On the Competency of Party and Government Cadres: A Study Based on Typology

Fang DU¹,a,*, Xin-Ling LI²,b, Xian-Guo WU³,c

¹School of Public Administration, Sichuan University, China
²State Grid Tianfu New Area Electric Power Supply Company, China
³Sichuan University retired Department, China

a308969898@qq.com, b631341539@qq.com, c307384919@qq.com

*Corresponding author

Keywords: Party and Government Leading Cadres, Hierarchical Competency Model Competence, AHP method.

Abstract. This article on party and government leading cadres as the research object, based on the typology of observation into the "hierarchical competency model", trying to build a competency model of party and government cadres, draws the conclusion: party and government cadres competency include "basic knowledge, core competence and personal qualities of the three dimensions". Among them, the basic knowledge include: "comprehensive knowledge, business knowledge, legal policy knowledge and public management knowledge"; core competence including: “decision ability, team leadership, law-based administration, system construction, communication and coordination, choose and employ the talents, execution and overall planning.” Personal qualities including: “political quality, service consciousness, professionalism, pragmatic, corruption”. Finally, AHP method is used to evaluate the index weight of the competency model of the party and government cadres.

Introduction

The concept of competency can be traced back to the era of ancient Rome, when it was built on the competency profile to define good Roman fighters. The father of Management Science in early twentieth Century "Taylor" through the "time action" research to study the action is called the early "competency research". As the most famous American psychologist, Professor MacLelland first proposed the concept of competency in 1973, competency refers to the knowledge, skills, abilities, traits or motivation which are related to the performance of the work. Competency model refers to the total competency of a position. The competency model is divided into 6 dimensions (1) knowledge, refers to the organization and useful information in a particular field; (2) skills, refers to the ability to do things well; (3) social role, the image of a person who wants to show in front of others; (4) self concept, refers to the recognition or perception of oneself; (5) personality trait, refers to a person's physical characteristics and typical behavior; (6) motivation, refers to the natural and stable thought of a person's explicit behavior. The above six levels of competency characteristics constitute the famous "iceberg model". Among them, knowledge and skills belong to threshold competency, is floating on the water surface portions of the iceberg, but threshold competency doesn't make excellent performance and general performance distinguish; and social role, self concept, personality traits and motivation belongs to differential competency, is below the iceberg, is used to distinguish the excellent performance and general performance. The essence of competency model development lies in a position; find out the difference between the excellent performance and general performance. "Hierarchical competency model" is introduced to construct the competency model of Party and government cadres, and use the AHP method to evaluate the index weight and priority.
Research Design

The purpose of this study is to construct the competency model of the party and government cadres by using the hierarchical competency model. Therefore, it’s very necessary to select a more mature and proven competency model as a reference. China’s Ministry of Personnel issued nine general capacity on the national civil service: political identification ability, administrative ability, public service ability, research ability, learning ability, communication and coordination ability, innovation ability, the ability to deal with unexpected events and psychological adjustment ability, provide the basis for the selection of competency indicators.

Selection of Indicators of Competency Model

**The Selection Procedure of Competency Model Index**

① Clear job performance standards; job performance standard refers to the criteria that can identify the outstanding performance, it’s the criterion that the subject to evaluate the object. Generally use the work analysis method and the expert group discussion method to determine. In this paper, the party and government cadres must take effective leadership for the basic performance standards.

② Select the standard sample; according to the formulation of the performance standards, the overall classification performance of the outstanding group and the general group, and randomly selected from the two groups of appropriate number of employees as the sample interview.

③ Get the competency model data, using the method of behavioral event interview (BEI), expert group discussion, questionnaire survey, 360 degree evaluation and direct observation, etc. BEI method is the core method of developing competency model. It requires the interviewer to list the key events in the work process, including three successful events and three unsuccessful events. The interviewees need to describe in details, the causes, the past, the results, and the thoughts and feelings of the entire event at the time. By using the above method and constructing the competency model. This article mainly adopts the behavior event interview (BEI) method and to carry on the competency feature.

