

## Research on the Path of Civilian Personnel Construction

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**Abstract:** As the civilian team grows, civilian personnel play an increasingly important role in the construction of the army, but there are some problems in the development. This paper provides suggestions and countermeasures from four aspects: the civilian team's sense of professional identity, the establishment of assessment and incentive mechanisms, civilian personnel career planning and how to improve the ability to teach and research warfare, in order to promote the construction of the civilian team and better play its role.

### 1. Introduction

In June 2005, the civilian personnel system of our army was formally established, which opened up the channel of making full use of social talents to serve the army construction and promoted the comprehensive change in the ideology, working mode and guarantee mechanism of talent construction, and wrote a new chapter in the history of our army talent work. Military civilian staff system is a major adjustment and reform of our military personnel system, a strategic initiative of integrated development of military and civilian with Chinese characteristics. The civilian staff, an important part of the army talent team construction, is to adapt to the needs of the integrated development of military and civilian, and vigorously strengthen the army talent team construction of an important grip. The civilian personnel of the army bear the same military technical service guarantee tasks as the active military personnel, and are also the new force that gives birth to the core military capability. Civilian personnel play an equally important role as active duty personnel in military colleges and universities, and civilian staffs have become an indispensable and important force in military colleges and universities, and the growth of their teams has received more and more attention<sup>[1]</sup>.

### 2. Civilian Staff Orientation

Civilian staff and employing units should fully understand the status and role of civilian personnel in the military, establish a scientific view of civilian employment, and have no rejection and prejudice towards the non-military status of civilian staff, while civilian staff should have a deep understanding of their special identity and honorable mission, conscientiously perform their duties and contribute their intelligence to the military construction.

In 2023, the Regulations on Civilian Staff of the Chinese People's Liberation Army clearly stipulates that civilian personnel, non-military personnel who perform duties in accordance with the law in military establishment positions, are an integral part of military personnel and enjoy the corresponding rights and fulfill the corresponding obligations of state employees in accordance with the law. Civilian personnel are mainly assigned in the military and civilian general, not directly involved in combat, and professional, secure and stable post. According to the nature, their post is divided into management civilian staff, professional and technical civilian staff professional skills

civilian personnel. Management civilian personnel and professional and technical civilian personnel are an important part of the Party's cadre. Civilian personnel fulfill their obligations and enjoy their rights.

### **3. Problems with Civilian Staff Development**

As the reform of national defense and the army has advanced, civilian personnel have become an important part of the army personnel after a new positioning, especially in the teaching positions of the army colleges and universities, the civilian faculty team has become an important force formation for front-line teaching. After more than 10 years of exploration and practice, there has been a civilian personnel system and management mechanism with our military characteristics, and the scope of its deployment and the number of its establishment has increased significantly, which not only optimizes the composition of the military force, promotes the integration and development of military and local talents, but also reduces the cost of using military staff and produces a good system benefit<sup>[2]</sup>. However, due to the short time of the establishment of the civilian workforce, the concentration of recruitment, and the lack of maturity of the system, there are problems and contradictions in many aspects. How to improve the construction of the civilian staff team and build it into a team that is ideologically and politically and professionally competent in all aspects has become a top priority. After 18 years of construction and development, the civilian faculty of air force colleges and universities has made great progress, but there are still many outstanding contradictions and problems affected by factors such as new teams, slow transition and weak foundation, which greatly restrict the development of civilian staff team construction and affect the formation of military construction force.

#### **3.1. Lack of Professional Identity**

Civilian personnel are different from active duty officers and national civil servants. Although there has been a clear orientation about civilian personnel in the civilian staff regulations, there is still a misunderstanding of civilian staff careers both in the military and local. In reality, some people do not recognize the importance of the civilian career, and some units regard civilian staff as a non-mainstream drum, and treat them differently from active-duty cadres in terms of development, merit evaluation and award treatment and security, which discourage some civilian staffs who have great ambitions and are ready to devote themselves to the military. Besides, individual civilian personnel are not clear enough about their own positioning and regard themselves as "contract workers" or "temporary workers" and do not have the identity and status of civilian cadres. Therefore, they do not integrate themselves into the army as a collective, lack the pride and honor of working for the army, and only see themselves as a "worker".

#### **3.2. Lack of Corresponding Assessment and Incentive Mechanism**

Appraisal is one of the core functions of personnel management. At present, there is no appraisal system specifically for civilian personnel in the army, and the appraisal of civilian personnel is basically copied from the appraisal system of active duty cadres<sup>[3]</sup>. As the number of civilian staffs continues to increase, there is an urgent need to establish a targeted appraisal system to implement the best and the worst to ensure the quality of the civilian workforce. The correct incentive is the key to personnel management, to improve the incentive mechanism from the needs of civilian personnel, on the one hand, consider the differences in the needs of civilian personnel, on the other hand, focus on the combination of rewards and punishment, and truly play the role of incentives in management.

#### **3.3. Unclear Path for Civilian Workforce Development**

After years of development, the number of the civilian workforce has been increasing, but this new type of workforce is not stable enough, and the career development is not clear enough. The promotion and development channels for civilian staff are not smooth enough. For example, they do not have the opportunity to upgrade their education and other corresponding training for

self-improvement. Besides, the policy for retirement is not clear yet, which makes some civilian staff not have their own clear career plans, and their personal initiative and motivation have not been fully mobilized.

