



Professional Construction Analysis of Administrative Staff in Local Universities under the "Double First-Class" Initiative

Huan Wang^{1*}, Fang Shen², Bin Zhang¹, Ran Jia³

¹Teaching Affairs Division, Tangshan Normal University; Tangshan, 063000, China;

²Department of Resource Management, Tangshan Normal University, Tangshan, 063000, China;

³Discipline Inspection Commission Office, Tangshan Normal University; Tangshan, 063000, China

E-mail: 274754381@qq.com; 53149161@qq.com;
493601249@qq.com; 1093888675@qq.com

Abstract. The "double first-class" initiative provides new opportunities for the development of local universities. First-class universities and disciplines must have first-class management. In this paper, the "double first-class" construction and university administrative personnel were combined, and the important role of university administrative personnel in the "double first-class" construction was clarified. Through in-depth analysis of the current necessity and the status quo of the professionalization of local college administrators, the current problems in the professionalization of college administrators were clarified. Combined with the future development direction and goal of local colleges under the "double first-class" construction master plan, the professional construction strategies suitable for local university administrators were put forward from four aspects of optimizing organization, establishing training system, improving evaluation system and smoothing competition mechanism, aiming to explore how to speed up the pace of "double first-class" construction from the perspective of administrative staff management.

Keywords: "double first-class"; local university; administrative personnel; professional construction

1 Introduction

In recent years, various university ranking lists have emerged frequently, constantly stimulating the fierce competition of universities in various indicators such as talent training, scientific research and social services [1]. As an important carrier for training qualified builders and reliable successors of socialism with Chinese characteristics, colleges and universities shoulder more and more social responsibilities, and their development has been highly valued and supported by the Party Central Committee and the State Council. In 2017, China released the "Implementation Plan for

Overall Promoting the Construction of World class Universities and First class Disciplines”, which clearly pointed out that China should promote a number of high-level universities and disciplines that can enter the world's popular list, and accelerate the modernization of higher education governance system and governance capacity [2-3]. It can be said that the "double first-class" initiative provides new development opportunities for local universities, especially those without the identity of "211 Project". This paper conducted research on the professionalization of administrative personnel in local colleges and universities from the perspective of "double first-class" construction. The research results will help standardize the management of local colleges and universities, promote the training of higher talents, help the "double first-class" planning and construction, and improve the influence and popularity of local colleges and universities.

The "double first-class" initiative has brought significant historical opportunities for the development of local colleges and universities [4]. At the same time, local colleges and universities are also facing huge difficulties and challenges in building "double first-class". Local colleges and universities should focus on their unique local and application-oriented inherent requirements, accurately create school characteristics and carry out the "double first-class" construction of local colleges and universities.

2 Analysis of the Professional Construction of Administrative Personnel in Local Universities

The establishment and development of local colleges and universities have their own unique characteristics based on local characteristics, and the internal requirements of the professional situation of administrative personnel in different historical periods are also different [5-6]. At present, most local colleges and universities are in the critical period of transformation and development or the key node of moving towards high-level universities. Administrative staff management has made certain achievements since the way, but there are still many problems and obstacles. Local colleges and universities should pay high attention to the problem of their professional construction.

2.1 Necessity of professional construction of administrative personnel

(1) Meet the needs of scientific and standardized management. The management level and quality of university administrators have a direct impact on the allocation and use of university education resources, and play an important role in the development and reform of the university [7]. Under the "double first-class" initiative, colleges and universities should not only change from experience management to scientific management, but also carry out institutional innovation and management innovation, gradually changing the traditional education management model, which inevitably requires administrative personnel to strengthen professional construction.

(2) Meet the needs of high-quality education services. With the acceleration of the popularization of higher education, the demand for education is gradually diversified, and the competition between schools is more intense. High quality education services are the key to attracting students [8-9]. College administrators must change their way of thinking, establish the educational management concept guided by "double first-class", establish the concept of talents, quality and development, and make themselves become experts in educational management with modern management concepts.

(3) Meet the needs of internationalization of higher education. The internationalization of higher education helps to accelerate the development of higher education in China. With the opening of China's education market, some universities with weak comprehensive strength may be eliminated in the fierce competition [10]. The internationalization of higher education inevitably requires the administrative team of colleges and universities to keep pace with the times and constantly improve their professional quality and management level to meet the new requirements of the development of the situation.

2.2 Analysis of the current situation of the professional construction of administrative personnel

(1) The professional construction of administrative personnel in colleges and universities lacks attention. At the present stage, there is a lack of innovative models for the appointment and training of university administrators [11]. The competent education departments and universities rarely conduct market research or resource analysis on them. Most universities have a single management model, and administrators lack innovation and competition awareness. They still regard management as a general affairs type work.

