

# Research on Problems of Teachers Allocation in Private Kindergartens in Heilongjiang and Its Countermeasures

An Empirical Study Based on Hulan District of Harbin\*

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**Abstract**—Preschool education is the weak link of education, especially private preschool education, which has many problems in teacher allocation. In the empirical investigation of private kindergartens in Hulan District, Harbin City, Heilongjiang Province, it is found that there are problems in the quantity, quality and structure allocation of teachers in private kindergartens, which need to be improved in many aspects, such as improving the treatment of teachers, increasing teacher training, reasonable planning and allocation of teachers.

**Keywords**—Heilongjiang; kindergartens; teacher allocation

## I. INTRODUCTION

Preschool education is the foundation of education. It is very important to improve the quality of national education and the quality of the whole people to develop preschool education. With the continuous attention of the state and society to preschool education, kindergartens and various preschool education institutions are increasing day by day. Because preschool education does not belong to compulsory education, the main body of preschool education is the establishment of social forces, and the combination of public and private, formal and informal education is the current development pattern of preschool education. In this pattern, the private kindergartens run by social forces account for a large proportion. As an important indicator of preschool education, teachers are the important factors that affect the quality of private kindergartens. At present, there are many problems in preschool teachers: low salary of private preschool teachers, serious imbalance between men and women teachers, difficult to solve the problem of teacher establishment, insufficient number of teachers and so on. Taking Hulan District of Harbin City as an example, this study makes a field survey of three private kindergarten teachers in Hulan District, describes the current situation of kindergarten teachers in this area, analyzes the existing

problems, explores the influencing factors of the construction of private kindergarten teachers, and puts forward some suggestions.

## II. PROBLEMS IN TEACHER ALLOCATION OF PRIVATE KINDERGARTENS IN HEILONGJIANG

### A. Insufficient Number of Teachers

In Hulan District, Harbin, the number of teacher in private kindergartens is not enough. One of the reasons for the scarcity of kindergarten teachers is the problem of salary and welfare benefits. Under the condition of choosing kindergartens, the first thing to be investigated is the salary and welfare benefits of the kindergarten. Now, the main purpose of the majority of administrators in private kindergartens in Hulan District is to gain money due to the lack of funds and policies. Therefore, in order to expand the enrollment, the kindergarten managers tend to manage the parents as the center, pay attention to the external facilities and other hardware equipment in kindergarten, and ignore the internal soft power of professional expansion of teachers, which leads to the unstable foundation of private kindergartens in Hulan District. The ratio of teachers to children in private kindergartens was 1 to 15, which exceeded the standard seriously.

### B. Poor Quality of Teachers

1) *Incomplete professional and qualification certificates of teachers:* Teachers of private kindergartens in Hulan District have non preschool education majors. The kindergartens haven't considered whether the teaching quality of these teachers is up to standard, whether their software strength is up to standard, and whether they have received formal teacher training. The current situation is a kind of psychology of "handling children". In this industry, some kindergarten teachers don't have the teacher qualification certificate. In the survey, there were 54 kindergarten teachers with the teacher qualification certificate. And the remaining 46 didn't have the teacher

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qualification certificate. These teachers have not been trained by formal schools or training institutions. But kindergartens agreed them to engage in teaching. Therefore, teachers without formal training are also one of the reasons for the low quality of teacher in private kindergartens.

2) *Substandard educational background of teachers in kindergartens:* At present, the state does not clearly stipulate the educational background of kindergarten teachers. When kindergartens choose teachers, they only aim at whether kindergarten teachers love preschool education, whether they like kindergarten work, whether the candidates are healthy, whether their personalities are bright and lively, and whether they have the comprehensive quality of being a kindergarten teacher. However, they don't care about teachers' education background. Most of kindergarten teachers have low education background. When the private kindergartens in Hulan District of Harbin choose kindergarten teachers, the kindergarten teachers who choose teachers with bachelor degree accounted for 33% of the total, teachers with associate degree accounted for 35%, teachers with secondary school education accounted for 24% of the total, and teachers with senior high school teachers education accounted for 8% of the total. This data shows that the education background of kindergarten teachers is not high and kindergartens with teachers of high education background only accounts for a few, so the education background of kindergarten teachers is also one of the reasons for the low quality of teachers in private kindergartens.

### C. *Unreasonable Structure of Teachers*

1) *Young teachers lacking sense of responsibility:* Preschool teachers are not only an important part of early childhood education, but also the direct implementer of early childhood education. According to the survey results of kindergartens in Hulan District, Harbin City, it exceeds the interest rate of private kindergarten teachers. It is self-centered and likes to try new things, mainly in the characteristics of the only child, which makes Hulan District's teachers have weak sense of responsibility, easy to be emotional and lazy. Therefore, defects in these groups lead to the mobility of teachers to a certain extent. Because the young teachers' group also lacks the new experience of experience, let these young teachers take care of the children together.

