

## Research on the Risks and Countermeasures of Talent Introduction in Colleges—Based on the Perspective of Risk Management

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**Keywords:** Colleges, Talent Introduction, Risk, Preventive Measures.

**Abstract.** Talent introduction in colleges has some problems, such as the talent introduction planning, the difficulties in talent selection, the low level of matching degree, the imbalance of input and output, the brain drain and so on. Colleges need to establish a risk assessment index system for the introduction of their own situation, and scientific assessment of the occurrence of various types of risk probability and the degree of loss, etc. At the same time, establishing scientific personnel by the introduction planning, establishing comprehensive personnel evaluation standards, implementing the contract management, strengthening performance appraisal, perfecting the mechanism of talent management system, establishing a comprehensive preventive measures the risk of introducing talents into colleges.

### Introduction

The construction of talent team plays a fundamental role in the construction of "Double First-rate". In order to attract talent, strengthen the construction of talent team, colleges spend substantial introduction of academicians to introduce talent, such as Changjiang Scholars, thousands of people plan high-end talents and teaching, scientific research and management needs. The implementation of a series of measures to improve the education and teaching, scientific research and service to improve the level of the community has played an important role. However, from relevant reports, it is easy to find the introduction of colleges personnel still exist some problems, The emergence of these problems show that the risk objectively talent introduction in colleges have a serious impact on the effective implementation of the introduction of talent.

How to objectively identify the risks of the introduction of university talents and effectively avoid or reduce the risk of the occurrence, domestic experts and scholars based on the actual situation of domestic colleges, combining the relevant theory to carry out a useful exploration. Li Fuhua (2010)[1], Fang Wang[2] Yefei [3] insist that colleges are risk plan deviation, cost overruns, object selection, post matching, structural imbalance, brain drain; Gao Yuan (2010)[4], Fan Dongqing(2014) [5] from a human factors, market defect information, failure, academic resources competition and distribution mechanism, organization culture attribute analysis of university talent introduction risk factors, Xiao Yin[6] introduced strategic management from the use of talents, strategy strategy, training strategy and other aspects of the risk prevention measures of university talent introduction.

Domestic experts and scholars' research results provides reference for the practice of talent introduction. But there are still some problems in the existing researches: scholars pay too attention to the introduction of talent "before" and "the introduction of" risk researches, lack of the researches on the risk the introduction of "post"; The study of the risk assessment of talents is very rare; The avoid risk measures are not targeted, the system isn't strong enough, and not harmonious with the existing management measures. This paper based on risk management theory, combined with the situation of university talent introduction, identifying the risk of university talent introduction, researching the basic requirements of risk assessment, putting forward some comprehensive and systematic measures for colleges of the existing management measures of coordination.

## **The Risk Identification of Talent Introduction in University**

In this paper, according to the process of university talent introduction, we can divide the risk into the introduction, before the introduction, after the introduction. The main risk before the introduction is the introduction of talent planning risk; the main risk in the introduction is the difficult in choose talents; the main risk after the introduction are the the low matching degree, the input-output imbalance ratio and brain drain, etc.

### **(a) The risk of the talent introduction planning**

University talent introduction is an important link in the management of colleges, which need a scientific planning. The main performance of the talent introduction plan is the planning and the development strategy of the University, and the teaching, scientific research, management and talents do not conform to the planning; lack of university talent introduction cost provisions and work flow rules. The planning is not scientific led the talent introduction in the actual work prone to "randomness", "blindness" and other issues. Which against the long-term interests of the university.

### **(b) The risk of the difficulties in talent selection**

Due to the talent introduction work in a relatively short time, coupled with the intense competition talent market, forcing the colleges according the talents' professional and technical personnel, the ideological and moral situation, comprehensive ability to have a comprehensive understanding of authenticity, colleges can't accurately judge whether to use the candidates in a relatively short period of time. These objective difficulties effect on choosing the real talent for colleges.

### **(c) The risk of low matching degree**

The introduction of talents in colleges appointing talents to a certain position for that they can play their unique value and role in the development of colleges. Without scientific evaluation, only pay attention to the introduction of personnel experience, qualifications, their employ talents directly to a certain position, can easily lead to risk of low person post matching degree. Which will affect on the talent introduction to play the normal performance of job duties and so on.

### **(d) The risk of imbalance input-output ratio**

In order to successful introduce talents, colleges are usually put in a lot of manpower, financial and material resources. But once the introduction of talent failed, it will cause a great loss to colleges. The talent due to the changing environment, such as teaching, scientific research and other colleges aspects that the output failed to reach the expected level, which bring greater losses for colleges. Colleges are faced with the risk of input-output ratio imbalance and lost the opportunity to choose a more appropriate talents.

### **(e) The risk of brain drain**

For the introduction of talents, colleges unconventional intend to provide quality benefits and career development space. Which make it easily to appear the situation that the same work of different remuneration. This is also easy cause the existing talents in colleges due to low treatment, blocked development space and other factors, choose to leave current position, which resulting in brain drain.