(2) College administrators lack professional training. At present, one of the main problems of university administrators in China is the lack of professional management theory. In terms of the training of administrative personnel, the training content of most local universities is limited to superficial skills training, without systematic, professional and in-depth skills training. Although some colleges and universities will assign administrative personnel to focus on training or going out for investigation, due to the restrictions of administrative level or professional title, most administrative personnel lack similar opportunities.

(3) The motivation for the professional construction of university administrative personnel is insufficient. The personnel management system in colleges and universities is a work of innovation, and there is no experience to learn from the existing system [12]. However, the personnel reform will inevitably lead to institutional reform and personnel streamlining, which leads to college administrators' resistance in thinking and unwilling to touch this "minefield". The implementation of the personnel system in colleges and universities is not optimistic, which has greatly affected the professional construction of administrative personnel in colleges and universities.

2.3 Problems analysis in the professional construction of administrative personnel

There are many problems in the process of the professionalization construction of university administrators in China. The root causes are mainly as follows.

(1) The goal of the professionalization construction of university administrators is not clear. The professionalization construction of administrative personnel in colleges and universities mainly includes two aspects: first, the overall professionalization development of administrative personnel. The administrative personnel can be specialized in management, and perform their duties separately and cooperatively with teaching and research personnel; The second is the development of individual college administrators, making them gradually grow into educational management experts who "stress politics, be good at management, understand education and be professional".

(2) The admission system of university administrative personnel is not perfect. The "double first-class" construction has put forward high requirements for the degree of specialization of university administrators. At present, local universities have not incorporated the construction of administrative personnel specialization into the long-term planning and development of universities. Through the investigation, it is found that the situation of "emphasizing scientific research and neglecting management" is widespread in local colleges and universities. In addition, the sources of administrative personnel in colleges and universities are complex, and their professional abilities are uneven. Most administrative personnel have not been upgraded from experienced management to professional management. Therefore, it is very necessary to improve the access mechanism of university administrative personnel, strengthen the professional training of administrative personnel, and improve the level of professional management, otherwise it will affect the development of the university.

(3) The administrative personnel management mechanism in colleges and universities is not perfect. At this stage, the promotion system of administrative personnel in colleges and universities is lacking, and most colleges and universities have not yet had clear documents to regulate this work, leading to difficulties in the promotion of administrative personnel. In addition, a comprehensive and scientific assessment content and indicator system is an important link in the assessment of university administrators, but most universities have not yet formed a specific assessment mechanism for administrators at different levels [13]. There is no corresponding incentive policy in colleges and universities to mobilize the enthusiasm and initiative of administrative personnel, which affects the improvement of their management level to a certain extent.

3 Innovation Path of the Professional Construction of Administrative Personnel in Local Colleges and Universities under the "Double first-class" Initiative

In the process of speeding up the "double first-class" construction of colleges and universities, the administrative staff, as the basic management team of the school, will inevitably face many practical problems, such as the difficulty of work will increase, the work requirements will increase, which requires the administrative staff to strengthen the professional construction and effectively achieve the goal. From the perspective of administrative personnel management, this paper explores the innovative path to promote the professional construction of administrative personnel in local universities under the "double first-class" initiative, aiming to improve the working ability of university administrators under the new situation, better serve university discipline teaching and scientific research, and thus accelerate the pace of "double first-class" development and construction of local universities.

3.1 Dimensions of professional construction of university administrators

(1) Target construction oriented by "double first-class".

To build a "double first-class" local university, it is necessary to integrate the strategic requirements of "double first-class" into the construction of the university management system, especially the new requirements of the internal governance reform of the university into the school running orientation and goals [14]. Under such a development trend, the dimension of professional construction of local university administrators is not only to improve their working ability, but also to change their working attitude and innovative management methods. The goal construction of administrative management should be efficient administrative management and high-quality administrative services to effectively coordinate the smooth progress of daily teaching and scientific research in colleges and universities, rather than command or control. It is also necessary to reshape the overall goal of administrative management with the core concept of service innovation and education development, and mobilize and integrate all administrative resources to provide guarantee for discipline teaching and scientific research in colleges and universities with the guidance of "double first-class" construction.

(2) Capacity building oriented by "double first-class".

The implementation of the "double first-class" development strategy in the administrative management of colleges and universities should not only include the reform and innovation of the system, but also include the development of human resources for administrative personnel. Therefore, the ability development and professional quality of administrative personnel are facing new requirements. Administrative personnel need to carry out capacity building under the guidance of the "double first-class" initiative, which mainly includes two aspects: first, the informatization and

paperless office processes that meet the new requirements of information technology development are important means to improve administrative efficiency and standardize administrative processes, and are conducive to continuously promoting the completion of the task of "improving the internal governance structure" in the "double first-class" construction requirements. The matching information management concept and information professional skills are the key qualities necessary for local university administrators. The second is the professional development of administrative management, that is, administrative personnel should have management skills and professional accomplishments that match their posts, focus on strengthening the professional ability of administrative personnel, and at the same time, they should constantly instill new ideas of modern education management, so as to cultivate a professional and professional administrative management team that truly serves college education and teaching.