2) *Kindergarten teachers lacking self-improvement awareness:* Hulan private kindergarten is the main place of preschool teacher education. But in addition to the basic foundation of establishing private kindergarten, the personal professional development of teachers in private kindergarten is the basis of managing private kindergarten. Teachers' culture and stability will inevitably have a leading or recessive impact on teachers' professional development. The professional development of teachers in private kindergarten is mainly through professional training or education training

in order to improve their professional ability, promote personal career development and internal motivation. Teachers' desire for self-growth can help them. By independent learning and actively promoting education and teaching skills, they can achieve professional development. Teachers in private kindergartens will have low level education because of their different problems. Therefore, private kindergartens can only actively promote teachers' independent learning ability and achieve both professional and career harvest.

3) *Weak sense of participation in management:* Because of the weak sense of participation in management, teachers of private kindergartens in Hulan District always accept management passively in the process of teaching management. In the research, it is found that some teachers even said: I am just an ordinary kindergarten teacher; kindergarten management has nothing to do with me; I just need to do my education well, and manage our class's children well. Teachers with such view in Hulan District are not a minority, and the indifferent attitude of private kindergarten teachers participating in teaching management directly leads to kindergarten management problems.

## III. STRATEGIES FOR IMPROVING THE ALLOCATION OF TEACHERS IN PRIVATE KINDERGARTENS IN HEILONGJIANG

### A. *Countermeasures to Increase the Number of Teachers in Private Kindergartens*

1) *Increasing teachers' fixed salary:* From ancient times to now, salary is the most concerned issue of employees, and also an important part of the management of teachers in a private kindergarten. The salary of private kindergarten teachers should be in line with the relevant national and local laws on the labor wage policy, considering the differences of employees' needs in combination with local life, measuring the proportion of the initial total amount after the cost of labor capital, and integrating the design of various factors. The purpose of salary design is to give corresponding rewards to employees' contributions and retain employees. The compensation mechanism can be used to promote the kindergarten and teachers to form a community of interests, so that teachers and kindergartens can achieve a win-win situation. Salary and welfare benefits are main reasons leading to the insufficient number of teachers in private kindergartens. Only by improving the most fundamental requirements, can kindergartens avoid the liquidity of teachers and directly increase the number of kindergarten teachers.

2) *Providing training and other benefits for teachers:* The private kindergartens' increasing salary and treatment will inevitably lead to the decrease of the benefit of kindergartens. It is suggested that kindergartens can apply to Hulan District government for help, and also increase publicity to attract businessmen joining in the construction of kindergartens, so as to improve the salary and welfare of kindergarten teachers, such as welfare allowances for

activities and holidays, improve the private kindergarten's care rate, improve the strength of private kindergartens, standardize the charging of private kindergartens and improve expense, especially those of kindergarten parents in Hulan District in this survey. In addition, kindergartens can provide teachers from other places accommodation or help them purchase houses, so as to choose the most excellent teachers from a larger area. Teacher training is an effective way to improve the quality of teachers and an important part of the construction of teachers' team, so private kindergartens establish good quality, reasonable structure and relatively stable teachers, mainly relying on the existing teacher training, and teachers can get training opportunities during the employment, get good teacher training in the training, and have more learning opportunities to study in excellent kindergartens, participate in large-scale parties and performances, and ensure that teachers in work can continue to grow and become talented in practical work.

#### *B. Measures to Improve the Quality of Private Kindergarten Teachers*

1) *To choose kindergarten teachers with high education background and good quality:* Starting from the selection of personal cultivation and quality, kindergartens can select teachers with higher and formal education background. Such teachers may have high-quality concept knowledge. Kindergartens can carry out centralized training for existing teachers, encourage teachers to study hard and obtain teacher qualification certificate, further guide the teachers in the kindergarten culture, and increase the strengthen evaluation of teacher title and improve the professional quality of technical personnel. Academic and technical titles provide more welfare help for senior private kindergartens, help them improve the standard of title positioning, improve their enthusiasm, pay attention to the selection of learning form and learning content for teachers' learning, and choose the learning methods and knowledge content that are suitable for teachers, and encourage their determination of training.

2) *To increase kindergarten teachers' performance assessment:* Kindergarten teachers' performance evaluation is a comprehensive observation, record, evaluation and analysis of teachers' performance, ability, fitness and other contents. The evaluation result is also an incentive for teachers' training, motivation and performance improvement in private kindergartens. Salary is based on the implementation of performance management, objective and fair standard of teachers' performance, which can promote teachers' professional development faster, improve the sense of responsibility and mission on preschool education, so as to improve the quality of teachers in private kindergartens in Hulan District.

