

# Research on optimization of management recruitment system based on competency theory in line with the characteristics of private colleges and universities

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**Abstract:** The recruitment of administrators in private universities is a very important and often neglected problem. This paper takes private colleges and universities as the research object to explore the optimization of the recruitment system of management personnel. The research starts with the competency characteristics of the managers of private colleges and universities, puts forward the basic idea of recruitment, and finally puts forward a series of improvement measures for the optimization of the recruitment system of managers. The main contributions of this paper are as follows: it puts forward the specific competency requirements of managers in private colleges and universities, puts forward three ideas conducive to recruitment optimization, and gives optimization suggestions in five aspects of recruitment preparation, channels, selection, recruitment and security in the recruitment system, in order to contribute some views to the theory of human resources management and provide reference for the recruitment practice of managers in private colleges and universities.

**Key words:** competency; Private university; Recruitment system optimization

The lack and low level of teachers in private colleges and universities has been widely concerned, but the poor management of private colleges and universities has not received enough attention, one of the important reasons is the quality and ability of management personnel, how to recruit the right management personnel and do a good job in training them are very important. Many private colleges and universities are more and more confused about the poor management and management personnel in the aspects of transfer, teaching qualification assessment, master's application, construction of first-class majors and so on. In this regard, this paper starts from the competency theory, according to the characteristics of private colleges and universities, to study the optimization of private colleges and universities management recruitment system, trying to get some ideas and measures to improve this work.

## I. Related concepts

1. Competency: The concept of competency was first proposed by American psychologist McClelland in 1973. He believed that traditional intelligence tests and school academic tests could not accurately predict job performance or life success. He proposed to start from the actual situation and directly explore the personal conditions and behavioral characteristics that can determine job performance based on first-hand information. Such knowledge, skills, abilities, traits or motivations related to job performance are called competency.

2. Recruitment management: Recruitment refers to the process by which the organization, in order to meet the needs of development and according to the requirements of human resource planning and job analysis, seeks and attracts capable and interested personnel to work in the organization, and selects suitable personnel for recruitment. Recruitment management refers to the process of planning, organizing, directing and controlling a series of contents such as recruitment, selection, recruitment and evaluation in the recruitment process.

3. Human resource recruitment system: The whole process of human resource recruitment is composed of many links, and the whole process is the recruitment system, including recruitment preparation, recruitment channel selection, personnel selection, recruitment and recruitment effect evaluation.

\* Recruitment preparation: Recruitment preparation is the basis of recruitment, including human resources development strategy, human resources planning, job analysis and other main links.

\* Recruitment channel selection: The selection of recruitment channel refers to the process of making a series of decisions on the recruitment channel according to the characteristics of specific posts when the organization selects the right personnel for vacant positions with the goal of the lowest cost and the best effect.

\* Talent selection: Talent selection is the process of selecting from many candidates through scientific methods to find the most suitable candidate for the recruitment position. The methods of talent selection include resume screening, written tests, interviews, psychological tests and so on.

\* Recruitment and employment: Recruitment and employment refers to the process of comprehensively evaluating and analyzing the information generated by the selection and evaluation, and deciding to select the most suitable personnel according to the quality and ability of the candidates, as well as the pre-designed recruitment criteria.

\* Recruitment effectiveness evaluation; Recruitment effect evaluation refers to the evaluation of the effect of the work after recruitment, mainly from the recruitment cycle, recruitment success rate, recruitment achievement rate, employer satisfaction, recruitment costs and other five aspects.

## II. Competency characteristics of management personnel in private colleges and universities

Private colleges and universities are also ordinary colleges and universities, of course, they also follow the laws of higher education, in many aspects and public colleges and universities are no different, but because of the differences in investment subjects and many interest relations, they are different from public colleges and universities, we should have a clear understanding, clear the relationship, find out the law, take the trend and do a good job in management. Through the investigation of some private colleges and universities, we can get the following views:

### 1. Characteristics of private colleges and universities

(1) Privatization of the investor: the capital input of private colleges and universities is mainly private, and other income-generating capacity is generally insufficient, so the school is relatively short of funding, and the input of various resources is insufficient, especially the input of teachers and teaching experiment equipment. In addition, private investment in colleges and universities also has the profit motive, this kind of enterprise profit impulse and the business education entity coexist, often show conflicts, and other characteristics of private colleges and universities are derived from this.

