



Construction Method of Human Resource Management and Control System Centered on Post Management

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Abstract. This paper discusses the construction method of human resource management and control system centered on post management. This method highly integrates the post management system with the recruitment system, appointment system, cadre selection system, training system, assessment system and salary distribution system. In this way, key posts can be promoted and demoted, salaries can be promoted and lowered, and leadership cadres can be promoted and removed. It is helpful for public institutions to establish a mechanism conducive to attracting talents, stabilizing the talent team and fully stimulate the enthusiasm and creativity of all kinds of personnel.

Keywords: post management; post setting; post promotion; post qualification

1 Introduction

Since the Ministry of Personnel initiated the 《Trial Measures for the Post Setting and Management of Public Institutions》 (issued by the Ministry of People's Republic of China [2006] No. 70), public institutions began to take post management as an important content of personnel system reform has been formally put on the agenda. Before this, most public institutions had disadvantages in terms of job arrangements, cadre selection, salary and benefits, such as emphasizing identity, education, professional title, and seniority, resulting in issues such as inflexible employment mechanisms, low efficiency, lifelong tenure of job titles, difficulties in timely adjustment of salary, and the problem that leading cadres can only go up but not down^[1-3].

This paper discusses the construction method of human resource management and control system centered on post management. This method highly integrates the post management system with the recruitment system, appointment system, cadre selection system, training system, assessment system and salary distribution system. In this way, key posts can be promoted and demoted, salaries can be promoted and lowered, and leadership cadres can be promoted and removed. It is helpful for public institutions to

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establish a mechanism conducive to attracting talents, stabilizing the talent team and fully stimulate the enthusiasm and creativity of all kinds of personnel.

2 Overall Architecture

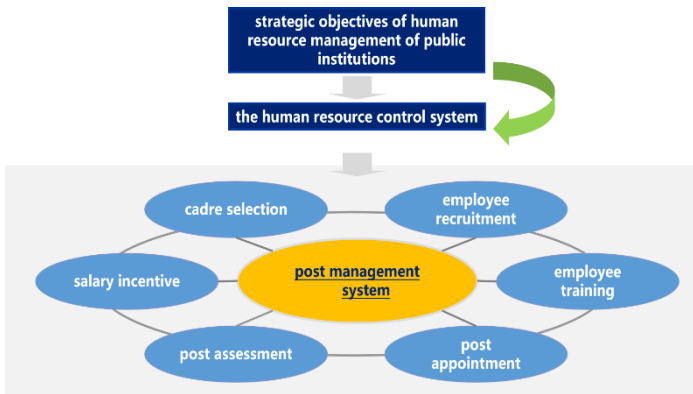


Fig. 1. Overall Architecture Design

According to the strategic objectives of human resource management of public institutions, a human resource and management control system centering on post management is constructed. Employee recruitment, employee training, post appointment, post assessment, salary incentive, cadre selection and other work are carried out around the post management system. The Overall Architecture of the human resource management and control system centered on post management is shown in the figure 1.

Establish a set of standardized post management system to ensure consistency at the institution level in post classification, post name, post description, post sequence and post promotion channel, avoid the separate administration of each department, so as to achieve the overall standard of post management.

On the basis of the post management system, we can recruit employees according to their post responsibilities, train employees according to their post qualifications, appoint employees according to their post qualifications, assess employees according to their post responsibilities and qualifications, conduct salary incentives according to their post ranks, and select cadres according to their post assessment results. Only in this way we can truly implement the human resource management and control system centering on post management^[4].

3 Structure of Post Management System

We can establish a complete structure of post management system. On the basis of improving post setting, designing post promotion channels and optimizing post qualifications, solidified post responsibilities and qualifications through post description, and restricted employee recruitment, employee training, post appointment, post

assessment, salary incentive, cadre selection and other work through post management regulations. The post management system architecture is shown in the figure 2:

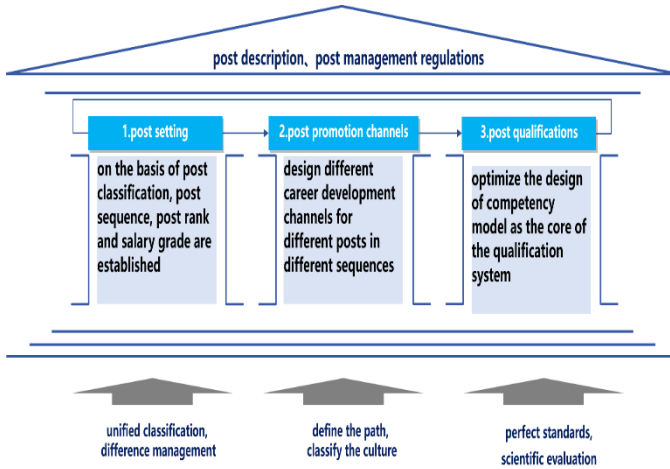


Fig. 2. Structure of Post Management System

3.1 Post Setting

According to the development status and management needs of different business departments of public institutions, the classification of posts should be unified, the definition of post sequence and post rank should be standardized, and the post rank should be associated with the salary grade. When creating a post, it is necessary to specify post classification, post sequence, post rank and corresponding range of salary grade. When an employee's post changes, the corresponding post classification, post sequence and post rank of the employee will automatically change, as well as the range of salary grades that can be matched by the employee^[5].

