The Present Situation and Countermeasure Analysis of the Middle-Level Management Cadre’s Performance Evaluation in Universities

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Abstract. In recent years, higher education industry in China is undergoing a striding development, while higher education is experiencing an unprecedented changing and the revolution of new education mechanism and the internal management system of higher education institutions have become the focus. In order to adapt to the revolution of management system of universities, China has begun the exploration of introducing "performance management" in human resources management to universities gradually. However, in the present case of the implementation, there are some problems in the application of performance evaluation, such as: the singleness of method, the lack of feedback mechanism, and the low utility of the assessment results and so on, which severely restricts the scientific development of our country's universities. Therefore, the performance evaluation model which is more scientific and effective should be vigorously promoted.

Introduction

In recent years, higher education industry in China is undergoing a striding development, while higher education is experiencing an unprecedented changing and the revolution of new education mechanism and the internal management system of higher education institutions have become the focus. In order to adapt to the revolution of management system of universities, China has begun the exploration of introducing "performance management" in human resources management to universities gradually. However, in the present case of the implementation, there are some problems in the application of performance evaluation, such as: the singleness of method, the lack of feedback mechanism, and the low utility of the assessment results and so on, which severely restricts the scientific development of our country's universities. Therefore, in order to further enhance the management level and scientific operation of universities, the performance evaluation model which is more scientific and effective should be vigorously promoted.

Significance of University Middle-Level Management Cadre Performance Evaluation

For universities, the level of management determines its development. Under the new situation of the College system revolution, strengthening the study of middle-level management cadre performance evaluation mechanism, establishing scientific and effective performance management mechanism have great significance to enhance the management capacity and level of university.

Strengthen the Research of Middle-Level Management Cadre Performance Evaluation in Universities is the Requirement of Completing the Revolution of Management System in Universities

With the deepening of higher education revolution, Chinese universities are confronted with complex problems and difficulties in the development process; the reform of its internal management
system has become the focus of the society. Establishing a good performance evaluation system is conducive to urge the middle-level management cadre to play effective role in management function and organization ability, to coordinate the relationship between each personnel and departments, as well as to promote the efficient operation of the daily work; at the same time, improving the performance evaluation system can avoid mistakes in decision-making to some extent, and effectively enhance the scientific decision-making.

Strengthen the Research of Middle-Level Management Cadre Performance Evaluation in Universities Is the Requirement of Promoting the Construction of the Cadre training System

Forming an effective performance evaluation mechanism will help promoting the professional development process of university middle-level management cadre. First of all, to strengthen the capacity of hard-work, in order to further promoting working initiative; the second is to pay attention to the exemplary role of leaders' performance evaluation, establish the "Competence-based" idea of the appointment of cadres, so as to gradually form a good mechanism with performance employment and impartial cadre training system.

Strengthen the Research of Middle-Level Management Cadre Performance Evaluation in Universities Is the Requirement of Improving the Management Level and Ability of Middle-Level Management Cadre

Many mechanisms relating to performance evaluation are going through the motions and routine, and evaluation results are often a mere formality. The distribution is egalitarian, and do not hang hooks with the results. It is precisely the existence of these problems that the performance evaluation loses proper function. If we do not establish a comprehensive performance evaluation mechanism and promote it, management of promotion cannot be a fundamental solution to our universities are common problems like over-staffing, low management level, poor efficiency and other issues cannot be solved radically.

Main Problems of University Middle-Level Management Cadre Performance Evaluation

Single Performance Evaluation Method, Lacking of Normalization

Similar with the evaluation system of government administrative departments, performance evaluation in universities currently adopts one single system, obey one single standard and implement one set of method. However, the middle-level management cadre in universities has greatly difference on working matters and large leap in the nature of departments, with lots of posts and types. In this case, using the same performance evaluation system cannot reflect the performance management features of Chinese universities' cadres in different posts and departments. Meanwhile, to some degree, it is easy to cause unfair results to some middle-level management cadres. On the other hand, the existing method of middle-level management cadre performance management in universities is too single, lacking multidimensional comprehensive evaluation method. In universities of our country, the existing common performance evaluation methods are subjective ones. Generally speaking, the performance evaluation led by school leaders and directed by the middle-level management cadres, examine the insiders of the colleges or departments. Although some schools introduced the mutual mechanism that give assessments between same levels, in order not to affect the interpersonal relationship, there comes the so-called "Good People", which means "You're good. I'm good. We are all good". So the results are commonly excellent. Other common ways of performance management, such as work report, democratic assessment, individual conversation, investigating materials. All these belong to static evaluation, from which the transitivity and variability of the middle-level management staff can be hardly reflected. Moreover, many real conditions of the middle-level management cadre can't be expressed in time by using the above performance management methods, and the results may not be true to the origin. Thus the efficiency
of the performance management can be difficult to achieve. Meanwhile, giving priority to simple sorting method can easily weaken the main part of the evaluation, making the result lacking clear guidance, and cause some obstacles to the communication and self-promotion of the members.

