

Challenges and countermeasures of human resources development and management of university teachers

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Abstract: Human resources as the key factor in our country's resources system, in the process of modernization construction, human resources play a key role in international competition. The construction of human resource development and management mechanism in colleges and universities has an important influence on the whole college operation work, colleges and universities have to improve the efficiency of human resource management, play the human resource value, and actively meet the new challenges and opportunities that appear in the college reform process, are one of the important works in colleges and universities. In the work of human resources development and management of college teachers, colleges and universities should innovate working methods to lay a solid foundation for the optimal utilization of human resources.

Key words: Colleges and universities; Human resources; Development; Management; New mechanism

The development and management of human resources have an important impact on the stable development of colleges and universities. For colleges and universities, to maintain the vitality of school construction, we must attach importance to human resources development and management, build a scientific human resources management system, and lay a good foundation for the construction of colleges and universities. The development and construction of university resources should follow certain principles, carry out a detailed analysis of the problems existing in the current construction and management, formulate targeted reform and development strategies, effectively promote the reform of human resources development and management, and improve the efficiency of human resources management.

I. The principles of human resources development and management in colleges and universities

1. People-oriented

The essence of human resource management lies in the development of the value of human resources, so we must promote all work based on the principle of people-oriented, respect talents, respect knowledge, give full play to the value of talents, and promote the growth of talents. It is necessary to strengthen the attraction of high-level talents and talents in short supply, especially in some important posts, to protect the enthusiasm of talents to work, stimulate the enthusiasm of talents to contribute and dedicate, attract more high-quality talents, and promote the sustainable development of college education and scientific research.

2. Pay attention to efficiency

Human resource management should pay attention to efficiency, establish the correct concept of performance, and use performance management to activate the enthusiasm of talents and maximize the value of human resources. The work of colleges and universities mainly includes teaching and scientific research, which should be tilted towards the front lines of teaching and scientific research and major disciplines, effectively safeguard the vital interests of every faculty and staff, strengthen the faculty and staff's sense of belonging and honor to colleges and universities, retain talents through reasonable talent subsidies, activate the development force of talents, and retain a group of excellent talents with high loyalty and responsibility for the construction of colleges and universities.

3. Clear delineation of powers and responsibilities

For all functional departments and leaders at all levels of colleges and universities, it is necessary to effectively implement the responsibility of talent resource management, centralize the management authority of party and government leaders and personnel departments of the university, and delegate it reasonably, so that every employee in colleges and universities can realize the significance of job work and the importance of human resource management, and thus strengthen the initiative and enthusiasm in work. Do a good job conscientiously and responsibly, and solve various problems in the work.

II. The main problems existing in the development and management of human resources in colleges and universities

1. The concept of human resource management is backward

At present, some colleges and universities are still limited to traditional personnel work in human resource management, and have not innovated human resource management work based on modern human resource management theories. The development of colleges and universities needs to strengthen the input, the input of human and material resources can promote the continuous development of colleges and universities, but the role of human resource team building has not been effectively played. The working ideas of the personnel department are backward, using the inherent thinking mode, focusing on administrative affairs management, and failing to recognize the importance of human resources, resulting in the human resources management mode is not in line with the development strategy of colleges and universities. For example, the examination and approval procedures of teachers' course adjustment and opening are tedious and time-consuming; The administrative affairs assigned to the staff, such as attending meetings and filling in application forms, are too much, which affects the normal teaching and scientific research of the staff. The backward concept of human resource management, unable to be employee-centered, it is easy to lead to the management mechanism and management content of the staff have boredom or exclusion

psychology.

2. Inappropriate human resource development and management methods

At present, many colleges and universities still adopt the “mandatory” human resources management method, failing to stimulate the enthusiasm of talents through systems and incentives, and failing to realize the active development and predictive development of human resources. Many staff of human resource management regard human resource development and management as a systematic system to study, ignoring the improvement and innovation of the system and method, which makes the difficulty of human resource development in colleges and universities increase. Many colleges and universities have problems in employing ideas and retaining ideas, and fail to reach a unified opinion in the construction of working environment and the system of attracting senior talents. For example, in the recruitment process, the positioning of talents is not accurate, excessive pursuit of academic qualifications and neglect of actual ability. For example, the talent introduction system and talent training are not forward-looking, failing to predict future needs, and failing to update in time according to the development of The Times and social progress.

3. Lack of a sound management system

Due to the low standardization of the human resource development and management system in colleges and universities, the value of human resource management in many colleges and universities has not been fully brought into play, and the restraint and incentive functions of the system have not been truly brought into play, resulting in the efficiency of talent training and the stability of talent team. In addition, many rules and regulations are relatively backward, resulting in a series of problems in application. For example, for important issues such as personnel transfer and suspension of salary, many colleges and universities fail to deal with standardization through the system, but rely on the subjective ideas of college managers to make decisions, which is prone to improper handling and affects the stability of people’s hearts. For example, the specific reward and punishment measures are not clear, resulting in the effectiveness of the incentive mechanism can not be fully developed; Another example, in the talent management system failed to highlight the competition mechanism, did not highlight the survival of the fittest situation, resulting in many people lack of sense of responsibility.

4. The allocation of human resources is not scientific

At present, the imperfect human resource management system in some colleges and universities has led to frequent turnover of personnel in colleges and universities, the value of talents has not been fully utilized, the allocation of personnel is unreasonable, and the waste of human resources is a serious problem, which has a great impact on the development efficiency and quality of colleges and universities. In some colleges and universities, the structure of human resources is unreasonable, the recruitment standards of teachers are not effectively matched with the actual requirements of the school work, and the teachers’ knowledge structure and educational background structure are not effectively adapted to the actual needs of the school. At present, the development of human resources in colleges and universities in China is generally insufficient, and the allocation of human resources is unscientific, which makes the development of colleges and universities affected. To be specific, the human resource development work is not comprehensive, the talent structure is not scientific, resulting in the development of various disciplines, departments unbalanced, many teachers are traditional professional teachers, the newly established popular professional teachers are relatively short, teachers and professional adjustment do not adapt to the low efficiency.

