Research on human resource agile organization of public management department

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Abstract: *From the perspective of the new public management theory, this paper studies the innovation of human resource management in public administration departments in combination with the innovation of the current social governance system. It mainly starts from the difference between human resource management in public administration departments and enterprise human resource management, combines organizational behavior and human characteristics, uses DISC, MBTI, OKR and other tools, and relies on the analysis of organizational effectiveness and human capital. This paper researches the establishment of human resource agile future organization of public management department, that is, people-oriented organization. These organizations are competitive organizational structures. It is hoped that this research will activate the power of every talent and encourage relevant departments to focus on how to create public management departments and flexible future human resources talent training mechanisms.*

Keywords: *public administration; human resource management; personnel training*

1. Introduction

In the current society with the new public management theory, it is particularly important to engage in human resource management and enterprise human resource management. The human resources of public management departments are the important basis for the development of public social productivity and the key element of the public sector. Today, the public sector is constantly facing the pressure of reform, and the leaders and managers of the public sector are increasingly paying attention to building the public management sector's agile future human resources talents.

2. Expounding the background significance of studying the human resource agile organization of public management department

From the perspective of the new public management theory [1], combined with the innovation of the current social governance system, and starting from the differences between public management departments and enterprise human resources, it is of great practical significance to study the innovation of human resources management in public management departments. As a relatively new theory in the public management theory, the new public management theory has become a relatively popular theory in the West, but the research on the new public management in China is still in its infancy. Applying the new public management theory to the management research in China, combining with enterprise human resource management, and refining the theoretical perspective of the new public management from the social reality in China, will greatly enrich the theoretical content of the new public management research. Agile originated from a development method: Scrum Agile Development, but it is increasingly used to define the direction of future organizational reform. Agile organizations have increasingly become a hot topic for human resources and even senior managers. This study proposes to further promote the innovation of human resource management mechanism of public management departments from the perspective of new public management theory, combined with some new methods and new paths of enterprise human resource management. In order to build a future oriented agile human resource management model, public management departments must focus on the reform of human resource processes, progress, transparency, especially the construction of talent teams. This will provide realistic decision-making basis and experience for the further reform of human resource management in public administration departments in reality.

3. How to analyze the obstacles or problems for public management departments to build human resource agile organizations according to the advantages of agile organizations

Now that the digital era has arrived, how to implement the agile talent management strategy [2] I believe that both public administration departments and enterprises need to be transformed into agile organizations. In the digital age, the public is accustomed to personalized customer experience and highly convenient interaction with enterprises. As a result, government authorities are under increasing pressure to provide similar experiences to their "customers" (i.e. citizens and residents). Public administration agencies are under pressure to provide more services to citizens. From seamless digital services to policies and projects to address major social challenges and crises, in today's era, providing citizens with better results means timely response, flexibility and the ability to develop creative solutions to complex problems, while many public administration institutions are still hierarchical and bureaucratic. First, hierarchical culture. Agile methods enable organizations to learn quickly and develop at a faster rate. The agile principle is to adopt iteration, testing and learning methods with a quick failure mentality. However, it may be difficult for public administration departments to adopt this method and way of thinking, because public administration departments operate under public supervision, face huge political and public pressures, often face bureaucratic obstacles and controls, and even make simple tasks and decisions more complex, thus hindering their ability to provide timely services with citizens as the center. Second, the gap between talents and capabilities. In public administration, key agile functions are often lacking. In addition, due to budget restrictions, wage caps and policy restrictions (such as open recruitment), public administration departments lack top professional and technical talents, most of whom are entry-level managers who can meet operational requirements: government work means a disciplined working environment and culture, while opportunities for skills development and career development are limited.

The vitality and vigor required by an agile organization does not mean that the organization does not need a stable part. On the contrary, only a stable and strong organization can create a successful agile organization. A truly agile organization should be stable (flexible, reliable, efficient) and dynamic (fast, flexible, adaptive). To master this paradox, we must design a relatively constant core element. At the same time, we must create more relaxed and dynamic elements to adapt to new challenges and opportunities.

4. Use DISC, MBTI evaluation tools or OKR to analyze the advantages or changes of establishing the talent training mechanism of an agile future organization

For agile organizations, we need more agile tools and methods, such as DISC, MBTI, OKR, etc. The first is DISC evaluation, namely Dominance - Dominance, Influence - Influence, Steady - Robustness, and Compliance - Compliance. At present, the DISC theory has been widely used in the recruitment of talents of Fortune 500 enterprises. It has a long history, strong professionalism and high authority, and reflects the internal behavior (personality oriented True Self), external behavior (environment oriented Mask Self), and comprehensive behavior (habit oriented Perceived Self). The second is the introduction of MBTI. MBTI is the English abbreviation of Myers Briggs Type Indicator. It systematically combines psychological type theory and prototype theory. These four dimensions are four rulers. Each person's character will fall on a certain point of the ruler. The point near which this point is close means that the person has preferences in all aspects. The third is the introduction of OKR. OKR (Objectives and Key Results) is a set of management tools and methods to define and track objectives and their completion. The main goal is to define the "objectives" of the company and the team and the measurable "key results" achieved by each objective.

