

A Study on the Current Situation of Competence of Selected Students and Its Enhancement Strategies

-- Analysis of qualitative research based on NVivo

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Abstract

Two years of practice and exercise at the grassroots level is a unique training mode of the selection policy, which is of great significance for the growth and development of individual selectors, the increase of grassroots strength, and whether the policy is true and effective. Through in-depth interviews with 17 selected candidates who practiced and exercised in Changning base, and coding and analyzing the textual information of the interviews by using qualitative analysis software NVivo12, this study found that the current selected candidates have stronger overall public service motivation, but there still exists a mismatch between the competence and the demand of the position, and from the four main bodies of the selected candidates individually, the organization department, the employing unit, and the university, we put forward the targeted Countermeasures and suggestions to improve the competency level of the selected candidates.

Keywords

Selectivity, competence, rootedness theory.

1. Foreword

In 2018 at the National Organization Work Conference, General Secretary Jinping Xi emphasized the need for the country to do a good job with young cadres, and proposed building a team of high-quality professional young cadres who faithfully carry out the ideology of socialism with Chinese characteristics in the new era, meet the standards of good cadres in the new era, are loyal, clean and responsible, and are sufficient in number and full of vitality." The report of the Twentieth National Congress also clearly states, "We should build a high-quality professional cadre force, focus on cultivating professional ability and professionalism, and enhance the cadre force to adapt to the new requirements of the development of socialism with Chinese characteristics in the new era. We should vigorously discover and reserve young cadres, pay attention to cultivating and training young cadres at the grass-roots level and in difficult and arduous places, and constantly select and use excellent young cadres who have been tested by practice." elected cadres are one of the important parts of the young cadre team in China, and as the party and government reserve cadres for cultivation and management, they have played an indispensable role in reserving excellent reserve cadres, optimizing the growth path of the cadres, enhancing the strength of the grassroots level, and promoting the great process of modernization of the Chinese style, and so on.

Due to the special status of party and government reserve cadres, it is not only related to the growth and development of the selected students, but also related to the development of the grassroots level and the improvement of our government's governance capacity and governance level. As a "key minority", the special identity of the selected candidates also brings its unique grass-roots practice two-year training mode. 2020 October, under the careful

guidance of the Organization Department of the Sichuan Provincial Party Committee and the Organization Department of the Yibin Municipal Party Committee, Changning County has become one of the first batch of demonstration bases for the practice and exercise of the selected candidates in Sichuan Province. In April 2021, Changning County selected students practice exercise base on behalf of Sichuan Province accepted the field research of the leadership of the Organization Department of the CPC Central Committee and received affirmative instructions from the Vice Minister of the CPC Central Committee. In April 2021, the Central Organization Department coordinated the selection of 10 selected students from the central and state organs to practice in Changning base. Therefore, in this context, the competency related theory is introduced, combined with the reality of Changning County, the competency level of the selected students who have time exercise in Changning County is investigated, and the competency model of the selected students in Changning County is constructed, hoping that the competency level of the selected students can be more targeted to improve their work efficiency, and to provide assistance for the further realization of the rural revitalization and the modernization of the governance capacity and the governance level.

2. Literature Review

The term "competency" was first proposed by McClelland, who believes that competency is "knowledge, skills, abilities, traits, or motivations that are directly similar to or related to work or job performance or other important outcomes in life" Domestic research on competency has made some progress, and Chongming Wang is an early researcher of competency in China, who believes that competency refers to high performance knowledge, skills, attitudes, and personality, motivation, values, etc. But domestic research on competency has made some progress. However, the research on competency in China mainly focuses on the field of enterprise, and involves less in the field of civil servants, mainly focusing on the development of competency and the construction of index model for different groups of civil servants, and even less on the competency research for the group of selected students.

