

UDC 35.098(510):004.9

DOI: <https://doi.org/10.17721/2616-9193.2025/22-4/14>

Wang HUIXIA, PhD Student
ORCID ID:0009-0008-0580-7766
e-mail: huixiawang9@gmail.com
Taras Shevchenko National University of Kyiv, Kyiv, Ukraine

THE EVOLUTION AND DEVELOPMENT OF CHINA'S PUBLIC ADMINISTRATOR SYSTEM IN THE CONTEXT OF DIGITAL TRANSFORMATION: A CASE STUDY OF HANGZHOU

Background. Under the wave of global digitalization, governments are reshaping public management. China has made digital government a national strategy, but policy implementation relies on public administrators. This paper aims to explore the evolution and innovation mechanism of China's public administrator system in the context of digital transformation, and analyzes it by taking Hangzhou as an example.

Methods. This study mainly adopts a combination of literature research, historical method, comparative method, comprehensive analysis, and case study. The historical method is used to trace the institutional evolution of China's public administrator system from the "unit system" to the "post system." The comparative method allows cross-regional comparison between Hangzhou and other provinces, highlighting local innovation characteristics. The comprehensive method integrates multi-source data (policy texts, reports, and digital platform outcomes) to synthesize a holistic understanding of institutional transformation under digitalization.

Results. Chinese public administrators are divided into on-the-job and non-staffed, and the personnel are divided into administrative and career establishments, and the way of entry affects career development. The digital transformation of Hangzhou has significantly promoted the adjustment of job setting and staffing. For example, "City Brain 3.0" introduces AI models to improve administrative efficiency. The digital management platform for civil servants has improved the efficiency of personnel management. The reform of "one thing at a time" of government services reduces administrative posts and supports the reuse of establishment. Hangzhou has also trained administrators in digital capabilities through Zhejiang University, and established a "dynamic staffing pool" and a "digital talent pool" to solve cross-departmental collaboration problems and improve the efficiency of emergency response and task execution.

Conclusions. The Hangzhou model has formed a collaborative governance innovation model of "platform + talent + system". However, its promotion faces challenges: high dependence on the high-end talent market and large salary gap inside and outside the system. Generalization is limited, and Hangzhou's success depends on its digital economy foundation, which is not suitable for underdeveloped areas. In addition, the risk of "data-only" cannot be ignored, which may lead to excessive focus on quantitative indicators and neglect of humanistic care.

Keywords: China, digital government, public administrator, digital transformation.

Background

The Chinese government attaches great importance to digital transformation. In 2015, the State Council of China issued the "Action Plan for Promoting the Development of Big Data", which elevated big data to a national strategic resource for the first time, and clearly required breaking down departmental barriers and promoting the integration and sharing of information platforms (Action plan for promoting big data development, 2015). In 2021, the "14th Five-Year Plan for Promoting National Government Informatization" once again listed the construction of digital government as a key task, and proposed to build a new government system with data resource sharing as the core and online government services as the mainstream (The 14th Five-Year Plan for Promoting National E-government, 2021). Under the guidance of this policy, reforms such as "running at most once" and "one network" have been deepened, and breakthroughs have been made in the construction of digital government affairs.

However, no matter how advanced the technology platform is, it is the "executive center" of public administrators that ultimately undertakes and implements policies. Based on this, this paper will systematically discuss the evolution logic and mechanism innovation of China's public administrator system based on the era of digital transformation, focusing on the case of Hangzhou, and provide reference for the reengineering of the personnel system in the construction of digital government in China.

Purpose. Based on the Hangzhou case, this paper further proposes methods to improve China's public

administrator system under the broader context of digital innovation. Firstly, this paper will sort out the current institutional framework of establishment management, functional classification and performance evaluation from the macro level, and reveal the profound impact of digital reform on personnel structure and job setting. Furthermore, taking Hangzhou as a typical case, focusing on its practical measures such as building an "urban brain" and adding AI digital special courses, it analyzes its achievements and challenges in adding digital professional positions, fully using AI digital humans, building dynamic compilation pools, and incorporating digital literacy into performance appraisal.