**No Enough Performance Evaluation Feedback, Lacking of Integrity**

Before the performance evaluation, almost all the universities regard the results as the rewarding and punishment basis for one's personal development, such as the employment and promotion of the middle-level management cadres. However, the last step of the performance evaluation is just to hand the results out to the appraisal person or his superior leader, without combining with the promotion or demotion closely. Furthermore, the performance evaluation results hardly have timely feedback, and the processing period of the rewards and punishments is pretty long, thus the middle-level management cadres' enthusiasm is greatly reduced. At the same time, most of the middle-level management cadre performance evaluation results are not announced on large-scale, and the masses and related grass-roots management cadres know nothing about the results. Therefore, the impact of the performance management is at ruin. Even occasionally the results of performance evaluation of the middle-level managements are pronounced, there are no further analysis, lacking of objective, fair and scientific feedback concerning the work performance, work style, and management capability. This goes against the further promotion of their comprehensive ability, and the inspiration effect of performance management has not been fully realized.

So, there are still some staff have no idea of the assessment criteria, goal setting and result feedback. They often just passively accept the evaluation, lacking of participation in the setting of evaluation objectives and standards. At the same time, some universities failed to communicate with those who received performance evaluation based on the results during the performance management process, making the results lose their effect. Over time, on the one hand, it will leave the evaluated staff unclear about their own improving direction and the weakness of their work, which will make the performance improvement ongoing. On the other hand, the objectors lose their voice without good feedback channels, which hinder the process of work.

**Low Efficiency of Performance Evaluation Results, Lacking of Incentive**

Performance management puts emphasis on performance improvement and upgrading, namely every implementation section of performance management should be focused on enhancing the performance, emphasizing improving but not evaluating. But now in the performance management system of universities, the evaluation results are usually used as a basis for evaluation of working condition as well as rewards and punishments, without combining the performance management results with personnel selection and appointment, and daily evaluation, which weakens the effect of performance evaluation. This kind of application lacks specific analysis of the results and targeted consideration about improving the related staff, resulting in the poor improvement of middle-level management cadre even the whole higher education system. Moreover, the existence of the phenomenon such as the evaluation error and the one-sided using of the evaluation results may cause middle-level management cadre to think that being qualified to be rewarded is enough, and pay less attention on the promotion of their own capabilities and performance, resulting in incredibility of performance management. In other words, most of the performance evaluation results in universities are one-off, not a sustainable dynamic performance management mechanism. In addition, the performance evaluation of middle-level management staff in universities mostly limits to one year. One performance evaluation is only according to this year's performance, and the promotion and related academic title evaluation is only limited to this year's performance results, lacking a long and continuous dynamic management. This cannot reflect the middle-level management cadre performance trace accurately, and reduces the comparability of evaluation results greatly.
Countermeasures of Improving Middle-Level Management Cadre Performance Evaluation in Universities

Integration of Performance Evaluation Method

The choice of performance evaluation method is the focus and difficulty of performance evaluation and it has a direct impact on the evaluation results. According to different standards, the evaluation methods can be roughly divided as follows. See Fig. 1:

![Type of Evaluation Methods](image)

Figure 1. Type of Evaluation Methods.

Different performance evaluation methods have different evaluation focus and different culture characteristics have great influences on the choice of evaluation methods and the specific implementation effect. Management staff should first consider the cultural characteristics of the unit, and also pay close attention to the internal work characteristics. Not only paying attention to the extent of the programmed work and the decision power of the employees in the program of work, but also paying attention to the influence of the change of work environment. In short, the objective, target, cost and the ability and attitudes of the management staff of performance evaluation will affect the results. So in the selection process should choose scientific and effective evaluation methods according to the principle of individual. The performance management and performance evaluation of middle-level management cadre in Chinese universities can learn and refer to relevant theories and practical experience both in and abroad. Gradually perfect the evaluation index system and correct the concept of "preferring performance and despising effect". Thus to make the performance evaluation index scientific and combine the ability of fulfilling duties and solving the outstanding problems in actual work, evaluation of management process and performance results, evaluation of job responsibilities and the key job, index of usual evaluation and year-end evaluation and the extent of achieving long-term goal and the level of solving practical problems together. Optimize the middle-level management cadre performance evaluation index system to play an important guiding role for the performance evaluation of the middle-level management cadre.