Aimin Yan, Fei Xu, and Bin Hu surveyed 1,150 section-level cadres of Changsha's party and governmental organs, and constructed a competency model for section-level cadres of China's party and governmental organs consisting of 10 competency factors, including political quality, communication and coordination, personal qualities, concept of the rule of law and administration according to the law, executive ability, leadership ability, public service and emergency response ability, planning and decision-making, psychological quality, and relevant professional knowledge and ability. Competency model. Jixia Mei conducted a study on civil service team building from the perspective of civil servants' character through the questionnaire survey method, and found that character competency has an important impact on the efficiency of civil servants. Baosheng Zhang and Xiaoting Qi took in-service civil servants of local government as the research object, designed a competency model for in-service civil servants including professional skills and general skills, discussed the implementation subject of performance appraisal, and constructed a government performance evaluation system based on the competency model. Huamao Tang and Yuan Lin constructed a competency model of emergency management talents with four dimensions of knowledge, ability, personal traits and values for emergency management professionals, in which ability is the dimension with the greatest influence on validity. Wenwen Tang studied the public service competence of civil servants and constructed the evaluation index system of public service competence of civil servants. ianglin Ke, Yufei Liu and Jiquan Zhang constructed a job competency model containing 10 elements including the ability to carry out the tasks of superiors and the ability to lead the development of the local area based on the interview data of 37 young grass-roots civil servants in difficult and remote areas. ianwei Wang constructed a competency model for grassroots civil

servants in Tibetan townships consisting of 28 competency indicators in four dimensions: career basic literacy, career development literacy, career character literacy, and career integration literacy. By selecting 171 grassroots civil servants in the Ninth National "People's Satisfaction with Civil Servants" Style Record as the industry benchmark, Linwei Li and Gangcheng Liu concluded that the content structure of "People's Satisfaction with Grassroots Civil Servants" in the Chinese scenario mainly includes Political quality, comprehensive ability, values and service motivation.

3. Research Design

3.1. Research Methods and Tools

NVivo software is a more widely used qualitative analysis software, which can help researchers to carry out the work of organizing and analyzing textual information such as interview texts and policy documents. In this study, the selected students who have been practicing and exercising at the base of Changning County are the research subjects, and the original interview text information is obtained through in-depth interviews, adapted to NVivo12 software for data coding and analysis.

3.2. Data Collection and Processing

3.2.1. Data Collection

This study conducted in-depth interviews with 17 selected students with different selection categories, origins, educational levels and genders in the Changning County Selection Practice Base, and the specific composition of the sample is shown in the table below.

Table 1 Specific composition of the interview sample

Base Situation	Specific Classification	Number of People	proportions(%)
Selection category	Central selection	6	35.3
	Provincial selection	8	47.1
	Municipal selection	3	17.6
Place of ancestry	East	2	11.8
	Midwest	15	88.2
	Undergraduate (adjective)	2	11.8
Educational level	Bachelor's degree	11	64.7
	Doctoral	4	23.5
Sex	Man	9	53.0
	Woman	8	47.0

The interviews were conducted offline in a face-to-face manner, and the interview process was semi-structured based on the main line of the interview outline, which was provided to the interviewees in the form of a text prior to the formal interviews, so as to facilitate the interviewees' preparation for the interviewed issues. Formal interviews lasted approximately 45-60 minutes. All interviewees were informed prior to the interview that the entire interview would be audio-recorded, and following the principles of voluntariness and confidentiality, all interviewees agreed to the audio-recording and were willing to be interviewed. At the end of the interviews, the interviews were transcribed into a 140,000-word text based on the transcripts and recordings.

3.2.2. Data Encoding and Analysis

The data processing follows the idea of constructive rooting theory, referring to the data processing procedure of rooting theory, and coding according to the three-level procedural coding paradigm of "open coding - spindle coding - selective coding", and the specific coding process is as follows.

Open Coding

This stage emphasizes abandoning traditional theoretical presuppositions, analyzing all potential possibilities in the material by brainstorming, exploring the essence of the ideas expressed in the original material, and assigning appropriate conceptual names to these ideas. In this coding stage, meaningful words and sentences are taken as the most basic units of analysis, and are analyzed and coded sentence by sentence, and concepts with similar meanings are integrated and summarized and refined to form initial concepts. The specific operational steps are as follows: after browsing through all the words and sentences highlighted repeatedly and importantly by the interviewees during the interviews, and on the basis of a full understanding of the meaning of the interviewees' own discourse, the concepts most consistent with the original material are created as a node by thinking about the connections between the words and sentences and analyzing and summarizing them. In this study, a total of 30 concepts were ultimately distilled through open coding, resulting in 138 reference points.