Literature Review. In the field of digital government research, global scholars have conducted in-depth discussions on the public administrator system from multiple dimensions such as system evolution, capacity building, performance appraisal, and case evidence. Internationally, the OECD systematically expounded in its Digital Government Policy Framework that the construction of digital government should pay attention to both technology platforms and personnel governance, and proposed the establishment of a digital literacy training system, cross-departmental collaboration mechanism, and data-driven performance appraisal system (The OECD Digital Government Policy Framework, 2020). The United Nations E-Government Survey 2022 assesses the service coverage and inclusiveness of digital government based on 193 countries around the world, pointing out that digital transformation must balance "technological accessibility" and "human-centric factors" (United Nations E-Government

Survey 2022 ..., 2022, pp. 183–186). In addition, Chinese scholars have conducted a lot of research on China's public administrator system and digital government construction. Wang Lefu (2003) sorted out the historical context of the transformation of Chinese administrators from the "unit system" to the "post system", and pointed out the key role of classified management in improving government efficiency. Zhou Zhiren (2014) analyzed the relationship between personnel selection mechanism and administrative efficiency through empirical data, and proposed that the linkage between recruitment, rotation and performance can significantly improve the quality of grassroots governance. Wang Xiang, & Yu Xiao (2023) examined the stressors and performance of grassroots civil servants in digital reform from the perspective of organizational behavior, and provided theoretical support for personnel incentive mechanisms in the digital age.

In terms of digital capability and performance appraisal, Xu Feng (2020) studied the dual drive mode of Chinese and technology in the digital construction of "local governments", and proposed that talent training and technology application processes must be designed simultaneously. Cao Qinglong, & Zhang Jinchen (2022) conducted a follow-up study on the practice of cadre training and assessment in the reform path of local governments' "one network office" and "run at most once", and found that the problems of uneven distribution of training resources and single assessment orientation need to be solved urgently.

Although the above studies have achieved relatively good results in macro system design and capacity mechanism construction, there is little literature focusing on the systematic analysis of "how to reconstruct the system of specific urban public administrators in the wave of digitalization". Taking Hangzhou as an example, although Liang Zheng (2021) evaluates the technical architecture and management effectiveness of the "City Brain" project, there is still a gap in combing its experience in the linkage of staffing increase and decrease, the construction of dynamic staffing pools, and the reconstruction of performance appraisal indicators. Therefore, this paper intends to fill the research gap in the evolution of local public administrator system under the background of digitalization through in-depth case studies on the basis of previous research.

Methods

This study mainly adopts the method of literature research and case study, in order to summarize the institutional innovation path of universal significance while deeply analyzing Hangzhou. First, by systematically sorting out the policy documents and official reports publicly released by the central government, Zhejiang Province and Hangzhou Municipal Government, macro data and institutional texts in digital government construction and public administrator management are obtained. For example, the "Action Plan for Promoting the Development of Big Data" and the "Digital Government Policy Framework" provide first-hand information on policy evolution for this study. Secondly, this paper uses the case study method to focus on Hangzhou and track the personnel system adjustment of the "urban brain" from 2018 to 2024. Through an in-depth analysis of the policy details and implementation effects of key measures such as dynamic compilation pools, the addition of digital posts, and the reconstruction of performance appraisal indicators, we can gain insight into the interaction between technology-driven and organizational management.

Results

First, this paper will sort out in detail the overall composition and hierarchical distribution of public administrators in China.

In China, public administrators are divided into two parts, one is in the staff, and the other is non-staffed, and there is a difference between the two (tab. 1), and the staff is divided into administrative staff and career staff, and there is also a difference between the two (tab. 2).

Public administrators in a narrow sense usually refer to staff with formal staff; In China, it is not easy to obtain a compilation, and different admission paths will profoundly affect the future development trajectory – in general, the enrollment method has roughly determined the upside and career prospects of individuals in the system. (Table 3 for the differences between different selected students, and Table 4 for the differences between national examination, provincial examination and Table 5 for the differences between municipal examination and public institution examination).