Smoothing the Feedback Mechanism of Performance Evaluation

As the bidirectional communication bridge between the management staff and the assessed, the performance evaluation can promote the evaluation openness and ensure the entire process of performance management, especially the steps of performance evaluation fair and equitable. At present, the reward and punishment of most organizations are linked to performance evaluation, so the justice of the evaluation process and the fairness of the result become the most concern of the assessed. The process of performance evaluation works in certain standards, but mainly is a kind of active behavior of management staff, so it is easily influenced by their own subjective consciousness and the fairness of performance evaluation cannot be guaranteed within the scope of the system, while the performance feedback can make it up well. Through feedback, employees can understand the performance management process more actively and gives them rights to participate and to know.

First of all, the programmed performance appeal approach should be established in the process of
performance feedback, which can provide the assessed with smooth feedback channel on their personal attitude and the problems feedback, decrease the doubts, negative effects and passive emotions in the performance evaluation process due to the lacking in participation and other factors. It can help the management staff and the assessed reach a certain equivalence relation to develop and improve the performance management system effectively.

Secondly, improve the application of results feedback to promote performance improvement. First of all, the performance evaluation results should be analyzed to find out the reasons for the poor performance. Usually the reasons are not single, which are not only influenced by the employees' subjective factors, but also affected by the external environment, including technology environment, working environment, and other objective reasons. Therefore, the use of scientific analysis method should be paid attention to in the process of performance analysis. The quartering method which is mainly involved with knowledge, skills, attitude and environment, and the three factors method which is mainly involved with employees, environment and management are commonly used. On the other hand, we should be clear with the main points of improvement and select the effective method. Improvement points and methods should be chosen on the basis of the overall objectives of the organization and the culture factors, but which is most recognized by the organization is that the time and cost of improving the performance of each elements should be taken into consideration when choosing the improved points. In addition, the results of improvement should be reevaluated, which is a test for performance improvement, as well as a useful complement to performance objectives of next stage. Through reevaluation we can make out whether the employees' performance really improved or not, and introspect the entire process of performance management.

**Increasing the Application of Performance Evaluation Results**

For universities in China, the ultimate goal of performance management of the middle-level management cadre rather than evaluation, which is more suitable to be called a test of performance effect in a performance period. How to apply the results of the evaluation into practical work is the problem we need to study continuously. At this stage, the evaluation results should be combined with reality, such as the selection and appointment, the salary, and training practice of the middle-level management cadre, so as to promote the middle-level management cadre performance management workable and better mobilize the initiative of middle-level management cadre.

Firstly, establish a scientific and effective reward and incentive mechanism. The evaluation results should be applied into several aspects, such as the cadre's promotion and appointment, salary, and training practice. Arouse the enthusiasm of the middle-level management cadre through effective incentive means. At the same time, as for performance evaluation, a combination of short and long-term, mental and physical, and positive and negative incentive system should be set up: First of all, rapid career development can be used to encourage middle-level management cadre, giving a certain promotion space; Secondly, the welfare is incentive as well, adhering to the basic principles of better payment for better work, benefits preferred and fairness concurred; Thirdly, training practice is also an incentive method to improve their own quality and professional skill of middle-level management cadre, through the opportunity of training from the superior departments.

Secondly, establish personnel files of middle-level management cadre. Establish performance evaluation results file of middle-level management cadre, and make it directly link with promotion and appointment, and salary standard. Through constant vertical and horizontal comparison, the middle-level management cadre will be initiative to accept the evaluation system and constantly improve themselves and their professional skills, strive to fulfill their own duty. To be more objective and fair, the specific performance evaluation results should also be linked with department's overall performance results.

In short, the establishment of a scientific and perfect performance evaluation system is a complicated and systematic project. It requires the university authorities of modern management concepts, scientific evaluation methods and sound management system. Performance Evaluation of
university aims to tap the middle management cadre of its inherent potential, and fully mobilize the enthusiasm for work, thus to promote the college management and raising the level of higher education development in a comprehensive, coordinated and sustainable way.

References