(2) The highest decision-making conflict: the decision-making mechanism of public colleges and universities is very clear, the party is the leader of all, and the Party committee is the highest decision-making body. There are several types of decision-making mechanisms in private colleges and universities: board of directors decision-making, school leadership decision-making, party committee decision-making, chairman decision-making, etc. Different decisions are made according to the nature of the business, and there are often conflicts of interest, conflict of objectives, conflict of requirements, etc. If the communication is not smooth, the implementation of the decision will have problems.

(3) Cost efficiency: Since private colleges and universities are the investment of private capital, the profit impulse is always there, so pay special attention to the cost of running a school, running a school efficiency, which is both a good thing and a problem, the good side is to pay attention to saving, considering the cost performance, the use of funds is high; The problem is that spending money is too cautious and strict, the efficiency of affairs is too low, and decision-making and communication are often not smooth.

(4) Target application: Private colleges and universities have a short history and no long-term academic accumulation and precipitation, so their personnel training orientation is application-oriented, which determines that the education should be carried out around this application-oriented, school-enterprise cooperation, attention to practice, participation in activities, etc., management should also be carried out around these, and the management personnel should match this in consciousness, habits and abilities.

(5) Key specialization in teaching: The development of public colleges and universities is generally led by discipline construction, while private colleges and universities are not. They pay attention to the market, employment, social reputation, etc., and they pay more attention to professional construction. In their schools, majors are more important than disciplines and majors are more important than academics, and everything revolves around majors. In this respect, the management personnel who have been in public colleges and universities all year round will be very unadaptable and unaccustomed.

### 2. Post competency characteristics of administrators in private colleges and universities

Administrators of private colleges and universities have very different requirements from those of public colleges and universities. If we think that the quality, philosophy, knowledge, ability and habits of administrators should be the same in all ordinary colleges and universities in China, we will make a mistake. The competency characteristics of administrators in private colleges and universities come from the management characteristics of private colleges and universities, as well as the relationship between their interest mechanisms. Only when administrators in public colleges and universities know these clearly, will they change and adapt to them as soon as possible when they come here. Otherwise, they will not only not adapt to themselves, but also have no good performance in their work. According to their competency characteristics, it may be a choice for private colleges and universities to directly recruit personnel who have no experience in public colleges and universities (of course, some management cadres with experience in public colleges and universities are also necessary). After investigation, some characteristics of managers in private colleges and universities are summarized as follows, and they are included in the post competency index for personnel recruitment.

(1) Professionalism is better than academics: for colleges and universities, professionalism is necessary, in line with the requirements of certain positions of the society, professional knowledge and knowledge is essential to run a professional, in a sense, to run a school is to run

a professional, especially for the administrators of private colleges and universities, especially the administrators of secondary colleges. The most important thing in public colleges and universities is discipline construction, which depends on discipline construction, and the key in discipline construction is academic. However, after the academic has given way to professionalism in private colleges and universities, administrators of private colleges and universities have higher requirements in terms of concept, understanding and ability of professional construction.

(2) Low criticality and strong operability: Questioning criticality is the basic condition for creation, and it is also the quality of the university. Public universities attach great importance to its training, but the strong operability is the outstanding feature of private colleges and universities. In general, there is no need to question the work, but high execution is needed.

(3) Application-oriented: The orientation of private colleges and universities determines that its training goal must be application-oriented talents, which brings the characteristics of application-oriented, it trains students to have strong practical application ability and skills, can not be theoretical, pure academic. Managers also have this requirement, to have the eyes down, deep into the grassroots, deep into the actual spirit, to have the ability to combine theory with practice, to have attention to skills, hands-on, experience and application ability.