There are three commonly used methods for post classification: intelligent segmentation, process segmentation, and business segmentation. Please refer to the table 1 for details:

Table 1. Post Classification Method

Post Classification Method	Suitable for Public Institutions
intelligent segmentation	It is suitable for institutions with relatively independent business functions.
process segmentation	It suitable for institutions where the upstream and downstream relationship is obvious and the business relationship between departments is relatively strong.
business segmentation	It is suitable for institutions that are divided into departments by business.

After post classification is completed, post sequence, post rank and salary grade under different classification can be sorted out. Multiple post sequences can be established under the same post classification, multiple post ranks can be established under the same post sequence, and multiple salary grades can be established under the same post rank^[6]. Post sequence, post rank and salary grade refinement method is shown in the figure 3:

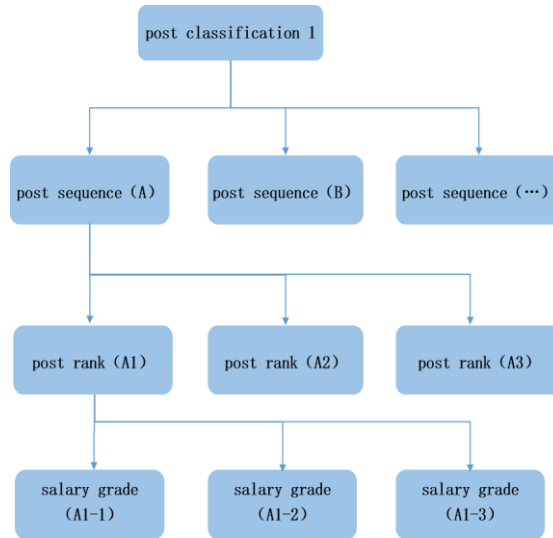


Fig. 3. Post Sequence, Post Rank and Salary Grade Refinement Method

The detailed example of post sequence, post rank and salary grade is shown in the figure 4:

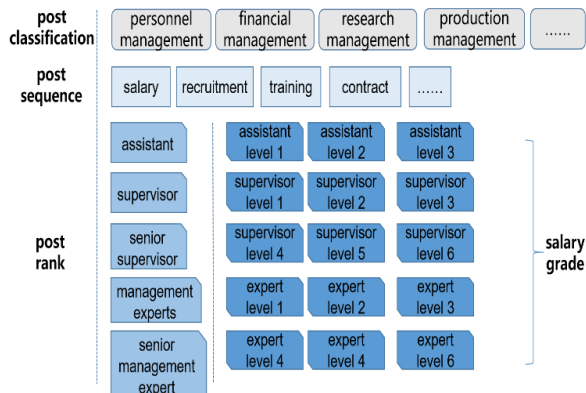


Fig. 4. Example of Post Sequence, Post Rank and Salary Grade

Only by linking the post rank and salary grade, and increasing the proportion of post wages, a salary distribution system that combines post, salary, responsibility, and rights can be achieved, and the enthusiasm of employees can be maximized^[7].

3.2 Post Promotion Channels

Post promotion channel is the need of institution development first, but also the need of individual development of employees. The fundamental starting point of the design of post promotion channel is the balance of the strategic needs of the institution, the career goals of the employees and the demands of the post on the ability and experience of the employees. In the planning and design of post promotion, it is necessary to meet the demand for talents based on the of strategy of the institution, combine the career development goals and interests of employees, and assist employees to achieve their career development goals by identifying and cultivating their abilities and experiences. Post promotion needs of employees are shown in the figure 5:

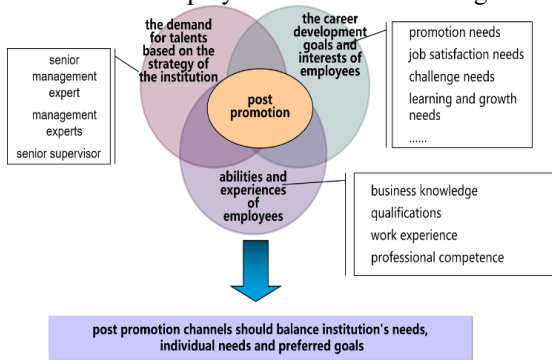


Fig. 5. Post Promotion Needs of Employees

Principles should be considered in the design and application of post promotion channels:

- Based on posts and centered around standards: Based on posts, divide post sequences; Establish corresponding post qualification standards as the basis for employee career development;
- Horizontal and vertical integration, diversified development: An employee can choose a single professional channel, or can be appointed to the management channel after the professional channel reaches a certain rank; Those with outstanding abilities may also be selected to the leading cadre channel;
- Being able to go up and down, selecting the best from the best: Based on the qualification standards, achieve a management mechanism that is able to go up and down, and promote healthy competition and flow of talents; The higher the rank, the more demanding the post requirements are, and only better employees can be competent.

An example of a typical post promotion channel is shown in the figure 6:

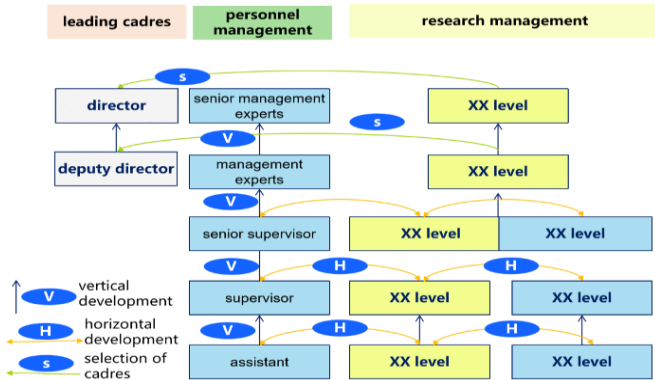


Fig. 6. An Example of Post Promotion Channel

3.3 Post Qualification

Post qualification model is generally described from the aspects of basic conditions, experience and professional ability. Basic conditions include education, major, professional title, etc. Experience includes work experience and management experience. Professional ability generally includes professional knowledge, professional qualifications, assessment and other aspects.

When creating a post, the corresponding qualification must be selected. Only employees with the necessary qualifications can assume this post. Post assessment is also conducted for the competency items of post qualifications. When the assessment results do not meet the standards, it is necessary to improve the competency level through training. Employees who still do not meet the standards through training need to be transferred from the post.

An example of the qualification model is shown in the figure 7:

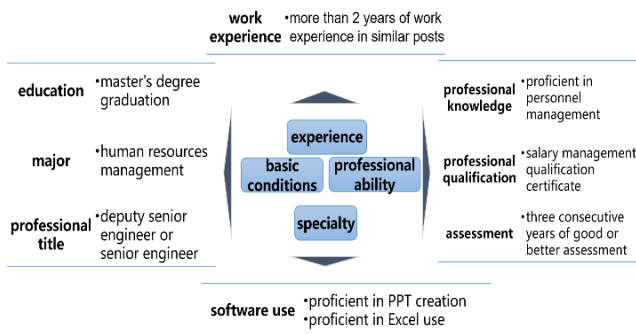


Fig. 7. An example of Qualification Model

3.4 Post Description

Combined with the results of post optimization, it is necessary to clarify the division of post responsibilities, solidify the post responsibilities and the qualification

requirements of the employee with post description. Post description must be fully considered within the institute, taking into account the business processes, actual situations, and characteristics of each department. After multiple rounds of communication and discussion, it can be finally determined. Finally, post description will be compiled into a volume. An example of post description template is shown in the table 2:

Table 2. Example of Post Description Template

institute		department		post name
post classification		post sequence		post rank
post responsibility				
job responsibilities		quality responsibility		
safety responsibility		confidentiality responsibility		
post qualification				
basic conditions		experience		
professional ability		specialty		

3.5 Post Management Regulations

Post management regulations should comprehensively cover all aspects of post setting, post classification, post sequence management, post rank management and so on, so as to standardize post setting and guide post classification, post sequence and rank division. Post management regulations provides support for employee recruitment, employee training, post appointment, post assessment, salary incentive, cadre selection and human resource information construction.

4 Conclusion

The construction of human resource management and control system centering on post management is a necessary measure for the reform of post system in public institutions. It is a complex and sensitive system engineering, and its focus should not be limited to the reform of the post management system itself, but to clarify the connotation and scope of this reform^[8]. The post management system should be strategically planned based on the overall reform of the institution's human resource system. Post management system is not isolated, it is the core link in the human resource management process, providing a foundation and direction for employee recruitment, employee training, employee appointment, employee assessment, salary incentives, and cadre selection^[9]. The goal of this reform can be achieved only by setting up posts according to demand, assigning responsibilities according to posts and making correct evaluation,

and establishing and improving various incentive mechanism of distribution on this basis^[10].

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