**The Selection Results of The Competency Model**

According to the above three selection steps, the competency model of Party and government cadres include three dimensions: basic knowledge, core abilities and personal qualities, as shown in Fig.1.

![Diagram](image_url)

**Figure 1. The competency model of the party and government cadres.**
Using AHP Method to Calculate the Index Weights and Priorities

After obtaining the competency evaluation index system, we need to calculate the index weight. AHP method is a combination of quantitative and qualitative methods, which is developed by Saaty, a professor at the University of Pittsburgh, in the 1970s. The operating procedures are as follows:

First step, Using index system to construct hierarchy model, this article on the "party and government cadres" competency index system, see Fig.1.

Second step, constructing judgment matrix. Construction of judgment matrix in this paper is used in T. Starr 1-9 ratio standard degree method (relative importance scale). On the quantitative evaluation of the relative importance of two factors on a certain criterion, the subjective judgment of the decision maker is quantified. When the importance of the factors can be compared with each other through the specific figures to show that the factors which are better and worse can be judged. T. Starr 1-9 ratio scale form and meaning are shown in Table 1.

Table 1. 1-9 ratio scale and its implication.

<table>
<thead>
<tr>
<th>Scale</th>
<th>Comparison results of $k_i$ and $k_j$</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$k_i$ and $k_j$ equally important</td>
</tr>
<tr>
<td>3</td>
<td>$k_i$ is slightly important than $k_j$</td>
</tr>
<tr>
<td>5</td>
<td>$k_i$ is obviously important than $k_j$</td>
</tr>
<tr>
<td>7</td>
<td>$k_i$ is strongly important than $k_j$</td>
</tr>
<tr>
<td>9</td>
<td>$k_i$ is extremely important than $k_j$</td>
</tr>
<tr>
<td>2, 4, 6, 8</td>
<td>The median of the above adjacent judgments</td>
</tr>
<tr>
<td>Reciprocal</td>
<td>$k_i$ and $k_j$ compare to $k_{ji}$, thus, $k_i$ and $k_j$ compare to $k_{ij} = 1/k_{ji}$</td>
</tr>
</tbody>
</table>

Third step, Hierarchical single arrangement and one-time inspection. Calculation of each factor’s single arrangement, that’s to determine the relative importance of all factors in the same level to a certain element in the upper level. Through the comparison of all, finally ranking the importance of factors with different levels. The numerical value of the element reflects the relative importance of various factors on the upper level (such as the advantages, disadvantages, preference, intensity, etc.). Finally come to the results of the total ranking importance.

The basic problem of the AHP method is how to calculate the corresponding characteristic vector of the judgment matrix. Often used mathematical methods including "root method" and "ANC method". In this paper, “root method” is used to calculate the competency model, the process is as follows:

(1) Calculating the geometric mean value of each element of the judgment matrix;

$$
\bar{a}_{ij} = \sqrt[n]{a_{ij}} \quad (i = 1, 2, \ldots, n) \quad \bar{a} = (\bar{a}_1, \bar{a}_2, \ldots, \bar{a}_n)^T
$$

(2) Normalizing the geometric mean value;

$$
\omega_i = \frac{1}{n} \sum_{j=1}^{n} a_{ij} \quad (i = 1, 2, \ldots, n) \quad \omega = (\omega_1, \omega_2, \ldots, \omega_n)^T
$$

(3) Calculating the $\lambda_{max}$;
\[ \lambda_{\text{max}} = \sum_{i=1}^{n} \frac{(B \omega)_i}{\sigma_i}, \quad (B \omega)_i \text{ is the } i\text{th elements of the vector } B \omega. \]

(4) Checking consistency. In order to test the consistency of the judgment matrix, we first need to calculate the consistency index:

\[ C_{I*} = \left( \lambda_{\text{max}} - n \right) / (n - 1) \quad C_R = C_{I*} / R_{I*}. \]

Table 3. R.I. value of multi-order comparison matrix.