3.2 Professional construction strategy oriented by "double first-class" construction

In view of the current situation of the professional construction of administrative personnel in local colleges and universities, combined with the new requirements of the "double first-class" strategic construction and the internal laws of the development of local colleges and universities, targeted and practical reform of the professional construction mechanism is imperative.

(1) Optimize the organizational structure and achieve clear rights and responsibilities.

At present, most local colleges and universities basically follow the bureaucratic model of the government, which is a traditional administrative organization. The organizational structure of the main body is composed of section chiefs, department chiefs, school leaders, etc. of administrative departments. This kind of administrative structure can really play a positive role in the administrative management of colleges and universities: obey the arrangements of the higher authorities, act in accordance with the rules, and work from top to bottom, thus promoting the implementation of all work. However, if this single management structure is maintained for a long time, a series of problems will arise, such as complicated levels, low work results, and rigid work patterns. Therefore, colleges and universities should further innovate the administrative system management mode, reform the organizational structure, optimize the organizational structure setting, and get rid of the administrative problems arising from the institutional setting. The optimization principle is that the whole process of management should take service as the core goal, and set up institutions to solve the discipline development; Make effective use of human resources, and select personnel based on personal interests, career intentions, job needs and other factors. Through the continuous optimization and innovation of the administrative structure, the administrative departments of colleges and universities will be transformed into institutions

that truly serve the professional teaching and scientific research of colleges and universities.

(2) Establish training system and improve service level.

Colleges and universities should attach importance to the relearning of grass-roots administrative personnel and create training opportunities for their own quality and management ability. Training can be divided into three levels: ① school level training. Define the overall goal and demand level of the "double first-class" initiative of colleges and universities, so as to determine the training methods and specific training content. The strategic development plan of building a "double first-class" school is closely related to the vast majority of jobs in the school. How to speed up the completion of this overall goal, in addition to the high-level managers of colleges and universities to master, as grass-roots administrators must also pass targeted training and learning to clearly understand, so as to ensure that colleges and universities from top to bottom unified thinking, focus on key tasks, clear priorities. ② Post level training. Specify the work requirements and work standards of administrative posts, so as to determine the training methods and specific training contents. The overall school running goal, development planning and "double first-class" construction of the school all put forward higher requirements for the working standard and content of administrative posts. Therefore, all kinds of new knowledge, new skills and new ideas required by the administrative work constitute the specific training content at the post level. ③ Personal level training. Seek the gap between job requirements and personal performance assessment, and between the requirements of "double first-class" construction and development and personal skills, so as to clarify the work ability and professional quality that university administrators need to improve, so as to highlight the key points, define the objectives, and carry out targeted training, so as to make up for weaknesses.

The training mode can be selected as "strong bring weak", "point to area", "award to promote learning" and other modes; For different types of personnel, online education, pair training, centralized training, weekend classes and other training methods can be adopted; Experts and professors were invited to carry out special training lectures in colleges and universities, creating a good academic atmosphere for developing talents, respecting talents and retaining talents; To further highlight the dominant position of administrative personnel in training, we should not only consider the general needs of administrative personnel education and training, but also combine with the personalized training needs of different categories, different posts and different ages to carry out high-quality learning and training.

(3) Improve the evaluation system and stimulate work vitality.

The construction of mechanism optimization needs to start from the vital interests of employees, establish a scientific and reasonable performance evaluation system, fully mobilize the enthusiasm of administrative personnel, and constantly improve their professional quality. The performance appraisal system is a "big project", which relates to the interests of each administrative staff. First, define the post responsibili-

ties of grass-roots administrative personnel. The personnel department defines the work of the management department and defines the post responsibilities of the grass-roots administrative personnel, so that the examiner and the examinee can reach an agreement on the work objectives, work responsibilities and work requirements. Second, different performance evaluation standards should be formulated for different posts and administrative work of different nature. The personnel department of colleges and universities should fully investigate each administrative department and each internal administrative post, summarize and classify posts with similar work characteristics or work nature, have different assessment indicators for different administrative posts, and fully refine and differentiate the assessment standards for various administrative posts. Third, a multi-dimensional assessment and evaluation system. The annual performance appraisal of university administrators should not only evaluate their administrative professional ability, but also comprehensively evaluate their political ideology, work style, work performance, cooperation spirit, integrity and self-discipline, and other people's evaluation. In addition, the administrative staff of each department of the school can conduct interactive communication according to the actual situation of the school, and realize the mutual performance evaluation model. Only in this way can we establish and improve the performance appraisal system, constantly optimize the incentive mechanism, so as to promote the administrative personnel to continuously improve their professional quality and management ability, and ultimately provide effective support for the development of individuals and schools.