Spindle Code

Spindle coding is to further develop cluster analysis of the initial concepts to form a more generalized and comprehensive abstract coding, to explore the potential logical relationships among categories, and to classify similar categories by attributes. In this coding process, relatively narrow concepts are to be integrated, nodes belonging to the same conceptual level are to be summarized, node-to-node connections are to be established, and different concepts are to be further categorized to form a higher level of categories. The purpose of spindle-based coding is to summarize confusing concepts in class genera of different meaning units. In NVivo class genera are represented as tree nodes, which have greater explanatory power. In this study, through spindle coding, based on the 138 reference points formed in open coding, combined with General Secretary Jinping Xi 's requirements for cadres, especially young cadres, these 138 reference points are clustered and summarized, and 14 initial categories are finally refined.

Selective Coding

Selective coding is the process of continuing to build on the spindle coding to uncover core categories that are relevant, generalizable, and explain the entire research question. In the selective coding process, the concepts and categories generated in the previous two phases were first re-analyzed in order to summarize the core categories of the material. The 'core categories' had to be more encompassing than those produced previously and would allow most of the findings to be incorporated into this broader theoretical conceptualization. In this study, after repeated comparative analyses and generalizations in relation to the research objectives, three core categories were finally identified: motivation, ability and personal traits, of which there are 31 reference points for the category of motivation, 94 reference points for the category of ability, and 13 reference points for the category of personal traits, as shown in Table 2.

Table 2: Competency coding results for selectors

Core category	Main category	Initial category	Original statements (enumeration)

Selectivitives' competences characterization elements	Motive	Public service motivation	 Wherever go is to bring some contribution to the local present, can do something for the local; Academic learning should be combined with practice. I hope that one day I can apply what I learn and what I think of and gain to practice now, especially to do something good for the common people and ordinary people.
		Self-improvement motivation	 On the one hand, we can also exercise ourselves, and we can enhance our own skills; The individual himself also has a certain interest in the occupation of the public sector, but also has a certain dedication to work ah; In terms of political ability, I think we always need to improve. Because the political study is always going on;
		Political ability	The first aspect I think must be theory, theory must be often learned, but I think I lack the policy aspect is the most serious; For example, in a research report, the leader will point out a very specific problem. Because we all come out of the school..... All theory, no practice.
		Investigation and research ability	What we write is false, big and empty, not combined with reality; Investigation and research ability, I think it may also need to be improved;
	Abilities	Scientific decision-making ability	 You return to the original unit, what everyone needs, you can better write into your policies, documents, in order to play a better role; Decision-making ability, in fact, we really because, after all, just work, or now their own identity, has not reached this level. Then like some behind you, such as the ability to work with the masses, in fact, we need to learn at the grass-roots level.
		Reform capability	At the grassroots level, I think the first problem is to overcome the difficulties; I think if the reform ability needs to be further improved.
		Emergency response ability	The ability to handle emergencies needs to be improved; We have seen or encountered relatively few work conditions, and then only some experience, when dealing with the common people, there will be a lot of unexpected situations, or unexpected things happen.
		Mass work ability	The first aspect is the ability to deal with and communicate with the masses, or more comprehensively, the ability to work with the masses. Because like visiting users and the masses are also done, but really to make the policy effect, to do the actual words, in fact, you deal with the masses is a certain working method.
		Grasp the ability to implement	To grasp the key or contradictory point of this problem, and then to remove the problem, and then to solve;

Individual trait	Basic business capabilities	There are still a lot of gaps in my work, because I have no way to solve the problem independently; (If) you want to write an official document is concise and clear, in fact, it is not a very easy thing; Office will be more, that I was in the Internet company or corporation internship, their meeting is more casual, or debate will be more casual, but this (authority) meeting it is a form of streamline, so we need to prepare more rigorous, will be more comprehensive;
	Perseverance	This tells me that this thing to stick to do; No matter how small, do you start with small things? After small things, maybe I can really pull this big project to serve the masses in the future.
	Willing to bear hardships	Perhaps he has not completely left behind the previous style of life in the big city, there may be some difficult road in the village, the ground is relatively dirty, is sometimes will resist from the heart.
	Positive and optimistic	Later, I think even the above organs also have funds, and then we can actively connect when we have needs, and then try, and then we succeeded several times. So I think that as long as the positive, hard work, it will certainly be helpful to the work;
	Observe the discipline	 So it is to obey the organization.