The existing talent base of the public administration department is one of the greatest wealth it has. It is necessary to attach importance to attracting and retaining high-quality and professional talents. By establishing an agile future organization, we take a systematic view of the challenges posed by complexity, and create norms to help the organization achieve its mission, support leadership development, management change, and implement human resources transformation, and help cultivate talent and organizational capabilities. We can make full use of DISC, MBTI and other evaluation tools to bring some changes to public administration departments and individuals. First, in the process of talent recruitment and selection, the organization can understand the candidate's behavior mode by using DISC and MBTI evaluation technology, and compare it with the job work analysis table of talents required by the preset position, so that the enterprise can accelerate the recruitment process, accurately filter, find the talents needed by the organization, and save recruitment costs. On the other

hand, if the rejection received by the interview loser is a copy of the DISC and MBTI report, it will be much easier than a rejection letter. Second, in the process of employee motivation, long-term work pressure will certainly affect individual work performance. The stress analysis table and adjustment status in the DISC and MBTI evaluation reports can tell the current psychological stress status and adjustment status of the testees. Timely guidance can effectively avoid and prevent employee turnover behavior, and the behavior style of employees has been correctly judged according to the DISC and MBTI, Company leaders can communicate with them in the way they need, and the efficiency and effect of communication will be greatly improved. Third, in the performance management work, the organization can comprehensively understand the performance of employees through the interpretation of the manager's evaluation results and the DISC and MBTI reports, and find potential problems and deal with them in advance. Among them, the most critical is to interpret the "external behavior mode" figure of the evaluator, compare this figure with the typical behavior mode required by the post itself, find the difference, and manage the performance based on the difference. Fourth, in the process of job promotion and job rotation, the organization uses the job analysis form functions of DISC and MBTI to establish a complete job model, which can make job matching analysis at any time, and more specifically analyze the strengths and weaknesses of candidates, providing reference for the employing department or company leaders to select talents. Fifth, in the training work, the traditional education and training ignore individual differences, resulting in the same training courses can not play the same impact. The public administration department can introduce the OKR method. The main advantages are as follows: first, standardize thinking and focus on the main goals; Second, the communication is accurate, everyone knows the key points, mutual recognition and encouragement; Third, the organization is transparent to stimulate the sense of mission and value; Fourth, progress tracking, establishing indicators to measure the process, and communicating and feeding back frequently, continuously and effectively based on the progress of goals; The fifth is to respond to external changes and adjust the goals; Sixthly, it is challenging to stimulate the potential of employees.

5. Based on the above analysis, this paper puts forward the methods and measures to establish the training mechanism of agile future human resource management talents

What kind of talents do agile organizations need? We should first define what kind of talents are needed by the organization? The best talent structure in today's society is the olive type talent structure, that is, the two ends are small and the middle is big. There are not many high-level talents and mediocre people, and the average level talents in the middle account for the majority. In the era of change, we will face the requirement of eliminating traditional talents. Organizations urgently need future oriented new talents. The management model of "control, consistency and closeness" is becoming increasingly outdated. Future adaptive talents will promote enterprise reform and development. When it is impossible to accurately predict future demand, talents at all levels must have a series of strong future skills and the ability to adapt to changes, so as to meet the changing market demand through their own subjective initiative and keen insight. We call these talents who can constantly adjust themselves according to market changes "future adaptive talents".

In my opinion, the general idea of establishing a talent training mechanism for agile future type human resource management is to first review talents and take supporting talent management measures, then select talents and implement talent selection and training mechanisms, third track training to build a path for talent development and promotion, and fourth effect evaluation to create an atmosphere of attention and talent training. The specific measures are as follows: 1. According to the talent leadership model of the public administration department, the competency of the existing cadres is investigated to find out the high potential talents to be trained in the future; 2. Through DISC and MBTI evaluation tools, each cadre will be assessed on their ability and given feedback on the organizational climate, so as to identify areas where individuals can improve; 3. Improve the cadre selection and evaluation system, further clarify the responsibilities and competency requirements of cadres, and improve the cadre files; 4. Clarify several types of key posts that need to be trained at present, and use OKR tools to formulate targeted accelerated training plans for key posts.

6. Conclusion

Under the guidance of the new public management, we should make innovations in management concepts, management systems and management methods, and build a training mechanism for the middle level talents of China's public management department's agile future human resources. It is also

the application of the new public management theory in improving the human resources management of public management departments and even further innovating the current human resources management system of public management departments under the innovative social governance system.

References

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