(4) Smooth competition mechanism and improve development space.

The traditional personnel system of "seniority" still exists in many local colleges and universities. Some young administrators think that they cannot get good opportunities for promotion because of their short service years and shallow qualifications. The existence of this kind of psychology makes the grass-roots administrative personnel lack of ambition. Therefore, in a fair competition environment, we should unblock the competition mechanism, stimulate work enthusiasm, and constantly improve ourselves.

Colleges and universities should clarify the future promotion direction of administrative personnel. In terms of professional title evaluation, combining the main work performance and professional technical level of grass-roots administrative personnel, we can obtain the evaluation of administrative serial professional titles and teachers' serial professional titles. Due to the large administrative workload and complicated work at the grass-roots level in colleges and universities, and the less time available for administrative personnel in scientific research, administrative personnel cannot meet the same requirements as full-time subject teachers in scientific research achievements. Full time teachers and administrative personnel can be ranked separately for evaluation when evaluating professional titles. In the process of job evaluation, the work performance of grass-roots administrative personnel can be evaluated regularly, and the appointment period can be determined based on the discussion of the results, so that the administrative department personnel can identify their future development direction and space, and constantly improve their professional manage-

ment level. Scientific, fair, open and transparent selection standards and rules shall be established in the process of post or title evaluation. It can also refer to the idea of promotion of government civil servants to formulate an incentive mechanism for the promotion of administrative personnel in colleges and universities. In addition, the contribution of administrative personnel to the "double first-class" development and construction of the University can also be used as one of the important reference bases for post promotion.

4 Conclusions

Under the current "double first-class" initiative, the competition among colleges and universities is becoming increasingly fierce. Local colleges and universities should strengthen the professional construction of grass-roots administrative personnel, take the mechanism reform as a breakthrough, improve the administrative efficiency and service level, and constantly optimize and improve the professional construction of local colleges and universities' administrative personnel. This will help to improve the professional level of local colleges and universities' grass-roots administrative personnel, and constantly innovate management methods, To improve the management ability, we can take the "double first-class" construction of colleges and universities as the goal, stimulate the sustainable and long-term endogenous power of local colleges and universities, and ultimately provide a strong guarantee for the transformation and development of local colleges and universities.

References

1. Qian Chen. Research on the Approaches to the Professional Construction of Administrative Personnel in Colleges and Universities [J]. *Western China (Theoretical Edition)*, 2017 (06): 101.
2. Wang Cheng. On the Professionalization Trend of Administrative Personnel in Colleges and Universities [J]. *Talent*, 2018 (11): 54.
3. Li Xiaoye, Li Xin. The Necessity of Strengthening the Professional Construction of Administrative Personnel in Colleges and Universities [J]. *Business*, 2011 (05): 121.
4. Li Lu. An Analysis of the Performance Appraisal and Performance Wages of University Administrators [J]. *Times Finance*, 2018 (10): 31-39.
5. Dai Xianhong. Research on the Specialization of Administrative Personnel in Local Colleges and Universities [D]. East China Normal University, 2008.
6. Huang Guan. Research on Problems and Countermeasures in University Administration [J]. *China Management Informatization*, 2018 (21): 47-53.
7. Guo Guihong. On Human Resources Management in Colleges and Universities [J]. *Liaoning Economy*, 2015 (05): 86-87.
8. U Teichler, AArimoto, WK Cummings. The changing Academic Profession[J]. *Changing Academy-the Changing Academic Profession in International Comparative Perspective*, 2013(4): 657-658.
9. Dongsong C. Research on Modernization of University Management Based on Knowledge Management[J]. *Journal of Applied Sciences*, 2013, 13(12): 2326-2330.

10. Mok K.H. Globalization and educational restructuring: University merging and changing governance in China[J]. Higher Education, 2005, 50(1): 57-88.
11. Huang Yong. "Double shouldered" administrative cadres in colleges and universities should be transformed into full-time ones [J]. China Science and Education Innovation. 2010 (13): 12-18.
12. Liu Bing, Ren Liwei. Cai Yuanpei's Thoughts on Higher Education Management [J]. Journal of Liaoning Institute of Education Administration, 2010 (3): 24-30.
13. Wang Yonggang. Research on the Performance Management of University Managers Based on the Peripheral Performance Theory [J]. Jiangsu Higher Education, 2012 (5): 118-119.
14. Wang Sihua. University governance and construction of middle-level cadres in colleges and universities -- based on the development goal of creating world-class universities and disciplines [J]. Journal of China University of Mining and Technology (Social Science Edition), 2015 (6): 92-93.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