Table 1

Differences between current and non-registered personnel

Dimension	Staff	Non-staffed
Legal status	Included in the establishment of civil servants or public institutions, their status is protected by national laws (such as the Civil Servants Law and the Regulations on the Personnel Management of Public Institutions)	It does not belong to the establishment, but exists in the form of a contract, and is governed by the Labor Contract Law or service agreement
Management	It is managed by the organization, human resources and social security, and the compilation office, and needs to pass the civil service examination or open recruitment by public institutions	The employer directly hires or entrusts the labor service company, and the management process is simplified and flexible
Job stability	strong stability, in principle, "follow the person", and the dismissal procedures are strict; It has institutional guarantees such as retirement and transfer	The contract period is short (mostly 1–3 years), there is no promotion system, and whether to renew or not depends on the needs of the unit
Benefits	The salary includes basic salary, performance, allowances, year-end bonuses, etc., and enjoys statutory benefits such as five incomes and one housing fund, publicly-funded medical care, and public leave	The salary is relatively low, the benefits are limited, and the five social inconveniences, one housing fund and holidays are implemented according to the contract
Responsibility assessment	Undertake core functions such as policy formulation and administrative law enforcement, and assess the impact of promotion and salary adjustment	Engaged in auxiliary or temporary work, the assessment results determine the renewal and remuneration

Table 2

The difference between administrative personnel (i.e., civil servants) and career establishment personnel

Dimension	Administrative staff (i.e. civil servants)	Career staff
Legal basis	Civil Servants Law of the People's Republic of China	Regulations on the Personnel Management of Public Institutions
Employers	State administrative organs (ministries and commissions of the State Council, provincial, municipal and county governments and their dispatched agencies)	Public institutions established with the approval of the State Council or local governments (schools, hospitals, scientific research institutions, etc.)
Functional positioning	Perform state administrative functions, such as the implementation of laws and regulations, administrative law enforcement, and public policy implementation	Provide public services such as education, science and technology, culture, and health
Recruitment method	Civil service examination (national examination, provincial examination, municipal examination), selection and transfer of students (divided into central selection, targeted and non-targeted), special recruitment plan ("three supports and one support" personnel transfer, college student village officials, volunteers of the Western Plan, special project for retired soldiers). Serve grassroots project personnel)	Public recruitment by public institutions (including recruitment examinations or interviews)
Management	The organization department + compilation office "dual management", the implementation of the parallel system of administrative level and rank	The human resources and social security department is in charge, and some units are managed with reference to civil servants
Promotion and assessment mechanism	With political quality, professional ability, and annual performance as the main assessment elements, promotion is subject to job and rank review	According to job requirements and performance appraisal, the promotion channel is relatively narrow and relies on professional title review
Salary structure	Civil servants enjoy special benefits such as allowances and subsidies, performance-based wages, various year-end bonuses, and medical care for civil servants	Personnel in public institutions are paid according to the salary standard of the institution, and the performance incentive ratio is low
Organizational affiliation	It is subordinate to the administrative organ system and accepts the dual leadership of the party and government	Subordinate to the public institution system, the party organization plays a leading role in the unit

Table 3

Differences between different selected students

Dimension	Central selection and transfer students	Targeted selection and transfer students	Non-targeted selection students
Definition	The Organization Department of the CPC Central Committee organizes and selects fresh graduates from some "double first-class" colleges and universities, and is promoted after entering the grassroots work of central ministries and commissions, state organs or key provinces, autonomous regions and municipalities	The organizational departments of all provinces (municipalities and autonomous regions) will select outstanding graduates from some colleges and universities, generally targeting specific universities and majors to serve key areas or units in the province	All provinces are open to colleges and universities across the country, and fresh graduates can apply freely, which is the most common selection method.
Selection unit and scope	Organization Department of the Central Committee of the Communist Party of China Nationwide (limited to a few universities) Fresh graduates of "double first-class" universities such as Tsinghua University and Peking University	Provincial Organization Department Limited Colleges and Universities (Orientation) Outstanding fresh graduates of orientation colleges and universities	Provincial Organization Departments National Colleges and Universities Open Application for All eligible fresh graduates
Selection procedure	Organized Department of the CPC Central Committee Individual Proposition Written Test + Interview Strict Political Review + University Recommendation	Each province has its own proposition or uses the national examination/provincial examination to recommend colleges and universities + political review	Qualification review is carried out simultaneously with the provincial civil service examination
Training and promotion paths	Grassroots positions in the central or key areas have clear promotion channels, and priority is given to promotion and key training, and may be temporarily assigned to the Organization Department of the Central Committee	Grassroots civil servants in counties and townships have more opportunities for promotion "one-on-one" follow-up training	Grassroots civil servants need to be promoted through competition, general management, and training