(4) Cost, efficiency and profitability: private colleges and universities have the motivation and requirements for profitability, which must be clear, which requires managers to understand, attach importance to and have the ability to operate in terms of profit, cost and efficiency, and more importantly, deal with the balance and relationship between profits and public welfare, academic and other contradictory attributes.

(5) Compliance: The logic behind profitability is integrated with enterprise management, and the academic management of colleges and universities is incompatible or even contradictory, because it is a college, so private colleges and universities do not blatantly stifle academic, but from time to time there are coercive, strict control and other enterprise factors, the outstanding performance is that managers must have obedience, which has been in many private colleges and universities formed a habit.

(6) Pay attention to details and high execution: pay attention to details and high execution and the front heavy operation, application orientation, obedience, etc., is the same line, he does not give you more free space and time, under supervision to complete the details of the work, high execution to complete the task, which is also its obvious characteristics.

(7) Strong coordination and balance art: The mean balance is a traditional Chinese culture, but it is more demanding in the management personnel of private colleges and universities. As previously analyzed, the motivation from the bottom has the dual attributes of profit and career, and there are often conflicts in the actual decision making. In addition, various interests are intertwined and mixed, which never appear in public colleges and universities. It should even rise to the level of art.

### III. The basic idea of optimizing recruitment work

The idea is to guide the behavior of the understanding and opinion, without the right understanding will not have the right action, the right recruitment concept is the premise of the recruitment system optimization.

First, “the key to inter-organizational competition is the competition of talents”, “talents are the first resource of an organization”, “the core competitiveness of an organization mainly comes from excellent and effectively motivated talents”;

Second, “Management cadres are also valuable resources of the school”, “Management cadres of private colleges and universities must adapt to the characteristics and requirements of private colleges and universities”, “the tradition and habits of public colleges and universities are some useful in private colleges and universities”, “management personnel and teachers are valuable resources of the school”;

Third, “Recruitment to select and post matching managers”, “private colleges and universities recruitment managers should choose to meet the special requirements of the private personnel”, “recruitment and selection should be based on the competency requirements of the post”, “recruitment work should be carried out in accordance with scientific norms and orderly”.

### IV. The optimization of recruitment system

The general idea of optimizing the recruitment system of management personnel is: Under the guidance of the correct concept, according to the characteristics of private colleges and universities, establish the competency index system of each post, take the post competency as the standard, and run the requirements of these posts through the whole process of the recruitment system. The five links of the recruitment system (preparation, channel, selection, recruitment, evaluation) are reshaped with the competency theory. To make the recruitment management system more adaptable to the requirements of private colleges and universities.

1. Optimization of recruitment preparation: Recruitment preparation lays the foundation for the whole recruitment work and determines the tone, which is the starting point for optimizing the system.

\* Personnel demand: Personnel demand is to determine the quantity and quality of recruiters, is the basic work to be done often

in human resource management. Demand optimization is to make the right personnel recruitment decisions, the requirements of the competency quality of management positions in private colleges and universities, implemented in all aspects of personnel demand forecasting and decision-making.

\* Recruitment plan: Recruitment plan generally includes recruitment sources, recruitment methods, recruitment time, recruitment cycle, recruitment standards, recruitment budget, recruitment publicity, etc. Optimization is designed around each link to better obtain personnel who meet the competency requirements of private colleges and universities. Here the recruitment standard is the most critical, to make candidates and recruitment workers are clear about the competency requirements of the post, whether it is the early resume screening, or the later interview, can not deviate from such standards.

2. Optimization of recruitment channels: suitable for private colleges and universities management position requirements of personnel is not universal, so the general recruitment channel is not the first choice, we have designed more suitable for the requirements of the four more favorable recruitment channels.

\* Staff development and training plan based on post competency: This training plan refers to a series of training, training, development and other management measures taken within the organization to adjust them, so that they can adapt to the requirements of private colleges and universities as soon as possible, grow into qualified management cadres of private colleges and universities as soon as possible, and at the same time develop their potential, mobilize their enthusiasm for work, encourage them to work hard and grow rapidly. The employee development and training plan is designed according to the pertinence and matching of post competency. Through the inventory and combing of existing talents, the employees with competency potential are placed on the career development path to receive training, in order to achieve the desired goal. Through the guidance of management personnel competency, you can understand your current situation and the gap between them and the standard. So as to study, exercise and improve with a specific target.