III. Optimize the effective measures of human resources development and management in colleges and universities

1. Improving the talent development mechanism in colleges and universities

For colleges and universities, the principle of putting people first should be clearly defined in human resource management to promote the development of faculty and staff. It is necessary to coordinate the construction of teachers and the development of higher education, and promote the development of colleges and universities and teachers in the direction of sustainable development. The construction of human resources in colleges and universities should fit in with the development plan of colleges and universities, combine the short-term plan, the medium-term plan and the long-term development plan, and formulate the development strategy with strong operability and feasibility.

It is necessary to do a good job in the design of important links in the development and management of human resources in colleges and universities, especially to attach importance to the construction of talent introduction, retention system and employment system. It is necessary to improve the teacher training system in colleges and universities, formulate a system of training by batches and stages, and actively introduce senior talents to inject new vitality into the development of colleges and universities. For outstanding talents, special measures can be adopted to moderately reduce the requirements of rigid targets and flexibly build up the talent team. It is necessary to strengthen the construction of the team of academic leaders, do a good job in the management of talent echelons, create a good working atmosphere and environment, and respect talents. It is necessary to develop diversified talent training programs, such as research project funding and overseas study programs, to create opportunities and platforms for teachers’ development, so that teachers can get practice and give full play to their professional advantages in the process of talent training. In a word, colleges and universities should constantly update the talent building system based on their own development strategies, so that human resources can serve the development of colleges and universities.

2. Promote the transformation of human resource management in colleges and universities

Promote the transformation of human resource management in colleges and universities from identity management to position management, and transform the traditional administrative appointment relationship into an equal and negotiated appointment relationship. Continue to promote the development of the full-staff employment system, and successfully transform the relationship between schools and staff into a relatively equal contractual relationship.

Human resource management in universities is complicated and cumbersome, with many functional departments and a large number of employees. Therefore, in order to ensure the rationality of the allocation of human resources, it is necessary to conduct a deep analysis of the internal environment of colleges and universities according to the actual situation, scientifically predict the demand and supply of human resources, adjust the structure of human resources, and maintain a reasonable proportion among teaching staff, non-teaching staff and scientific research staff. It is necessary to establish and improve different staffing management systems, standardize the mobile staffing and fixed staffing, teaching staffing and scientific research staffing, strictly control the number of career staffing and fixed staffing teachers, and scientifically allocate talents to achieve the purpose of making full use of talents.

3. Construct the salary distribution mechanism, highlighting fairness and incentive

The construction of teaching staff is based on the development needs of colleges and universities, and it is also necessary to establish a set of scientific salary mechanism to mobilize their work enthusiasm. Therefore, it is urgently necessary to establish a scientific and reasonable salary system for human resource management in colleges and universities to fully mobilize the enthusiasm of human resource management personnel and promote the improvement of talent training quality.

The salary distribution system should be designed based on the workload and work performance, and at the same time, it should also reflect a certain incentive mechanism to give certain incentives to researchers who have achieved scientific research results, so that they can continue to engage in scientific research work. The incentive mechanism for teachers can be divided into two categories: material incentive and material incentive, such as recognition, reward or souvenir for teachers. Fairness and incentive are the basic criteria for the construction of salary mechanism. Colleges and universities should make salary a powerful tool to improve the efficiency of human resource management by improving the composition of salary, payment of salary and social insurance welfare system.

4. Improve the job evaluation system and improve the quality of evaluation

Performance appraisal is a comprehensive evaluation of employees' work performance, ability and quality, and on this basis, corresponding improvement measures are proposed. Colleges and universities should establish a scientific and reasonable performance appraisal system to fully mobilize the enthusiasm of employees and give full play to the role of employees.

First of all, the evaluation system should be scientific and accurate. Job evaluation is also a complicated issue. According to the specific situation of the school, combined with the school's development goals, development stages and development trends, on the basis of fairness, justice, science and reasonable, scientific and accurate assessment of students' workload and work effects.

Secondly, the performance indicators are detailed and comprehensive. In the setting of performance evaluation indicators, we should establish a quantitative index system and refine the evaluation indicators to make them operable and feasible. Colleges and universities should set up the correct concept of performance evaluation, starting from the ability, attitude and quality of staff, can neither deny personal ability because of one performance, nor blind reward and punishment because of one performance.

Thirdly, the evaluation system is related to the reward and punishment elimination system. Special attention should be paid to commend the personnel with outstanding achievements, high ability and quality, and outstanding contributions; Appropriate punishment should be given to group members who perform poorly, perform poorly or make no contribution; The elimination mechanism applies to teams with poor ability, poor work performance, poor work performance or no contribution.

Epilogue

All in all, human resource management is crucial to the development of colleges and universities. It is necessary to promote the reform of human resource development and management in colleges and universities based on the concept of modern human resource management, improve the overall efficiency of human resource management in colleges and universities, and strengthen the core competitive advantages of colleges and universities. Colleges and universities should combine the actual needs of their own construction and development, pay close attention to the development and management of human resources, establish and improve the corresponding performance appraisal mechanism, and fully mobilize the enthusiasm and initiative of staff. In addition, it is necessary to make the allocation of talents more reasonable and scientific, give full play to the role of talents as much as possible, strive to make the whole human resource management team more standardized, and promote the sustainable development of colleges and universities.

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