Table 4

Differences between national examination, provincial examination

Dimension	National Examination (National Civil Service Examination)	Provincial Examination (Provincial Civil Service Examination)
Organizational unit	Central Civil Service Authority (State Civil Service Bureau)	provincial civil servant departments
Exam time	The written test is held around November every year	Written test in March – April or October every year
Preparation type	Establishment of civil servants (administrative edition)	Establishment of civil servants (administrative edition)

Ending table 4

Dimension	National Examination (National Civil Service Examination)	Provincial Examination (Provincial Civil Service Examination)
Exam content	Behavioral test + application + some professional subjects	Behavioral test + application + local characteristic questions
Recruitment target	For the whole country, some positions are limited to fresh graduates or special plans	Most of them are for the household registration or place of origin in the province, and some are not limited
Job level	Central ministries and commissions, provincial and central vertical management units	provincial, prefectural, municipal, county, district, township units
Difficulty and competition	High (average admission ratio is about 1:60, popular positions are 1,000 to 1)	Middle and high school (fierce competition, some positions are higher than the national examination)
Recruitment process	Written test → interview → physical examination → political review → publicity	Same as above, organized by the provincial level
Development prospects	The promotion path is clear, and there is an advantage of the "ministry system"	The promotion speed varies greatly due to regional differences, and some grassroots are slow to promote
Stability in work	Extremely high (iron rice bowl)	high

Table 5

Differences between municipal examination and Public institution examination

Dimension	Municipal Examination (Prefectural and Municipal Special Recruitment)	Public institution examination
Organizational unit	Organize human resources and social security bureaus in various cities	local human resources and social security bureaus or competent units
Exam time	Irregular (depending on region)	Irregular
Preparation type	The establishment of civil servants is the mainstay, and some areas include public or career staff	Business (full/differential allocation, partial contract system)
Exam content	It is usually consistent with the provincial examination	Job test + comprehensive (or application) + professional knowledge (depending on the position)
Recruitment target	Most of them are limited to local household registration/student source/education/age	Positions are flexible, partly limited to local or specific majors
Job level	Mainly grassroots units in prefectures, cities, counties and townships	education, medical care, scientific research, culture and other public welfare institutions
Difficulty and competition	Medium (locally oriented, small range, relatively low heat)	Relatively low, but the competition for popular positions is also fierce
Recruitment process	Same as above, organized by the municipal level	Written test → interview → physical examination, political review of some positions
Development prospects	Promotion is slow and opportunities are few	Promotion is slow, management positions are limited
Stability in work	High	Higher, some units contract system
Salary	Localized treatment, some of which include "food and accommodation" or supernumerary performance	Generally slightly lower than civil servants, stability and benefits vary from unit to unit

In terms of hierarchical distribution, according to the Civil Servants Law of the People's Republic of China, the parallel system of civil servants' positions and ranks has been fully implemented since 2019. The leadership positions are divided into: national level main position, national level deputy position, provincial and ministerial level official position, provincial and ministerial level deputy position, department and bureau level official position, department and bureau level deputy position, county department level deputy position, county department level deputy position, township section level head position, township section level deputy position. The rank sequence of comprehensive management civil servants is divided into: first-level inspector, second-level inspector, first-level researcher, second-level researcher, third-level researcher, fourth-level researcher, first-level chief clerk, second-level chief clerk, third-level chief clerk, fourth-level chief clerk, first-level clerk, and second-level clerk. "Position" is a job title in the unit, reflecting the size of management responsibilities.

"Rank" is the level treatment of civil servants, which reflects qualifications and abilities, and is more related to "salary" and "honor". A civil servant may have no position, but may have a rank.

There is a similar hierarchical division of public administrators, but there is no such hierarchical division for public administrators without establishment.

Secondly, the adjustment of job setting and staffing driven by digital transformation is particularly significant. Today, Hangzhou's "City Brain 3.0" is creating "digital intelligent civil servants" by introducing AI models such as DeepSeek-R1 – they can complete tasks such as official document generation, one-click typesetting and automatic analysis and reporting, and improve the work efficiency of administrative staff to a very high level (such as "one-click reporting efficiency increased by 80 %)". This shows that the government is transferring functions in digital positions, from traditional posts to skilled posts.

