The Preliminary Research on the Administrative Personnel Assessment Scheme of Modern International Demonstration College

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Abstract

Objective and fair annual performance evaluation is an important means to improve the work efficiency of university administrators. Compared with the annual performance evaluation of college full-time teachers, the annual performance appraisal methods of the administrators are lagging behind. Explore the evaluation system of university administrative staff annual performance effective, to stimulate their enthusiasm, to create a lean, efficient administrative staff, is conducive to the normal development of university teaching and research management, security management of student work and good operation. With the development of higher vocational education in a step by step, the higher vocational colleges have to change the assessment strategies in such a competitive situation, think in the same rise above the common herd in higher vocational colleges, establish a brand in the competition, to strengthen the image in the brand, to gain greater competitive advantage, higher vocational colleges must strengthen the university administrative performance appraisal management.

Keywords: Fair angle of view, international normal college, personnel assessment, administrative

Introduction

Today's vocational colleges advocated performance assessment, administrative staff of high staff college evaluation has become an essential part of human resources in colleges and universities, higher vocational colleges is the overall competitiveness and the overall effect of education, management and supervision of the administrative personnel behavior has a certain standard and combined with the experience of higher vocational colleges in recent years, combined with the performance evaluation of some of the problems, for further exploration, in order to ensure the effectiveness of the assessment measures.

The administrators of colleges and universities mainly refer to those who are engaged in teaching and scientific research. In a sense they are a university to normal operation, development and expansion of the logistics force, if compares the school into a business, students and scientific research to product, so the teacher is shaping the professional and technical personnel of these products, and the management is to create and provide students better support function. However, in recent years, colleges and universities only attach importance to the construction of the teaching staff, but also pay attention to the teachers in the performance evaluation, to a certain extent, ignore the construction of the administrative team while whether it is a leader or staff, often as a result of the performance appraisal of the need for temporary work done.

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The administrative personnel of colleges and universities mainly refer to the non-teaching staff in colleges and universities. This group plays an indispensable role in the normal operation of teaching and scientific research in colleges and universities. In order to carry out the work of university management effectively, we must build a capable and the efficient administrative staff. However, compared to the full-time university teachers, administrative staff performance appraisal of the annual scientific enough, mainly for the lack of assessment and operability, it is difficult to fairly and objectively evaluate the work performance, have great influence on the administrative staff working enthusiasm.

Figure 1. Administrative personnel assessment program.

The Proposed Methodology

Common defects of the annual performance appraisal of administrative personnel. The full-time teachers in colleges and universities have relatively quantitative tasks, such as teaching, scientific research and so on. At the end of the year, there is a set of relatively scientific performance appraisal methods, however, the implementation of the annual performance appraisal of college administrators, the general feeling of difficulty. A common practice is to complete a person's annual assessment form at the end of the year, according to morality, diligence, ability and achievement and other aspects, one by one to fill in their own in the completion of the annual events, or write the report, let the competent leadership of the annual work summary appraisal opinions on the department staff, the evaluation of excellent, qualified, basic qualified and unqualified 4 grades. This tends to be subjective and it is difficult to reflect a person's annual work performance fairly and objectively.

In order to facilitate the work of the personnel department, the total number of outstanding indicators is allocated to various departments. The number of different departments, 4 departments in accordance with the excellent indicators of the 20% can have a staff of 1 excellent grade, the department of the 12 indicators in accordance with only 2 of the best indicators. In fact, due to the different departments, different nature of the work, resulting in the
work of the administrative staff is not busy and there are different degrees of difficulty. Tend to work at ease, the difficulty of the post administrative staff easily won the annual assessment of excellence. This approach indirectly led to the busy work, the difficulty of large post administrative personnel due to objective real sector level indicators and the outstanding limited annual performance is not sure, the sense of achievement is difficult to be realized in the future through pay less to achieve psychological balance.

At the same time, full-time teachers with the same age as administrators can continue to work hard to evaluate associate professors and professors. For many years engaged in administrative personnel often compared with the age of full-time teachers engaged in teaching evaluation of peers have an associate professor or professor title, and their long-term stay in the cadre level, and peers post allowance with the gap, so the sense of loss. In the work is not willing to pay more efforts as before, resulting in job burnout, and even some people want to move out of administrative posts.

**Administrative performance evaluation system.** In the performance indicators, including quantitative indicators and qualitative indicators of two aspects while of course, the university management cadre's work performance is more complex, the performance of the managers and researchers, not teaching, can calculate, description, and data can be compared with each other, such as ideological quality, working ability, only by the qualitative description, quantitative is not good. But it must be in the design of the indicator system in detailed, operable, must use mathematical methods and means of quantitative analysis, the combination of qualitative and quantitative, can adhere to the quantitative evaluation results, so it is more convincing.