4. The Current Situation and Problems of the Competence of the Electors in Changning County

According to the interviews with the interviewees and the survey of the relevant management personnel, it can be learned that the current practice and training of the selected students at the Changning County base have already possessed a certain degree of competence. Although most of the selected students are not Changning County locals, in the initial work encountered in the situation, language and other aspects of the impact of the problem, but the overall adaptability is strong, in the work of three months after both the objective environment and the subjective psychological aspects, have initially solved the problem of adaptation to the work of the later stage to lay a good foundation. In terms of work, the selected students have also actively played the advantages of highly educated talents, injected new vitality into grass-roots governance, improved the local management level, and played a relatively positive role in their positions, but there are still certain shortcomings.

4.1. Stronger Public Service Motivation

In the process of exploring the deep-seated motivations for the career choice of the selectors and their intrinsic understanding of the role, the study found that more than half of the interviewees said that they chose to become selectors out of a passionate heart for public service, to utilize their professionalism and abilities to serve the society and benefit the people, and to demonstrate a strong motivation for and a sense of responsibility for public service, for example, interviewees said: *"There are still quite a lot of expectations. Just including what I learned before, or watching this documentary inside. That is, including these young college graduates, or that kind of young cadres will really go to the front line of the grassroots, no matter*

whether it's to exercise or to contribute to their own strength, so I think it's all quite practical things to do, or really helpful to their hometowns, this kind of slightly backward area, so my expectation of my profession at that time was that I could do something, such as to the hometowns really helpful things, because at that time, the comprehensive poverty alleviation and reduction of poverty was a very important issue. things, because by that time the full-scale poverty alleviation had been completed, so at that time I was really trying to do something further that would make a difference."

In addition, there are also some selected candidates who have clearly pointed out their responsibility and commitment as party members, and they are well aware that they are shouldering the expectations and trust of the party and the people, and they have a strong sense of party membership. Of course, there are also some candidates who, when they initially choose this career, may be more motivated by considerations of personal career development, such as viewing the career as an opportunity to solve employment problems, and taking advantage of its high promotion potential and the stability of the civil service career. However, in the process of training and practice at the grassroots level, they have shown a more obvious change in their role perception, from the initial self-interested mentality to an attitude of actively promoting the development of the grassroots level and wholeheartedly serving the people. For example, when asked about "the most fulfilling thing I've done in my work," one respondent said, *"The most fulfilling thing would be related to minors. Because I think I just play my own strengths anyway, just do what I can, and then I have organized that kind of voluntary tutoring and training during the summer vacation, because there are a lot of left-behind children in the village, and then I organized them to do their homework, and I corrected their homework, and then I also taught them writing and calligraphy, and then I organized them to watch some movies, and I think this thing still makes me feel quite good. I think this is something that really touched me because a lot of the children were dressed in rags, they were dirty, and they were brought by their grandparents every time they came, so I think it wasn't easy for them. Yes, so I feel a sense of accomplishment for making them feel like they had a happy summer vacation."* This transformation not only reflects their deeper understanding of their identity as selected students, but also shows the significant improvement of their sense of responsibility. Moreover, during the interviews, all the interviewees showed a strong sense of self-efficacy for their work at the grassroots level and for the benefit of the villagers and the countryside, which can also confirm their high motivation for public service.

4.2. Disconnect between Competencies and Job Requirements

According to our research, the vast majority of interviewees believe that investigation and research, basic business, mass work three kinds of ability is most of the candidates lack, in the process of the interview was repeatedly mentioned, its reference point is also the most, it can be seen that these three kinds of ability in the work of the candidates occupies an important role.

4.2.1. Low Level of Research and Studies

As the saying goes, "no investigation, no right to speak", the investigation and research ability of the candidates will have an important impact on whether they can carry out their work smoothly and the results of their work. As highly educated talents, the selected students should have high investigation and research ability, but contrary to the cognition, in the interview process, most of the interviewees said that their investigation and research ability needs to be enhanced. Most of the selected students are from the school door directly into the official door, lack of social practical experience, often more rich in theoretical knowledge but lack of practice. As the interviewee said, *"For example, the research report, the leader will point out a very specific problem. Because we all come out of school, like a generic problem of our students is all theory and no practice. We write something fake and big and empty, combined with not practical. Can*

not put the problem more focused or specific targeted, may be you this draft in any place can be used, you just need to change the region to me, change the scene to other places can be used as well."