In addition, the Hangzhou Civil Servant Digital Management Platform has integrated the basic information of more than 1,500 institutions and more than 48,000 civil servants at the municipal and regional levels, realizing "one-click application, one-network joint office, and 30-minute approval completion" for recruitment approval, transfer, retirement, salary allocation and other matters. This transformation effectively reduces paper forms, material submission and multi-departmental joint processes, which is of great significance to improving the efficiency of institutional and personnel management, and reflects the momentum of preparation and management innovation under digital transformation.

As of November 2022, the integration of government service forms in the province has reached 79.2 %, and

such "process reduction" has released a large number of administrative resources (such as administrative window positions), which may be diverted to digital skills positions or platform maintenance. This kind of institutional logic strongly supports the policy concept of "increase-decrease-linkage, preparation and reuse".

Third, the digital transformation of ability training and performance appraisal mechanisms provides an institutional guarantee for the continuous growth and efficient implementation of administrative personnel. Zhejiang University in Hangzhou, through its College of Continuing Education and the National Cadre Education and Training Base, has long customized and implemented special training on big data, artificial intelligence and digital government for party and government organs, with courses based on theory + case + practice, and using face-to-face and online hybrid teaching; After completing the required hours and passing the completion assessment, students can obtain a certificate of completion of continuing education issued by Zhejiang University; For technical professional qualifications (such as digital technology engineers), there is also a unified industry/provincial level assessment process. Whether these trainings are "included in the performance weight" or directly affect promotion needs to be checked by the specific employer or local organization department.

Fourth, the construction of cross-level and cross-departmental coordination mechanisms has truly implemented digital reform. In order to solve the problems of "departmental walls" and "information islands" in the traditional system, Hangzhou has innovatively established a "dynamic compilation pool" and a "digital talent pool". The Municipal Party Committee Compilation Office can quickly deploy professionals such as "data specialists", "platform operation and maintenance" and "intelligent operation and maintenance" from the pool according to the needs of major projects or emergencies, without changing their original affiliations, which greatly improves the efficiency of emergency response and key task execution. The digital talent pool uses the information system to unify the coding and dynamic update of administrative personnel with digital background and training experience in the city to achieve accurate matching and intelligent scheduling of "people-post-thing".

To sum up, the public administrator system in Hangzhou has formed a set of "platform + talent + system" collaborative governance innovation model in the context of digital transformation: first, by adding digital professional positions and reducing traditional affairs posts, a flexible and efficient establishment and management framework is built; second, relying on the special courses and visual performance boards added by Zhejiang University, a closed loop of "digital literacy-ability training-performance incentives" is built; third, use the "dynamic compilation pool" and "digital talent pool" to open up cross-departmental collaboration channels and improve the efficiency of emergency and normal government affairs execution; Fourth, adhere to the unified leadership of the party and government and pay equal attention to the professional division of labor, and release the innovation of professionals while ensuring political efficiency. The above experience not only provides "people" support for Hangzhou to continue to deepen the construction of digital government, but also provides a system model and operation path for other cities across the country to learn

from in the process of promoting the digitalization of public administration.

Discussion and conclusions

Although Hangzhou has achieved remarkable results in the innovative practice of the public administrator system in digital transformation, its experience still faces some challenges and limitations in the promotion process.

First of all, dependence on the high-end talent market is the primary challenge it faces. The continuous supply and high-quality operation of digital professional positions depend on the introduction and training of high-end technical talents. At present, the number of appointment-based civil servants is relatively limited, and the gap between market-oriented salaries and in-institutional salaries makes it challenging to continue to attract and retain top digital talents in the public sector. In the future, it is necessary to further explore and expand talent introduction and training channels, and establish more competitive salary and incentive mechanisms.

Secondly, there are bottlenecks in the universality of promotion. The success of the Hangzhou model is largely due to its deep digital economy foundation and strong technical support. This model puts forward higher requirements for technical conditions and network environment. In economically underdeveloped areas or weak links at the grassroots level, the effectiveness of online training, the accuracy and real-time of data visualization and monitoring may be restricted, resulting in a significant reduction in the effect of reform. Therefore, it is necessary to adapt to local conditions and avoid "one-size-fits-all".