3) *To increase the centralized training of existing teachers:* It is necessary to strengthen the professional training of teachers, strive to improve the quality of teachers

in private kindergartens, and change the current bad situation. First of all, according to the characteristics of increasing young teachers in private kindergartens and the introduction to teaching practices, it is able to standardize classroom teaching standards and increase other targeted research and training and other activities, so as to promote teaching ability, encourage teachers to participate in public courses, and organize teachers listen to, evaluate and share lessons with each other, and improve their own value in the process. Secondly, it is necessary to increase the intensity evaluation of the titles of teachers in private kindergartens and increase the number of professional and technical personnel in private kindergartens. The academic and technical titles of teachers can be given for the selection of senior private kindergartens. And it is necessary to give preferential policies to help them create title evaluation conditions. In order to improve their enthusiasm, kindergartens can give different fund incentives for different titles, which can give teachers a certain target and direction. Finally, kindergartens should pay attention to the selection of training form and content of teacher training, choose the training method and content suitable for teachers, encourage their enthusiasm for training, summarization and share after the training, discussing how to learn the training content, how to integrate the training knowledge into the education and teaching, and showing the knowledge and skills better and effectively.

#### *C. Countermeasures to Balance the Teacher Structure of Private Kindergartens*

1) *Reasonably allocating different positions of teachers in kindergarten:* The teacher management of Hulan private kindergarten shall combine the use and training of teachers, and strengthen the training and education of teachers, so that teachers can grow up and succeed in practice. Only in this way can the development of kindergarten be followed by others. Teacher training is an effective way to improve the quality of teachers and an important part of the construction of teachers' team. Private kindergartens establish good quality, reasonable structure and relatively stable teachers, mainly relying on the existing teacher structure. First of all, the management of teachers' files in private kindergartens should be unified, and a private kindergarten database should be established to grasp the dynamic information of private kindergarten teachers at any time, and promote their reasonable flow. Secondly, the education system of ideological and moral character of private kindergarten teachers and the unified examination can be used to promote the management standardization of private kindergarten teachers. Finally, it is essential to vigorously increase the teaching ability of public and private kindergarten teachers, and promote the common development of teachers and kindergartens. The traditional management philosophy focuses on the limitation of individuals. Through strict management organization of rules and regulations, it

emphasizes “systematic” management and neglects “human factor”, which cannot meet the process of people-oriented management idea of teaching management.

2) *Making a reasonable development plan for the allocation of teachers:* With the promulgation of “two-child policy”, preschool education is one of the most important things today. The reasonable allocation of kindergarten teachers needs extensive support. Only the whole society's attention and participation can promote the continuous development of private kindergartens. Therefore, Hulan local government and kindergartens will not only be responsible for the management, but also need full operation of relevant departments at all level. Relevant education departments need to carry out the responsibilities of a good tutor and design a reasonable play, short-term goals and long-term goals according to the local conditions and development requirements of kindergarten and preschool teachers, and provide scientific and effective guidance for kindergarten teachers. According to the teacher structure of kindergarten, they can give a development plan suitable for the kindergarten. According to the specific plan, it is able to implement effective and targeted training for kindergarten teachers

3) *The harmonious relationship between leaders and teachers:* The good relationship between managers and teachers can enhance the sense of belonging of teachers and the harmonious atmosphere of organizations, and make every organization work actively. The harmonious and equal atmosphere allows every teacher to feel the warmth of kindergarten and to a certain extent reduces the flow of teachers. In order to realize the harmony between the manager and the teacher, the manager can start from the following points:

First of all, they should care and understand teachers. In daily life, teachers will inevitably make mistakes because of some inevitable objective reasons. If the managers know the truth in time, understand the difficulties of teachers in work, it can make teachers feel the carefulness of the leaders and the warmth of the organization. It is not wise to blind criticize teachers for all problems.

Secondly, leaders should respect and trust teachers. Managers shall change their ideas and not ignore individuals, so that teachers may not passively accept leadership. Managers shall respect teachers, trust them, and regard teachers as creative and initiative subject. Through authorization, teachers are entrusted with important tasks, so that teachers can feel the trust from leaders, so as to stimulate teachers' enthusiasm for work.

Finally, leaders should appreciate and praise teachers. Appreciation and praise are a direct and effective way to mobilize the enthusiasm of teachers. Leaders of private kindergartens should pay attention to the advantages and strengths of teachers and give a sincere praise, which is a breakthrough to further encourage teachers' positive development and help them overcome the negative and ugly dark side.

#### IV. CONCLUSION

In a word, the allocation of teachers is an important standard to measure the quality of kindergartens. There are problems in the quantity and quality of the teachers of private kindergartens in Hulan District, Harbin City, Heilongjiang Province. The lack of quantity and low educational background cause the backward development of private kindergartens in this district. In order to change the quantity and quality of teachers in private kindergartens, it is necessary for private kindergartens to provide more training for kindergarten teachers to update the concept of kindergarten teachers and improve the ability of kindergarten teachers. It also needs the local education department to standardize the admission system of kindergarten teachers and strictly set the entry threshold for kindergarten teachers. At the same time, it is essential to give private kindergarten teachers equal rights, equal welfare treatment and more humanistic care, so as to ensure the stability of private kindergarten teachers and promote the overall development of preschool education.

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