### **3.4. Insufficient Ability to Teach and Research Warfare**

On the one hand, the civilian personnel' sense of pro-war is not strong, and quite a few of them think that they are different from the active military personnel. As long as they do their jobs well, they do not integrate the actual warfare in their usual teaching and scientific research work. On the other hand, the channels for civilian personnel to enter the troops and get close to the actual warfare are not smooth. For example, civilian staffs cannot participate in some major exercise tasks and they cannot go deep into the front-line troops, to understand the actual situation of the troops.

## **4. The Path to Civilian Workforce Development**

### **4.1. Strengthen the Professional Identity of Civilian Personnel**

The professional prestige of civilian staff should be improved, that is, the social status and social recognition of civilian personnel's occupation need to be improved<sup>[4]</sup>. Firstly, a legal system for civilian staff should be built. Based on the existing civilian staff regulations, Chinese civilian staff law can be formulated to put the civilian staff team on the national military strategy level for construction in the form of legislation, so that civilian staff management can follow the law and rules, fully protecting the legitimate rights and interests of civilian staff and enhance their social influence. Secondly, their identity should be clarified. To improve the professional advantages of civilian staff, civilian staffs can be positioned as national staff performing military security service duties in military establishment posts, and regarded as an important part of the national military force. Thirdly, the propaganda of public opinion should be strengthened<sup>[5]</sup>. Government and employing units make full use of media platforms such as the Internet, television and newspapers to widely publicize the superiority of the civilian staff system and its development prospects, build up the public opinion guidance that the job of civilian staffs is quite promising in the whole society, vigorously commend civilian staffs who have made outstanding contributions in their work, give full play to the leading demonstration role of advanced models, create a social atmosphere of respect for civilian staff, and enhance the civilian staffs' sense of professional honor<sup>[3]</sup>.

### **4.2. Establishment of Assessment and Incentive Mechanisms**

As the number of civilian staffs continues to increase, there is an urgent need to establish a targeted appraisal system and implement a meritocracy to ensure the quality of the civilian workforce. The relevant business departments should evaluate civilian personnel according to their political performance, ideological integrity, style and discipline, professional ability, love of duty and dedication, and physical and mental qualities, and reasonably use the evaluation results. The unit should adhere to the principle of combining spiritual and material rewards to ensure that civilian personnel have the same opportunities as active-duty military personnel in terms of merit awards, promotion and advancement<sup>[5]</sup>. For civilian personnel with outstanding performance and contribution, they can be established as advanced models and publicity can be increased. From the needs of civilian personnel to improve the incentive mechanism, on the one hand, the differences in the needs of civilian personnel should be taken into consideration, on the other hand, the combination of rewards and punishment should be focused, and the role of incentive in the management should be really played. For example, the unit can improve the welfare treatment of civilian personnel, improve all kinds of allowances and subsidies, and guide units to establish medical supplemental insurance to fully motivate civilian personnel to join the construction of the national defense cause.

### **4.3. Strengthen Career Planning for Civilian Staff**

Career planning is an important part of modern human resource management. The army civilian personnel career planning can improve the overall construction level of the civilian personnel team

and enhance the centripetal force, cohesion and combat effectiveness of the troops. The development of civilian career planning should not only focus on the mission and tasks of the army and military career requirements, but also fully consider various factors such as the personality, identity, ability and quality of civilian personnel and job requirements, so as to make the planning more scientific and in line with reality. By formulating scientific and realistic career planning, the quality of the civilian workforce will be promoted and the combat effectiveness of the entire military will be enhanced<sup>[6]</sup>. More training platforms and opportunities should be provided for civilian personnel to achieve deeper development of their career aspirations. The new civilian regulations stipulate that the training of civilian personnel is divided into pre-service training, on-the-job training, professional training and task training. Under the premise of strengthening the military and raising the army, civilian personnel should constantly strengthen the improvement of their personal professional ability and quality with the goal of serving national defense and military construction. Relevant departments should provide multi-channel training opportunities for civilian personnel, including political ideology, military literacy, vocational skills, professional skills and other aspects, and provide resource platforms, such as military vocational education platforms and other large catechism networks.

#### **4.4. Improve the civilian personnel's ability to teach and research warfare**

Civilian instructors should actively study the frontier combat theory and new equipment and new technology in the field of disciplines and specialties, think and practice how to promote the classroom to effectively dovetail with the battlefield lack of profound, master the modern military education theory learning practice systematically, so that the college talent training practice can meet the needs of the troops. At the same time, the instructor's ability to serve the preparation for war and warfare should be improved. Civilian instructors should be actively embedded in the exercise practice of participating troops, to understand the operational needs of the troops; with the research and test and training of new equipment, learning the technical mechanism of equipment and its operational use methods, targeted, high-quality good technical support services for troops. In order to keep up with the development of military doctrine, civilian personnel units use the training off-season every year combined with the post training planned to carry out modern military doctrine general learning and training. The company's main goal is to provide the best possible service to its customers.

### **5. Conclusion**

Civilian Personnel has played an increasingly important role in military. They can be improved from the following aspects: the civilian team's sense of professional identity, the establishment of assessment and incentive mechanisms, civilian personnel career planning and how to improve the ability to teach and research warfare. Therefore, this team will be fast developed and better serve for our national defense.

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