Finally, the risks of "data-only" cannot be ignored. While incorporating digital metrics into performance appraisals can be effective in motivating people, it can also lead to executives focusing too much on quantifiable data and neglecting hard-to-quantify but equally important tasks, such as coordination of complex issues, interpersonal communication, and human care. This can lead to simplified and formalized administrative work. How to maintain a balance between quantitative evaluation and humanistic value is an issue that needs to be continuously paid attention to and solved in future reforms.

Overall, this study has successfully achieved its initial objective – to explore the evolution and innovation mechanisms of China's public administrator system under digital transformation, using Hangzhou as an empirical case. Through historical and comparative analysis, it verified that digital governance reform directly reshapes personnel structures, training mechanisms, and performance systems. The Hangzhou case confirms that the combination of digital talent pools, platform-based coordination, and institutional innovation can effectively enhance administrative efficiency. However, the research also reveals that these mechanisms require local adaptation in less developed regions. Therefore, it is recommended that future reforms expand pilot programs in other provinces, strengthen cross-regional digital talent exchange, and institutionalize continuous evaluation of public administrators' digital literacy.

Sources of funding. This study did not receive any grant from a funding institution in the public, commercial, or non-commercial sectors.

References

- Action plan for promoting big data development.* (2015). State Council [in Chinese]. [促进大数据发展行动纲要. (2015). 国务院]. https://www.gov.cn/zhengce/content/2015-09/05/content_10137.htm
- The 14th Five-Year Plan for Promoting National E-government.* (2021). National Development and Reform Commission [in Chinese]. [十四五“推进国家政务信息化规划”. (2021). 国家发展和改革委员会]. <https://www.ndrc.gov.cn/xxgk/zcfb/ghwb/202201/P020220106387085514202.pdf>
- The OECD Digital Government Policy Framework: Six dimensions of a Digital Government. (2020). *OECD Public Governance Policy Papers*, 2. <http://dx.doi.org/10.1787/f64fed2a-en>
- United Nations E-Government Survey 2022: The future of digital government.* (2022). United Nations Department of Economic and Social Affairs. <https://desapublications.un.org/sites/default/files/publications/2022-09/Web%20version%20E-Government%202022.pdf>
- Wang Lefu. (2003). On public leadership: The relationship between public leadership and public management and its research significance. *Management World*, 12, 51–56 [in Chinese]. [王乐福. (2003). 论公共领导：公共领导与公共管理的关系及其研究意义. *管理世界*, 12, 51–56]. <https://doi.org/10.19744/j.cnki.11-1235/f.2003.12.007>
- Zhou Zhiren. (2014). Zhou Zhiren delivered a speech. In *Evaluation and Development of China's Leadership Talents: Selected Papers of the 2014 China Leadership Forum and the 4th Seminar on Quality Standards and Development Strategies of Party, Government and Enterprise Leadership Talents* (pp. 23–24). People's Publishing House [in Chinese]. [周志仁. (2014). 周志仁发表讲话. 载于《中国领导人才的评价与培养：2014年中国领导人才论坛暨第四届党政企业领导人才素质标准与发展战略研讨会论文集》(第23–24页. People's Publishing House)].

Wang Xiang, & Yu Xiao. (2023). The structural impact of institutional pressure on local government digital talent demands: Based on the background of government digital transformation. *E-government*, 8, 10–21 [in Chinese]. [王翔, 于晓. (2023). 制度压力对地方政府数字人才需求的结构影响：基于政府数字化转型背景. *电子政务*, 8, 10–21]. <https://doi.org/10.16582/j.cnki.dzzw.2023.08.002>

Xu Feng. (2020). Explanation of the digital transformation mechanism of local governments: An analysis based on the "Zhejiang Experience" of Government Affairs Reform. *E-government*, 10, 2–19 [in Chinese]. [徐峰. (2020). 地方政府数字化转型机制解析：基于浙江省政务改革经验的分析. *电子政务*, 10, 2–19]. <https://doi.org/10.16582/j.cnki.dzzw.2020.10.001>

Cao Qinglong, & Zhang Jinchen. (2022). Analysis and countermeasures of personnel training in our country's public sector in the new era. *Advances in Social Sciences*, 11, Article 3493 [in Chinese]. [曹庆龙, 张金臣. (2022). 新时代我国公共部门人才培养的分析与对策. *社会科学进展*, 11, 第3493条]. <https://www.hanspub.org/journal/paperinformation?paperid=55297>

