

# **Research on the Management of the Performance of College Ideological and Political Work Based on Personal Competency**

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**Abstract.** This paper integrates the theory and method of human resource management into the research of ideological and political education in colleges and universities from the perspective of innovation research. Based on the individual competency of the ideological and political team of colleges and universities, the performance management system of ideological and political work is established. Its connotation is the cyclical process of performance planning, performance monitoring, and performance evaluation and performance feedback in order to achieve the goal of talent training under the guidance of the core values of school ideological and political work. By defining the evaluation subject and the assessed person, a key evaluation index library and evaluation operation system based on competency characteristics are established, the performance of the ideological and political team is improved through effective performance feedback, thereby comprehensively improving the quality and effect of ideological and political education work in colleges and universities.

## **Introduction**

In the new era, the party and the government attached great importance to the quality evaluation of ideological and political work in colleges and universities. In February 2017, the "Opinions on Strengthening and Improving the Ideological and Political Work in Colleges and Universities under the New Situation" issued by the Party Central Committee and the State Council emphasized that it is necessary to improve the evaluation system of ideological and political work in colleges and universities. To study and formulate an evaluation system with comprehensive content, reasonable indicators and scientific methods to promote the institutionalization of ideological and political work in colleges and universities.[1] December of the same year, The Ministry of Education issued the "Implementation Outline for the Improvement of the Ideological and Political Work of Colleges and Universities", and proposed a top-level design and construction blueprint for improving the quality of ideological and political work in colleges and universities. The main body we need to implement all kinds of work is "people." Different individuals in the process of ideological and political education will bring differences in work quality evaluation due to differences in motivation, personality traits, attitudes, social roles, knowledge and skills. This paper explores the perspectives of management, sociology and other disciplines. The method is integrated into the research of ideological and political education, and establishes the modernized quality evaluation system of ideological and political work in colleges and universities according to the idea of performance management. This is the demand of ideological and political work in colleges and universities in the new era.

## **First, the Significance of the Research on the Performance Management of Ideological and Political Work in Colleges Based on Individual Competency**

### **The Practice Call of Ideological and Political Work in Colleges and Universities**

The performance management of ideological and political work in colleges and universities is the fusion of modern human resource management and ideological and political education, and also a new path for the evaluation of ideological and political education quality in colleges and universities. We have always focused on issues such as "how to look", "how to do" and "how to

evaluate” in college ideological and political education. We insist on development as the core concept of evaluation, explore the connotation and relevance of individual competency and performance management of ideological and political work in colleges and universities, and strive to create a performance management culture that meets the actual ideological and political work of colleges and universities. By exploring the individual competency characteristics and index database of college ideological and political teams, we can establish the performance evaluation index and operation mode of ideological and political work in colleges and universities according to individual competency characteristics, and systematically solve the category and structure of the measurement items of ideological and political education evaluation. The problems are not reasonable enough, and the methods and methods of assessment and evaluation are not properly mastered, so as to improve the quality of ideological and political work in colleges and universities.

### **Theoretical Innovation in the Ideological and Political Work in Colleges and Universities**

After McClland proposed the concept of competency, the competency movement was studied worldwide. It was first introduced to China in 1998. In 2004, it began to develop rapidly in the fields of management and human resources management. Domestic scholars introduced it to colleges and universities in the early 21st century. From the perspective of psychology, some scholars have established eight characteristics of college teachers' competency model. There are psychological test data analysis and research on different college groups such as student cadres and psychological committee members. From the perspective of management, some scholars have carried out research on the competency model of university leaders, young teachers, innovative entrepreneurs, and teaching managers. From the perspective of education, some scholars have proposed a six-factor competency model for college counselors. Through an interdisciplinary perspective, we try to find out the individual competency of ideological and political work in colleges and universities through scientific and rigorous empirical analysis, and build a scientific performance management system based on this. This is a brand-new evaluation of the quality of ideological and political education in colleges and universities. The research system innovatively solves the outstanding problems of combining theory with practice.

