government performance management can be successfully achieved, it is necessary to design certain principles to achieve its way. These include: a combination of dynamic and prospective, a combination of sustainability and creativity, and a combination of competition and fairness.

3.1 A Combination of Dynamics and Prospective

Dynamics of approaches to achieve personal values in service-oriented government performance management suggest that we should follow the principle of dynamic operation during designing the approaches. Performance management in government is not a single element; it is a dynamic system that concludes recruitment, hiring, evaluation, motivation, compensation and so on. Therefore, design of the approaches should orderly combine each element in the performance management system, and reflect the dynamic process in service government performance management.

And the approaches to achieve personal values should be designed according to the discipline of human development, as well as the different needs and motivations in different circumstance, and it also should satisfy the different characteristics in different stages. Moreover, the prospective suggests that the achieving of personal values in service government performance management should focus on developing and prospecting, and combine with the goals of service government performance management. Performance management in service-oriented government is no longer a static process, it is continually developing and optimizing. Thus, approaches to achieve personal values should be closely integrated the targets of performance management in service-oriented government while combining the dynamics and prospective, and be based on the exploitation and achieving of personal values, in order to improve the level of service-oriented government performance management.

3.2A Combination of Sustainability and Creativity

Service government performance management is a progressive process, so the design of approaches to achieve personal values should be sustainable. When designing the functions of the approaches to achieve personal values, we should ensure the construction of service government as well as the achieving of personal values in service government performance management. Protection of personal fulfillment is not a one-time event, but rather accumulates repetitive events. When designing the approaches, we should not only protect the continuity of the service -oriented government to improve performance management, but also pay attention to the continued growth of the staff' capabilities, quality and other factors in service-oriented government performance management, in order to protect the personal values to achieve sustained increase. However, the principle of creativity requires that it should combine the environment and era, adopting modern technological innovation to design innovative ways to achieve personal values. Moreover, it also should provide a more comfortable working environment for the staff, and increase their participation enthusiasm and creativity by making participation in all aspects of performance management to achieve creative value. To say about the creativity, we should focus the fluency, flexibility and uniqueness of the approaches for achieving, only based on these characteristics, the creativity of approaches will be realized. In the service government performance management, designing the approaches of achieving personal values should combine the principle of sustainability and creativity, so that the achieving of personal values will stay in a relatively stable environment, but also get an innovation. It will not only be able to meet the requirements of achieving individual values, while meeting the requirements of building a service -oriented government.

3.3 A Combination of Competition and Fairness

Achieving personal values in service government performance management properly handles the relationship between competition and fairness. The competition means that the achieving of personal values should be linked to the result of performance management, by introducing competition mechanism and incentives in the performance management to inspire the enthusiasm of government workers and create momentum personal values. Fairness means that during the process of performance management, achieving personal values and assessing the results of performance management should combine different departments, functions, jobs and the content of jobs to achieve the design of the approaches. When assessing the results of performance management, the principle of fairness help each staff get the same treatment to achieve personal values. So performance management in service-oriented government should handle the relationship of competition and fairness, as performance results a starting point, making fairness and competition combined.

4. Measures to Achieve Personal Values in Service Government Performance Management

Performance management in service government is not a single part, but a dynamical and continuously optimize process that includes the development of performance goals, the plan of performance management, and the control of the performance management process, the evaluation of the performance and the use of the performance results. Therefore, the specific measures to achieve personal values in service management performance management should be based on the win-win between individual and government, and make personal fulfillment through the whole process of service government performance management, , so that the in-depth personal values all aspects of performance management , in order to reflect the ways to achieve scientific and reasonable.

4.1 Development of Performance Management Objectives Provides Guidance Direction for the Achieving of Personal Values

The achieving of personal values in service government performance management need some guidelines for the direction of their performance management objectives. Development of performance management objectives as the most important part of government performance management plays the most important role in the whole process of performance management in government. Development of performance management objectives determines the direction and key of the government performance management, and government provides guidelines for the realization of personal value through the development of performance management objectives. The development of performance management objectives should incorporate personal values, and personal values will be achieved as an important part of government performance management goals.