4.2.2. Low Basic Operational Capacity

The ability to write official documents is a basic skill in the work of party and government organizations, and many interviewees agree that the ability to write official documents is very important, but it is an ability that most people lack. Most of the selected students have no experience in writing official documents before entering the civil service, and face many challenges in writing official documents, showing that the biggest problem is that they don't know how to write and their expressions are not clear and concise enough. In addition to the ability to write official documents, there are also many candidates who said that their basic business skills such as meeting management, dealing with people and materials also need to be improved, and that there is a situation in which they have more than they can handle, for example, one interviewee said: *"Their work is very fast-paced, and then it may be that they are serving for some of the county leaders or something, and that they already have a network of their own. For example, they will communicate with a lot of departments every day, a moment with the financial, a moment with the education and sports what, that is, they all know, but we just came, one is you do not know others, others do not know you, you do not know what he is doing. For example, if you're going to this leader, you don't know who his contact is, so I just feel like there's a little bit of just plugging away right now."* The overall display of a low level of operational characteristics, which not only affects their work efficiency, but also seriously restricts the further improvement of the level of competence of the selected students.

4.2.3. Poor Ability to Work with the Masses

Selected students face the grass-roots front line, directly to the people, whether it is the overall management of the work or the implementation of specific tasks, we need to have a good ability to work with the masses, in order to ensure that the work is carried out in an orderly and efficient manner. Selected students have less working experience, lack the emotional foundation of the masses, and do not know how to communicate with the masses more effectively. Many interviewees clearly expressed their lack of skills and ability to communicate with the masses, did not master the correct way and method of communication with villagers, mostly official business, the villagers lack of trust in them, it is easy to produce the problem of each talking to each other, a lot of work to carry out the difficulty of contradictory disputes are difficult to quickly adjust, more to rely on the village secretary and other cadres to understand the local situation to help, for example, some of the interviewees said: *"There is also the ability to communicate and coordinate. We have encountered before and the village objects are not the same, for before to speak, in other aspects of life experience at the grassroots level is not applicable. How to communicate with villagers? In addition to my honesty and positive attitude, what kind of skills should I pay attention to? How do I get them to tell the truth? How to make them feel trusted. This aspect of the ability needs to be improved."*

5. Countermeasures and Recommendations for Enhancing the Competency Level of Selected Students

5.1. We should Establish the Consciousness of Lifelong Learning

In the context of a rapidly changing society, continuous learning has become an indispensable part of everyone's career, and article 5 of the Framework of Generic Competency Standards for State Civil Servants (2003) talks about learning competencies, stating that the concept of lifelong learning should be set up, and that learning should be utilized. Especially for the selected students, they as the party and government organs of the fresh blood and potential

backbone, more need to actively practice the concept of lifelong learning. Selected students as highly educated people, often have a relatively rich theoretical knowledge, but this does not mean that you can stop learning. On the contrary, with the progress of science and technology and the development of society, new knowledge, skills and ideas continue to emerge, which requires continuous updating of their knowledge system. Therefore, the selected students should not only participate in on-the-job education, unit organization training and network training and other forms of learning, but also need to adhere to the changes in the social environment, new forms and tasks, changes in the content of the work of self-study, improve the self-study attitude, fully aware of the importance of self-study, reasonable allocation of time, the use of fragmented time to learn. At the same time, we should also pay attention to the organic combination of learning and practice, consciously learn to promote the use of practical work, and work closely with the task, so that the selected students in the study of growth at the same time, but also in practice to maturity. In addition, the selected students should also focus on teamwork and sharing, strengthen the communication and cooperation with colleagues in the work, and promote common learning and progress.

5.2. The Organization Department should Improve the Depth of the Competence Management of the Selected Students.

First of all, in the selection process, we should pay attention to the level of competence of the selected talents, and improve the targeting of the selection for the needs of different levels, different employing units and different positions. Can focus on the shortage of talent, key positions, increase the reserve of selected students, targeted training and selection of a number of familiar with the tourism industry, agriculture, urbanization, information technology construction and other outstanding selected students to serve in leading cadres. In terms of the content of the examination, can be combined with the characteristics of the post to develop a targeted proposition, and strive to improve the knowledge level of the selected students, so that the selected talents can better meet the requirements of the post, and promote the positive interaction between the post and the talent.

