

# Study on the Innovation of Performance Evaluation Indicator System of Colleges

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**Abstract.** This paper is carried out based on modern human resource management theory, which systematically introduce the ideas to conduct reform as well as innovation for the performance evaluation indicator system of colleges. This paper takes performance evaluation as the guidance, which introduces scientific results transformation and creative & entrepreneurship education into performance evaluation indicator system to gradually perfect it and meanwhile, promote difficulties as well as hot topics in colleges.

**Keywords:** College Teachers; Performance System; Index System; Innovation Research.

## 1. Introduction

College teachers are very important human resources in China, who undertake important tasks to cultivate high-end talents with high quality and at the same time provide intellectual support for national rejuvenation through science and education and talent theory. Along with the extension of higher education scale, the faculty team of various colleges is expanding and the teacher number is soaring. How to strengthen the team construction of faculty, and effectively improve the overall quality of teachers have become important questions that human resource management in colleges have to deal with urgently.

One of the important tasks of human resource management in colleges is to carry out performance evaluation on teachers. Along with the development of modern human resource management philosophy, various colleges in China have started to adopt performance evaluation to comprehensively assess teachers in terms of morality, ability, attendance and performance. However, with the progress of time and development of society, a glittering array of higher education reform policies have been released, and traditional evaluation can no longer satisfy the requirement of the development strategy of colleges. Therefore, to reform and innovate the performance evaluation indicator system with time should be important means as well as effective approaches to let colleges adapted to the higher education development and optimize personnel mechanism.

## 2. The connotation of performance evaluation

In 1995, a world famous performance management researcher called Harold Koontz put forward that performance evaluation aims to correct the deviation of tasks, aiming to realize the work plan. In 1958, Rilop Kelly suggested that performance evaluation can weigh the contribution of an individual, work quantity and quality as well as work potential, which can assist the individual to achieve goals. In 1983, Edwards pointed out that performance evaluation actually evaluates performance difference of individuals as well as personality difference in different working environment. At the same time, relevant departments can carry out punishment or rewards based on this. In 1993, Thill, Bovee, Dovel and Wood etc brought up an opinion that performance evaluation is to evaluate the business performance related to employees and we will give feedback.

To conclude, from the perspective of the author, performance evaluation is to evaluate the work attitude, behavior and performance based on established development strategy, which can also encourage and lead the work of employees. It has the following three characteristics: Firstly, performance evaluation is a process to recognize, test and develop the performance of employees which is a kind of basic and regular work of modern human resource management; Secondly,

performance evaluation is an important human resource management system, which is a base to carry out other human resource management activities, and its result will directly affect the productivity effect and efficiency; thirdly, via performance evaluation, we can facilitate the development of various business, improve management efficiency and at the same time improve professional skill and individual quality, which will inevitably realize a mutual-win condition for both the company and employees.

### **3. Current condition of performance evaluation in colleges**

Until now, the performance evaluation has been implemented by various colleges. However, parts of colleges still use traditional human resource management mode and the current performance policy as well as indicator system still has a series of problems and cannot help to achieve the development goal. For example, the assessment position is unclear, lots of colleges do not take into account the running goal as well as positioning and blindly set the assessment standards without scientific base, so that it cannot play the role of encouragement and direction; the evaluation assessment cannot fully reflect the professional characteristics of teachers because their work is complicated while their labor time as well as results cannot be limited as high school teachers. However, some schools simply quantify the evaluation indicator, ignoring the quality and violate the professional characteristics of teachers; what's more, it also ignores the personality development of teachers and parts of schools do not take into account the different career stage, research area which confine their career development; furthermore, leaders and teachers do not have a clear understanding of evaluation and some of schools neglect the motivation as well as training and teachers passively accept the evaluation assessment, ignoring the feedback and application so that the evaluation is mere formality.