### **The Ideal Appeal of the Ideological and Political Evaluation Work in Colleges and Universities**

2017 is a turning point in the study of the evaluation of ideological and political work in colleges and universities. Prior to this, the research focused on three levels. The first is based on the basic questions of evaluation, mainly from the evaluation of connotation and evaluation of the two dimensions of subject and object. There are a lot of research results around methodology, value theory and process theory. Second, based on the study of the practical process. From the two levels of evaluation system and practice method, from the aspects of subject and object, process and effect environment, explore and discuss the evaluation system, and use multi-disciplinary evaluation tools to establish evaluation indicators. Third, based on the evaluation criteria, the two standards of “two weights”, “three weights” and “five weights” were proposed, which respectively gave different values and connotations. In 2017, after the National Conference on Ideological and Political Work in Colleges and Universities, the research on the evaluation of ideological and political work in colleges and universities was more in-depth and rich. The evaluation of ideological and political work has opened up new fields, in-depth study of the concept, connotation, significance, basic principles, theoretical basis of quality evaluation, and the research ideas of quality evaluation of ideological and political education in the new era. Therefore, the innovation of research perspectives, and highlighting the people-oriented, explore the differences in the evaluation of job quality caused by the differences in competency between different ideological and political work individuals in the process of education, is a new research method for the evaluation of ideological and political work in colleges and universities. means.

## **Second, the Connotation of Performance Management of Ideological and Political Work in Colleges Based on Individual Competency**

The performance management of ideological and political work in colleges and universities has always been based on the world outlook, outlook on life and values of college students. The mission of cultivating new people in the era of the great rejuvenation of the Chinese nation is to help college students master Marxist positions, viewpoints and methods, thereby enhancing the ability of college students to recognize and transform the world. Under the guidance of the mission and core values of the medium- and long-term development plan of the school, the cycle of performance planning, performance monitoring, performance evaluation, and performance feedback in order to achieve the goal of talent training is to ensure the work behavior of the school's ideological and political team. And the results of the work are consistent with the goals of school party and government expectations. Through continuous improvement of the counselor, party general branch, and the management level of the Ministry of Education, the Youth League, and the Marxist Academy, the school finally achieves the goal of talent training in the school.

Its connotation consists of three levels:

First, in the context of the new era of big political policy, the performance management of ideological and political work in colleges and universities is an integrated management system that realizes the goal of talent training in schools under the guidance of school development planning and core values. This system is part of the overall strategic development management of the school. It always focuses on the overall strategic development goals of the school, and together with the teaching assessment system, scientific research assessment system, and talent assessment system, it forms the overall performance management system of the school. Second, the performance management of ideological and political work in colleges and universities is a closed loop system of continuous improvement consisting of performance planning, monitoring, evaluation and feedback. The circulatory system is interlocking, echoing and interacting, and fully exerting each link. The role. Third, the performance management of ideological and political work in colleges and universities is a comprehensive management of organizational performance, departmental performance and individual performance. It is not only for grassroots first-line counselors, but also includes the student chief, the deputy secretary of the party branch, and the administrative work of the school and the Communist Youth League. Personnel, etc., assessment is a comprehensive system covering the subject of diversified evaluation.

## **Third, the Performance Management System of Ideological and Political Work in Colleges Based on Individual Competency**

### **Appraisers and Evaluators**

Determining the assessment subject is the basis for establishing a performance management system. The main body of the performance appraisers of ideological and political work in colleges and universities is the administrative superior leadership department (superior leader), which is determined by the university administrative management system. The existing organizational structure of colleges and universities is usually the deputy secretary of the party committee in charge of ideological and political work, which mainly focuses on the ideological and political departments such as the Student Work Department, the Youth League Committee, and the Marx College. The Student Work Department focuses on the ideological and political education of each college and the daily education of students. The Youth League Committee is responsible for the daily ideological and political education of young members of the school. Marx College is mainly responsible for the organization and implementation of ideological and political classroom teaching. Under the unified guidance and management of the ideological and political departments of the school, each college is led by the deputy secretary in charge of the ideological and political work of the students to lead the students, the counselors and the class teachers to carry out the ideological and political education of the college students. Therefore, the appraisers include three types of personnel: "Ideological and Political Course Teachers", "Counselors" and "Ideological and Political Leaders".

### **Analysis of the Competence Characteristics of Ideological and Political Personnel**

According to the classification of the appraisers, the three categories of different evaluators have different post competency characteristics. Through literature analysis, we define the corresponding competency characteristics for each of the three types of personnel. First, the ideological and political class teachers proposed 25 competency indicators from the six dimensions of professional knowledge, professional skills, professional ethics, political literacy, personal traits, and teacher-student harmony.[2] Secondly, based on the duties of counselors and the organizational characteristics of colleges and universities, we define the competency characteristics of college counselors in five aspects: knowledge, skills, social roles, motivations and traits. Their competency is characterized by professional attitude and quality, professional knowledge and interpersonal relationships. It consists of six factors: communication and coordination, self-regulation, problem-solving ability and extroversion.[3] Third, as a leading cadre of ideological and political cadres, it is not only a middle-level leading cadre in colleges and universities, but also a political and ideological education worker in colleges and universities. Starting from the special requirements of the quality requirements and assessment standards of middle-level cadres in colleges and universities, from the five aspects of morality, energy, diligence, performance, and integrity. The aspect extracts 20 competency indicators. [4]