Secondly, in the process of assessment, you can improve the assessment index system, formulate corresponding assessment indexes for the competency needs of different positions, and explore the formulation of performance assessment indexes for different levels and units from the aspects of work performance, competency, and comprehensive literacy, so as to establish an all-around, multi-level, systematic and comprehensive assessment system for the work of the selected students. In terms of assessment methods, it is necessary to actively build a multi-form diversified assessment and evaluation system, adhere to the multi-dimensional evaluation of the state of mind, work style and work effectiveness of the candidates, and comprehensively grasp the performance of their duties. On the basis of the traditional way of talking, filling in votes, etc., such means as observational appraisal, interview appraisal can be used.

Finally, in the process of training, on the basis of traditional training contents such as knowledge and skills, it is necessary to set up targeted and reasonable training contents according to the demand for job competence, strengthen the cultivation of short boards of competence, and make efforts to improve the level of one's own competence. On the basis of knowledge and skill training, we should also emphasize in-depth training in thinking, psychology and personality qualities in accordance with the new situation, new tasks and new challenges of the Party and the country's development.

5.3. Employers should Strengthen the Competency Exercise of the Selected Students.

Organizations can be in the learning time, learning conditions to the individual candidates to be guaranteed, for the candidates to provide the necessary learning materials, facilities and venues, etc., to create a good learning environment for the candidates. Organizations can also build platforms to promote learning among candidates, candidates can share their learning experience, work experience and confusion through the platform, mutual learning, mutual inspiration, the formation of a strong learning atmosphere. Promote mentor system, so that grass-roots cadres and students pair learning, grass-roots cadres can teach their own work experience, business skills and ways to deal with the problem to the students, to help them adapt to the new working environment faster and improve their working ability. At the same time, the candidates can also share their new ideas and thoughts with the grass-roots cadres, forming complementary advantages and growing together.

For selected students who have just entered the workforce, organizations should give them more care and love. In terms of life, the organization can help them solve practical problems such as accommodation and transportation, and give them a certain amount of subsidy to alleviate their pressure of life. At work, the organization can arrange experienced colleagues to counsel and help them, so that they can integrate and understand the specific situation of the grassroots more quickly. At the same time, the organization can also organize some cultural exchange activities, so that the selected students can better understand the local culture, customs and human affairs, and increase their sense of identity and belonging to the local community.

Finally, the importance of the rotation system and post exchange should be emphasized. Through job rotation, candidates can exercise their comprehensive ability in different positions and departments to enhance their competency level. Post exchanges can let the candidates more comprehensive understanding of the operation mechanism of each department, enhance their coordination and communication skills, promote the candidates to the direction of "all-round talent" development, for the grassroots and the development of the country to contribute more strength.

5.4. Colleges and Universities should Strengthen the Pre-selection of Students.

In the current civil service training system, the training of selected students is mainly focused on on-the-job training after entering the civil service. However, this training model has obvious shortcomings: due to the lack of necessary knowledge reserves and psychological preparation before entering the civil service, selected students will often encounter "panic" when they first enter the workplace, that is, facing a huge gap between knowledge, skills and job requirements, and it is difficult to quickly adapt to the new working environment and tasks. In order to alleviate this problem, colleges and universities, especially the cadre education and training bases of colleges and universities, should play a more important role. These institutions not only undertake the task of cadre training and education, but also have rich teaching resources and experience. Therefore, it is possible to front-load the training of selected candidates, that is, to provide them with the necessary knowledge reserves and psychological preparation before they enter the civil service. Through front-loading training, the selected candidates can start to come into contact with and understand the basic knowledge and skills of civil service work while they are still in school, so that they can adapt to the future working environment in advance. This not only reduces the culture shock and career adaptation period when they first enter the workplace, but also allows them to integrate into their new jobs more quickly and play a greater role after entering the civil service. Cadre education and training bases of universities can strengthen cooperation with party and government organizations, understand the actual needs of the work of the selected students, and develop teaching plans and course

contents that are closer to the reality. At the same time, it is also necessary to innovate teaching methods and means, such as the use of case studies, role-playing and other interactive teaching methods, so that the selected students in the learning process more in-depth understanding and comprehension of the nature of the work of civil servants and requirements.

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