### **4. Basic principles should be obeyed while carrying out evaluation assessment**

To begin with, it should be fair and open. That is to say, we have to adhere to the standard to make the evaluation indicator system fair and the assessment process fair and at the same time the assessment result should be open; secondly, we should stick to comprehensiveness as well as taking into account of all people to evaluate the morality, ability, attendance and performance, meanwhile set different evaluation methods for different jobs and teachers of different levels; thirdly, we should combine qualitative assessment and quantitative evaluation to make scientific, objective, proper and operable standard; fourthly, we should integrate the principle of direction and development. That is to say, the implementation and design of performance evaluation implementation should take the overall strategic development goal as the direction, aiming to improve teachers' performance and quality. In addition, we have to be equipped with a developmental perspective to timely improve and perfect.

### **5. Innovation of performance evaluation indicator system**

In September 2016, the Ministry of Education issued *Guidance on deepening the reform of evaluation system for college teachers*, which pointed out that performance assessment is the base for teacher enrollment, salary, award and punishment which can encourage teachers to take the initiative to work. In the new era, the evaluation reform should start from a overall situation to, on the one hand, pay attention to the fundamental work of colleges and on the other hand, keep with times and timely carry out innovation. All in all, we should stick to the direction function to explore the science and technology transform to innovate social service mechanisms.

#### **5.1 Firstly, introduce S&T achievements transformation into the performance evaluation indicator system**

Along with the continuous development of socialist market economy, the quality of scientific research has become an important indicator to evaluate the comprehensive ability of schools. S&T achievements transformation, as an important part of scientific and research work, has received more and more attention of scientific research management department. Colleges are important bases to

produce scientific while college teachers are creators of scientific results as well as the promoters. At present, the science and technology transformation rate is relatively low, and the fundamental reason is the lack of incentive mechanism, which severely affects the passion of teachers and hinder the S&T achievements transformation. In order to be adapted to the development requirement of colleges, we should introduce S&T achievements transformation into the performance evaluation indicator system, which can be deemed as an effective way to improve the transformation rate.

Traditional college evaluation indicator system only focuses on academy, including research projects, research paper, and research award, ignoring the economic and social efficiency created by researchers. Based on the reform and innovation of college performance evaluation indicator system, we should introduce the scientific result into the evaluation system and adopt different standard based on scientific research promotion quality, quantity, and economic efficiency to set different weight and methods to evaluate college staffs.

### **5.2 Secondly, introduce creative and entrepreneurship education into the performance evaluation indicator system**

Since the implementation of mass entrepreneurship and innovation policy, various colleges at home eagerly respond to the call to positively establish the platform and create the environment and at the same time encourage students to carry out entrepreneurship so as to better serve the innovative nation with achievement. However, the creative and entrepreneurship education is still in the first stage with a lot of problems. So, to introduce creative and entrepreneurship philosophy into higher education system, we have to vigorously strengthen the faculty team construction to comprehensively improve the quality of faculties besides establishing creative and entrepreneurship education course system. What's more, the most effective way is to introduce creative and entrepreneurship education into performance evaluation indicator system to encourage core teachers to do part time job in companies, join in practice activities and apply for entrepreneurship projects so as to improve their innovation idea, entrepreneurship ability and collect experience. Based on the reform on performance evaluation indicator system, we should encourage teachers to students to develop creative and entrepreneurship projects with certain evaluation standards based on project importance and funding so as to encourage capable teachers to contribute to the creative and entrepreneurship education.

## **6. Summary**

Evaluation assessment plays an important role in modern human resource management, which can provide various basic information and its result is mainly applied in the following work: firstly, performance evaluation is important base for teachers to go further training which can help teachers to find out their merits and demerits so that they can take time to do training, study etc and thus, teachers can improve themselves and play their role. Secondly, to take modern human resource management theory as the guidance, we should take performance evaluation result into award, promotion so as to demonstrate the principle of people orientation and distribution according to work. Secondly, concerning the performance evaluation result, we have to study on it and refer to it to guide the development policy, talents introduction etc.

Performance evaluation is the innovation of modern human resource management and an important means to promote the personal system reform which can provide incentive mechanism, commitment mechanism, and competition mechanism. The practice shows that via performance evaluation, we can carry out periodic quantification, implement scientific, reasonable, fair evaluation to encourage and restrict teachers. What's more, we can also promote the rapid development and health growth of teachers to improve the development strategy of schools.

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