Development of government performance management targets includes organizational performance goals and individual goals. Developing performance targets should closely integrate organizational goals and personal goals, and let them keep consistency in the direction. Developing organizational goals should meet the requirements of building a service government, realize the value-oriented, emphasize the concept of service, and adhere to the people-oriented. It should stress the importance of value creation and make value management deep into all the details of the organization and the specific work of the government staffs. Developing personal goals should focus on the enthusiasm and participation of government staffs, reduce the control and restraint of the staff, and develop their initiative and creativity by creating a good and relax work environment. Targets of performance management should not only improve performance management, but also pay attention to improve personal fulfillment performance management.

4.2 Performance Plan Ensures the Achieving of Personal Values

Performance plan should be made to sure the implementation and realization of the performance management targets after they have been determined. We are able to establish a science management mechanism in the service government by making performance plan, so that organizational goals and individual goals will be effectively combined. Performance plan includes a variety of factors such as performance indicators, performance evaluation methods, contents, periods, subjects and objects and so on. When making performance plan, we should combine the achieving of personal values with the specific content of performance plan, so that the personal values can be achieved in the performance management process.

In the development of performance plans, all sectors and all the various contents of the plan should be combined with personal characteristics, according to the characteristics of personal growth and development to develop appropriate evaluation. However, the development of performance assessment indicators also should match the features of the strategic objectives and work in the service management in order to guide the personal fulfillment. In the realization of personal values, the development of indicators of performance evaluation should in line with the requirements of building a service-oriented government, as well as adapt to the individual characteristics, it should not out of personal characteristics, or make some of the targets cannot be achieved. After the completion of the development of performance plans, it should be implemented, in order to guarantee the realization of personal value. In the process of implementation, the gradual realization of personal values should be paid attention to, rather than the speed.

4.3 Controlling Performance Management Process Corrects Deviations for the Realization of Personal Value

Achieving personal values should manage and control the process of the implementation of performance plan, in order to correct the deviations of the personal values in service government performance management. In the process of implementing the performance plan, a plan of progress tracking that can deep into all aspects of performance plan and control the schedule should be made, so that performance plan will be able to finish on time in accordance with the quality. When controlling the progress of performance management, the part of the performance plan need to be modified should be found by analyzing the progress. It is an indemnification for personal values to advance in the correct orbit in the performance plan by controlling the progress, and to correct the deviation of achieving the personal values. Controlling the implementation of the process of performance plan can guarantee the performance plan to be completed within the stipulated time, moreover, it also can implement the deviation control of the performance plan and modify the performance plan, in order to ensure the implementation of performance plan can achieve the goals, so as to ensure the realization of personal values.

4.4 The Performance Evaluation Can Test and Promote the Realization of Personal Values

Performance evaluation is the most key link in the performance management system, except the traditional evaluation of the organizational performance; it should regard the realization of personal values as evaluation contents and recruit it into the performance evaluation system. Recruiting the realization of personal values into performance evaluation is an effective way to achieve the individual value of performance management, and the development of the performance evaluation can test whether the personal values in service government performance management achieve. Through the performance evaluation, the government staff can have a comprehensive and profound understanding of their own work and value creation, and can examine their strengths and weaknesses and areas for improvement. Based on the results of performance evaluation, they can constantly promote and improve themselves, in order to advance the continuous optimization of government performance management. It should be paid attention to that because the achieving of personal values has strong subjectivity, it is better to use more scientific, quantitative indicators to realize the individual value evaluation.

4.5 The Results of Performance Evaluation Provide Continuous Support for the Achieving of Personal Values

After the completion of performance evaluation, performance management does not end here, but enters a new performance management process. It should make full use of evaluation results to support the realization of personal value. The performance evaluation results can help the organization have a deep understanding of performance target at this stage, as well as find the point in the implementation of achieving the personal values that need improve. On the way to achieve the personal values in service government performance management, performance evaluation results not only help to summary the situation of the realization of personal values, but also provide the improvement direction and improvement measures for government workers and the basis of staff training and continuing education. Therefore, in the implementation of the service type government performance management value, performance evaluation results should be used in a rational way, so that it can provide support to the continued implementation of personal values and basis for the next stage of performance management objectives, only in this way, the service oriented government performance management system can optimize continuously.

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