\* Internal employee recommendation based on job competency: This method has a higher success rate, lower turnover rate, lower cost and better effectiveness, because the recommver has a better understanding of the job requirements and the recommver, and is also responsible for both the recommver and the organization. It will also greatly shorten the recruitment time, which is a targeted, low cost and good timeliness channel.

\* Internal open recruitment based on post competency: This is to take the post competency index requirements as an important recruitment condition, and as a selection standard for all employees in the organization to open recruitment, he can the most extensive selection of talents, best reflect the principle of openness, justice and fairness, and best reflect the voice of the public. Because the post competency as the premise, on the one hand, the post competency requirements have a good publicity and popularization role, to guide people to work in this direction; On the other hand, open recruitment can maximize the motivation of employees at the bottom, so that they can see the direction and direction of efforts, and can continue to encourage the development of young people; Finally, the fairness of open recruitment is also required by a good culture and atmosphere, which can promote the establishment of a good atmosphere in the organization.

\* Unit website to publish recruitment information: through the unit website to the community to publish recruitment information announcement, which is also a very effective recruitment channel, the competency conditions are clearly marked when publishing recruitment information, so that it is very targeted, the effect is good, years of practice fully proved this. At the same time, the publicity of recruitment information through the public number, the circle of employees' friends and other self-media will also bring better results.

3. Optimization of personnel selection: Traditional talent selection only focuses on formal things such as knowledge, skills, past work experience and title, education, degree, etc. These explicit factors are often easier to quantify and investigate, but for such as motivation, personality, core quality and other recessive factors are not investigated, and the latter has a more important role in job competence and work performance, optimization is to solve this problem.

\* Preliminary screening: Preliminary screening is to screen the applicant's resume, according to the requirements of the post competency index, check the application resume and the post competency in line with the situation.

\* Interview selection: interview is an important part of talent selection, especially the inspection of competency quality is very important. Before the interview, we should make full preparation, fully grasp the candidate's resume and other information, and always take the initiative in the interview process according to the requirements of post competency. We should design questions for key points, characteristics and other core contents, and carry out in-depth discussion to accurately understand their post competency.

4. Recruitment optimization: The job competency of managers is the main basis and standard for hiring decisions. According to different recruitment positions, combined with their job competency requirements and personnel selection evaluation, make a comprehensive evaluation of candidates, and decide whether to hire or not after weighing.

5. Optimization and safeguard measures: If the recruitment system based on job competency wants to be optimized smoothly, it is necessary to establish a series of safeguard measures.

First of all, leadership attention: the board of directors and school leaders should give enough attention to this, the work is best to be carried out from top to bottom, and the person in charge of human resource management department must take the lead in implementing the optimized work system.

The second is to change the concept: break the traditional habitual thinking, set up a new recruitment concept, good thought guide good action.

The third is the reform of a series of relevant rules and regulations: especially the human resource management system, the system that contradicts the optimization is corrected, and the requirements related to the optimization of the recruitment system are added. Only the work requirements are solidified in the system can be adhered to for a long time.

The fourth is to decompose and refine the competency model of management posts: the requirements of post competency are implemented in all aspects of human resource management and in a series of work processes in the management process.

The fifth is to train the recruitment staff: the staff of the human resource management department is the specific operator of the implementation of the optimization recruitment system, their awareness, attitude and ability to a certain extent determine the success or failure of the implementation, so training for them is essential. To improve their understanding, so that they in the mind and the new requirements to maintain consistency; Arouse their enthusiasm in their work; More to improve their ability to use and operate the post competency model, so that they can achieve good results in the application.

The sixth is to do a good job in the construction of recruitment management information: in the information age, the new management personnel recruitment system can fully realize information, which will well reflect the scientific, objective and efficiency. Personnel assessment tools (software, scale, etc.) are very mature and rich, we should buy some necessary tools and software to make personnel assessment scientific and effective.

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