First, the occasional assessment and year-end assessment, the administrative staff performance appraisal, to increase the usual examination, record their achievement, jobs in the work style and the ideological and political performance, or through the side colleagues understand the situation. These will be used as an important reference for year-end assessment and secondly, the dynamic comparison of the examination results. Every time the performance appraisal should not only have the same horizontal comparison between departments, to vertical comparison with that in the past, can be more clear that employees grow; third, constantly improve the principle of evaluation scheme in practice. The changes and differences of appraisal object work, and there are no scientific premise scheme in performance appraisal work is basically stable constantly found in practice, regular and irregular on the performance appraisal system of university teachers in every aspect of continuous improvement.

The assessment is not to artificially management personnel as excellent, good, poor, not only regard as a punishment purpose and basis, but also to stimulate the administrative staff working enthusiasm, initiative and creativity, improve their administrative service efficiency, to better achieve the overall development of the target service for school so in the application of the results to focus on incentive.

Performance evaluation and performance management, including the performance planning, performance implementation, performance evaluation, performance feedback and application of performance results and to promote the realization of transformation from performance evaluation to performance management, to mobilize the enthusiasm and initiative of the cadres in Colleges and universities, promote the communication between managers and staff, and actively participate in the formation of active communication and organizational culture, improve organizational and individual performance management, stimulate the potential of people.

Job analysis and job responsibilities. One is to let the parties be aware of their responsibilities, the definition and description of their work, to be aware of the two sides in the targeted assessment objectives, requirements and responsibilities agreed, so as to realize the evaluation
of scientific and rational, objective and fair, also make the performance appraisal carried out. On the other hand to colleagues are able to understand each other's job responsibilities, supervision and recording work in cooperation and communication in peacetime, so reasonable at the time of the assessment evaluation.

As a mid-level leadership communication it should be at the same level or higher level of their assessment, in order to achieve the assessment and the work performance of the real understanding and the most rational evaluation. Secondly, the classification should be implemented. College administrators can be divided into the management of the party and the masses, administrative management, technical management and other areas of staff, different types of assessment should be focused on. As for administrative staff assessment mainly on task quantity, quality and work efficiency, internal and external personnel satisfaction as department of the grassroots party organizations should put on assessment focus on political work, party building work, student management etc.. Third, the different levels of administrative personnel applicable to different evaluation criteria output scale is relatively easy to quantify, apply to matters of administrative personnel; behavior scale including the actors and behavior description apply to middle level cadres; and the subjective evaluation scale for relatively stable, more suitable and more middle management cadre administration.

Goals can make a person energetic and full of expectations. Challenging assessment objectives, each time the goal, the appropriate increase in difficulty, will continue to improve the overall quality and efficiency of the administrative staff and another goal, according to the school department goals of employees' personal goals, according to the department's goal setting personal goals, measure indicator target value and weight, and record in the performance management and development plan with the principle of coordinated development of personal goals and school goals.

In the evaluation system setting up, should adhere to the hard and soft index combination principle, adhere to the feasibility and reliability of the principle, adhere to the scientific and comprehensive principle, establish reasonable evaluation criteria while according to characteristics of different departments, different design evaluation system.

**Reward mechanism.** To some extent, the key to the success or failure of the performance management is the effective use of performance evaluation results. First, establish a good feedback mechanism. From a personal point of view, it is necessary to fully affirmed and praised and commended after careful scientific evaluation of outstanding personnel, set an example. At the same time, it is more important to solve the problem of personal existence and in the form of feedback to take a two-way, interactive way to do specific analysis of specific personnel, targeted to solve the problem, so as to better help employees find their own shortcomings.

Secondly, to strengthen the incentive mechanism, to build a multi-level, multi angle, material incentives and non-material incentives, short-term incentives and long-term incentives, positive incentives and negative incentives combined incentive system. From the perspective of spiritual rewards, assessment of some integrity and performance of outstanding personnel should give commendation and praise, and vigorously promote the advanced performance, they set up models.

In the design of the evaluation target, it is necessary to take the long-term and short-term assessment objectives, then the assessment cycle should be taken on a regular basis and non periodic assessment. For a long term goal, it may take a year or two, so it takes a long time. The occasional assessment for the assessment of the implementation of the target can play a supervisory role. And to strengthen the supervision of daily work to provide materials for the year-end assessment to strengthen the daily supervision, the collection of information is to
provide a realistic basis for year-end performance appraisal. If the leaders do not pay attention to the daily work and performance of the record, the end of the year when the lack of sufficient factual material basis for its objective and fair evaluation.

Conclusion

In higher vocational colleges on the administrative management, form a positive culture in higher vocational colleges, training goal for the overall talent, thus indirectly promote vocational economic and social benefits. The implementation of performance appraisal, it is inevitable that there will be problems, the road is tortuous and the future is bright. Managers at all levels of the detailed analysis of the problem, and strive to solve it, in the performance appraisal system in strict compliance with the implementation of performance management and procedures to ensure the stability of the core competitiveness of colleges and universities. Annual performance appraisal is one of the important ways to improve the work efficiency of university administrators. To explore the method of evaluation of university administrative staff annual performance scientific and fair, is a long-term task of human resources management departments and university development planning department. We hope more experts participate in the research activities, and jointly promote the improvement of the quality of administrative staff in colleges and universities.

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Reference