Based on the above research foundation, based on the characteristics of ideological and political education in colleges and universities, we find that the three types of ideological and political personnel should have two major aspects: “management competence” and “educational competence”. Among them, “management competency” includes four aspects: administrative office ability, communication and coordination ability, job occupational attitude, and creative creativity. The characteristics of education competency include the basic knowledge of the professional education process (eg psychology, social philosophy, Three basic aspects: basic knowledge such as political science, education guidance ability, and educational tool use level. Therefore, through repeated verification, the seven key ideological and political personnel's personal competency characteristics are extracted as the basis for performance appraisal.

### **Performance Evaluation Index System**

The focus of building a performance management system is based on the seven individual competency characteristics of ideological and political personnel. It always focuses on the development of school personnel training and medium and long-term development planning, and decomposes the school's ideological and political work development tasks into a series of measurable assessment projects. The measurement project is not only an important component of the school strategy, but also the object to be measured. Then each measurement project is designed into one or several key performance indicators one by one. In fact, each measurement project is the specific target of the school's ideological and political work strategy. expression. For example, in the 13th Five-Year Plan, the school's strategic goal of thinking and thinking is to form a working pattern of “big thinking and politics” in the whole school. Decompose this goal into three strategic sub-goals of “all-person education, whole-process education, and all-round education”. The goal of “all staff education” is based on the competency characteristics of the ideological and political team. It can be designed as a measurement project by focusing on “communication and coordination ability, job occupational attitude”, and further complete the completed key performance indicators, such as: “Communication Coordination ability is expressed in detail according to number, name, definition, purpose of setting, responsible person, data source, calculation method, evaluation cycle, etc. Through a series of compilations, a complete set of performance appraisal indicators based on competency is formed. This set of indicator libraries closely focuses on the strategic tasks of the school, and each assessment point always implements the overall goal of the school's ideological and political work.

## **Design of the Performance Evaluation System**

To implement a highly efficient ideological and political performance appraisal system, a complete organizational operation system is required. It is necessary to establish a set of performance evaluation management institutions in combination with the existing administrative organization structure of the school and the reality of ideological and political work. The first is the Ideological and Political Work Performance Management Committee, which is composed of the principals in charge of the ideological and political work school, the personnel department, the organization department, and the school of science and technology. It is responsible for studying the major policies and ideas of performance management, design plans and implementation control. The second is to establish a daily management team for the performance management of ideological and political work, responsible for the collection of departmental and individual indicator data and the accounting of key performance assessment indicators.

The performance appraisal organization is implemented in a horizontal division and vertical decomposition. The horizontal division of labor is based on the annual tasks of the ideological and political work of the school and the division of labor of the organs and departments. Each of them is responsible for the work within the division. For example, the Ministry of Education and the Youth League have their respective job responsibilities. The vertical decomposition is to implement the overall goal of the school. As determined, this is a necessary premise for the goal of ideological and political work at the top of the school, focusing on the decomposition of the indicators and the implementation of the implementation. Through the horizontal division of labor and vertical decomposition, the school's ideological and political work performance indicator system and evaluation system are basically established, and the performance management system can be gradually implemented in such a network structure.

## **Feedback and Application of Evaluation Results**

Feedback on performance appraisal results is the final step in the performance management system, but it is also a critical link. The ideological and political workers distributed in different positions on the campus complete the tasks according to their duties, and form a self-evaluation level based on the assessment indicators. Is this self-evaluation consistent with the assessment level given by the assessment subject, and whether the understanding of the school's strategic objectives and tasks is accurate? And in place, whether to identify and satisfy the assessment process and method implemented by the evaluation subject, these need to communicate and feedback through performance interviews. The daily management team of the ideological and political work performance management should collect feedback and comments from the appraisers in a timely manner. In the daily work, it is necessary to do a good job analysis of the fluctuations of the performance appraisal data, and communicate in a timely and effective manner to facilitate the application of the appraisal results. Let the results of the evaluation of ideological and political work in colleges and universities play an active role in the selection of cadres in colleges and universities, performance pay, and training development.

The performance management of ideological and political work in colleges based on individual competency is an exploratory study. It has a positive effect on the new requirements of ideological and political work in colleges and universities in the new era. When applying the corresponding tools of management, how to adapt to the local conditions and seek truth from facts Researchers have put forward more and higher requirements. In the process of continuous exploration and research, the ideological and political evaluation work of colleges and universities will be continuously enriched and improved.

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