<table>
<thead>
<tr>
<th>Order</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>R.I.</td>
<td>0</td>
<td>0</td>
<td>0.52</td>
<td>0.89</td>
<td>1.12</td>
<td>1.26</td>
<td>1.36</td>
<td>1.41</td>
<td>1.45</td>
</tr>
</tbody>
</table>

Among which, R.I. value is the average random consistency index, by looking up Table 3. When C.R. \(< 0.1\), the results of a single ranking can be judged to have satisfactory consistency, otherwise it is required to readjust the value of the element of the judgment matrix.

According to above calculation process, it can be concluded the competency model index weights and priorities of party and government cadres, as shown in Table 4.

Table 4. The index value of competency mode.

<table>
<thead>
<tr>
<th>Competency Model</th>
<th>First layer</th>
<th>Second layer</th>
<th>Third layer</th>
</tr>
</thead>
<tbody>
<tr>
<td>(A)</td>
<td>Basic Knowledge (A1) 0.2917</td>
<td>(A11) comprehensive knowledge(0.3373)</td>
<td>(A31) political quality(0.2572)</td>
</tr>
<tr>
<td></td>
<td>Core Abilities (A2)0.3750</td>
<td>(A12) business knowledge(0.2639)</td>
<td>(A32) service consciousness(0.2286)</td>
</tr>
<tr>
<td></td>
<td>Personal Qualities (A3) 0.3333</td>
<td>(A13) legal policy knowledge(0.1994)</td>
<td>(A33) professionalism(0.2286)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(A14) public management knowledge(0.1994)</td>
<td>(A34) pragmatic(0.1428)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(A21) decision ability(0.1636)</td>
<td>(A35) incorruption(0.1428)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(A22) team leader(0.1454)</td>
<td>(A23) law-based administration(0.1454)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(A24) system construction(0.1273)</td>
<td>(A25) communication and coordination(0.1091)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(A26) choose and employ the talents(0.1091)</td>
<td>(A27) execution(0.1091)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(A28) overall planning(0.1091)</td>
<td>(A29)</td>
</tr>
</tbody>
</table>

It can be drawn from the above table 4:

1. A1 (basic knowledge), including four sub-indicators. A11 (comprehensive knowledge), the relative importance is the highest weight, accounting for 0.3373, ranking first. A12 (business knowledge) accounted for 0.2639, ranking second. A13 (legal policy knowledge) and A14 (public management knowledge) accounted for 0.1994, ranking third.
②A2 (core abilities), including 8 sub-indicators. The weight of A21 (decision ability) is 0.1636, ranking first. The most fundamental task of the party and government cadres lies in the decision-making. A22 (team lead) and A23 (law-based administration) of the weight of all for the 0.1454, tied for second. Party and government leaders need to conduct team leadership, and actively according to the law. A24 (system construction) weight 0.1273, ranking third. As a party and government cadres, the establishment of a good system, is the necessary conditions for the administration. A25 (communication and coordination), A26 (choose and employ the talents), A27 (execution) and A28 (overall planning) of the weights are 0.1091, ranking 4th. Party and government cadres most are leaders, need to choose and employ the talents, moreover, plays an important role to upload make known to lower levels. Not only they have strong execution to dealing with all kinds of complicated work, but also need to plan overall, to strategize and tangible results.

③A3 (personal quality), a total of 5 sub-indicators. A31 (political quality) weight 0.2572, ranking first. A32 (service consciousness) weight 0.2286, ranking second. As a party and government cadres, not only has a strong political quality, but also has a strong sense of service. A33 (professionalism), the weight of 0.2286, ranking tied for second. A34 (pragmatic) and A35 (incorruption), both the weight are 0.1428.

Summary

According to this article, the competency model of party and government cadres is composed of 3 dimensions: basic knowledge, core ability and personal quality. At the same time, using AHP method to calculate the weight and relative priority ranking. As an academic study, the competency model of party and government cadres has important significance in theory and practice.

References