## **The Risk Assessment of Talent Introduction in Colleges**

There are a lot of risks in talent introduction in colleges. Colleges need according to their own situation establish a set of reasonable talent introduction risk evaluation index system. Through establishing talent introduction risk assessment system, focus on assessing all kinds of risk occurrence probability bring which negative effect in colleges; ability to take risks in colleges, and the priority level of coping with risk in colleges.

Establishing a set of scientific and reasonable evaluation index has always been the biggest difficulty in the management of colleges[7]. At present, there is not a complete set of risk assessment theory system of university management. The introduction of talents risk assessment can only learn from the theory of enterprise risk assessment. To explore the establishment of a reasonable risk assessment index system, combined with the practice of the introduction of talent,

this article suggest that the university can make efforts from the following aspects:

First, through accessing to information or questionnaires, etc. extensively collect the related data for talent introduction in colleges. Second, employing the relevant subject experts do research on the data, information. According to the process of the introduction of talents in colleges determine the content of risk, the impact of factors, the degree of harm, the occurrence of probability and so on, establishing the evaluation index of the risk of the introduction of talent. Third, comprehensively using expert scoring method, fuzzy comprehensive evaluation method, in full consideration of various types of risk occurrence probability, the degree of hazard, determine the weight. Fourth, assessing the past introduction risk index system for the talent introduction. according to the evaluation value, comparing with the actual situation, ultimately revision and final form a risk assessment system for the introduction of university talents.

The introduction of talents in colleges is affected by the national macro policy, the supply and demand of the talent market, and the colleges development strategy. The risk assessment system of talent introduction in colleges also needs to change according to the change of internal and external factors.

### **The Risk Prevention of the Talent Introduction in Colleges**

Although each university's talent introduction risk category, probability of occurrence and extent of damage are different, each university has to take preventive measures. These measures should be targeted, systematic, and coordinate with the existing management measures to form comprehensive preventive measures. Determining need what kind of talents, how to choose, how to use the talents and how to retain talents.

(a) Based on the school development strategy, establishing scientific personnel by the introduction planning

Talent introduction plan subject to the development strategy can do better serve the development for colleges. At the same time, to develop talent development plan, colleges should take the following aspects into account: one, the difference of the subject development result in differences demand for talents; two, the relationship of the talent introduction about quality and quantity of existing talent quantity and quality of; three, the introduced and existed talent's edge science, education and age structure. Four, the operation process; the introduction of talent, the problem of cost control. Colleges develop talent planning should meet the university's own development strategy, in line with the actual talents construction for a better guidance in the talent introduction.

(b) Based on the actual situation of university talent team, establishing comprehensive personnel evaluation standards

How to use the least time, funding, comprehensive and objective evaluate suitable talents for colleges is to establish a comprehensive talent evaluation criteria, focusing on three aspects of the work. Firstly, colleges need to be on the basis of the existing teacher assessment, performance evaluation and other systems, the development of the evaluation criteria for the recruitment of personnel. Such standards can be more in line with the University's own teaching, scientific research, management practice. Secondly, referring to the conclusion of the third party evaluation organization, evaluating the subject development and comprehensive strength for the original unit of the applicant. Thirdly, through the politics and investigation form, evaluating candidates' original ideological, moral quality and comprehensive ability etc.

(c) Implementing contract management, strengthening the performance appraisal

In order to promote the talent introduction can better play its unique teaching, scientific research or management role, the university should implement the contract management and strengthen the performance evaluation of the introduction of talent. Specifically, colleges should be in accordance with the provisions of the state laws and regulations, the introduction of talent service teaching and scientific research and management of the life and the penalty standard, colleges also need to refine the specific criteria for the introduction of talent assessment, assessment cycle and assessment methods, etc. according to the results of the performance evaluation of reward and punishment standards, job promotion and professional title evaluation criteria, etc. Through these measures,

colleges can make great efforts to reduce the talent introduction for producing low risk.

(d) Improving the mechanism of personnel management system, creating a growth environment for talents

With the introduction of talent to the school, the number, the quality of talent; education, learning edge; age structure changes. This requires the university personnel management system needs to be reformed. Colleges should be based on the professional background of the introduction of talent, teaching and research experience, optimize the existing teaching and research team, the introduction of talent and the existing cooperative play talent advantage, promote common progress and growth of talents and existing talents.

## Conclusion

The introduction of talent is a system engineering, involving lots of policies, departments, a longer working cycle, and a complex working procedure. These conditions resulted in the introduction of higher risk categories. This paper puts forward some ideas about the content and index system of talent introduction risk assessment, but it has not made a deep research on the index system of risk assessment. In the future, research needs to strengthen the evaluation research on the introduction of talents, so as to further improve the comprehensive measures of risk prevention.

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