Liang Zheng. (2021). Urban Brain: Operational mechanism, governance efficiency and optimization path. *People's Forum Academic Frontiers*, 9, 58–65 [in Chinese]. [梁铮. (2021). 城市大脑：运行机制、治理效率及优化路径. *人民论坛学术前沿*, 9, 58–65]. <https://www.rmlt.com.cn/2021/08/18/622305.shtml>

Отримано редакцією журналу / Received: 12.08.25
Прорецензовано / Revised: 21.10.25
Схвалено до друку / Accepted: 28.10.25

Ван ХУЙСЯ, асп.

ORCID ID:0009-0008-0580-7766

e-mail: huixiawang9@gmail.com

Київський національний університет імені Тараса Шевченка, Київ, Україна

ЕВОЛЮЦІЯ ТА РОЗВИТОК СИСТЕМИ КАДРОВОГО ЗАБЕЗПЕЧЕННЯ ДЕРЖАВНОГО УПРАВЛІННЯ КИТАЮ У КОНТЕКСТІ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ – ПРИКЛАД МІСТА ХАНЧЖОУ

Вступ. Наголошено, що на тлі глобальної хвилі цифровізації уряди всього світу змінюють державне управління. Китай зробив цифрове управління національною стратегією, але реалізація політики залежить від персоналу державного управління. Досліджено механізми еволюції та інновацій системи кадрового забезпечення державного управління Китаю у контексті цифрової трансформації на прикладі Ханчжоу.

Методи. Переважно використано поєднання літературного дослідження, історичного методу, порівняльного методу, комплексного аналізу та вивчення конкретних випадків. Історичний метод використовується для відстеження інституційної еволюції системи державного управління Китаю від "системи підрозділів" до "системи посад". Порівняльний метод дозволяє проводити міжрегіональне порівняння між Ханчжоу та іншими провінціями, висвітлюючи особливості місцевих інновацій. Комплексний метод інтегрує дані з різних джерел (тексти політиків, звіти та результати цифрових платформ) для синтезу цілісного розуміння інституційної трансформації в умовах цифровізації.

Результати. Окреслено, що персонал державного управління Китаю класифікується як працівник на робочому місці та поза ним. Персонал на робочому місці також класифікується як адміністративний та державний інституційний, а шляхи його працевлаштування впливають на розвиток кар'єри. Цифрова трансформація Ханчжоу значно сприяла створенню робочих місць та кадровим змінам. Наприклад, "City Brain 3.0" запроваджує моделі штучного інтелекту для підвищення адміністративної ефективності. Платформа цифрового управління державною службою підвищує ефективність управління персоналом. Реформа "єдиного вікна обслуговування" державних послуг скорочує кількість адміністративних посад та підтримує повторне використання персоналу. Ханчжоу також використовує Університет Чжецзян для навчання адміністративного персоналу цифрових можливостей та створив "динамічний кадровий пул" і "цифровий кадровий пул" для створення міжвідомчої співпраці та покращення ефективності реагування на надзвичайні ситуації та виконання завдань.

Висновки. Визначено, що модель Ханчжоу сформувала інноваційну модель управління, яка інтегрує "платформу + талант + систему". Однак її широке впровадження стикається з труднощами: високою залежністю від ринку висококваліфікованих талантів та значним розривом у заробітній платі всередині та поза системою. Її універсальне застосування обмежене, оскільки успіх Ханчжоу залежить від його цифрової економічної основи та не застосовується до менш розвинених регіонів. Крім того, не слід ігнорувати ризик підходу "лише на основі даних", оскільки це може призвести до надмірного акценту на кількісних показниках без урахування гуманістичних міркувань.

Ключові слова: Китай, цифрове врядування, державний адміністратор, цифрова трансформація.

Автор заявляє про відсутність конфлікту інтересів. Спонсори не брали участі в розробленні дослідження; у зборі, аналізі чи інтерпретації даних; у написанні рукопису; в рішенні про публікацію результатів.

The author declare no conflicts of interest. The funders had no role in the design of the study; in the collection, analyses or interpretation of data; in the writing of the manuscript; or in the decision to publish the results.