

Problems and Countermeasures of Human Resource Management in Local Universities

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Abstract—Colleges and universities undertake the important task of training talents, inheriting knowledge and creating knowledge. The development of colleges and universities is directly related to the comprehensive strength of the country, and the key to the development of colleges and universities lies in people. In recent years, many colleges and universities have launched a new round of human resources management system reform to meet the needs of establishing modern university system, and have made remarkable progress and breakthroughs. The reform has brought vigor and vitality to colleges and universities. However, due to the internal motivation and external constraints, the reform of human resources management in local universities is not perfect, and the human resources management system and mode are relatively lagging behind. There are drawbacks that do not adapt to the development of social economy. This paper analyzes the main problems existing in the human resources management of local universities, and puts forward some ideas and countermeasures to strengthen and improve the human resources management of local universities.

Keywords—Universities, Human resources management, Problem, Countermeasure

I. CHARACTERISTICS OF HUMAN RESOURCE MANAGEMENT IN COLLEGES AND UNIVERSITIES

Human resources in colleges and universities are the summation of the labor abilities of the faculty and staff engaged in teaching, scientific research and logistic services. The human resource management emphasizes that faculty members should be regarded as a potential resource, that is to encourage and develop faculty members, to improve work efficiency and quality, and to effectively develop, rationally utilize and scientifically manage human resources.

Human Resource Management in Colleges and Universities is the Integral Development of Human Resources

There are many types of personnel in universities, including teaching, scientific research and assistant personnel, Party and government administrators, and a large number of logistics personnel. Different personnel have great differences in academic level, knowledge, ability and so on. As the main teaching and scientific research group in universities, academic labor force is the main component of human resources in universities. To do a good job in the overall development of human resources in colleges and universities, it is necessary to rationally allocate scientific and technological talents in all aspects, take teachers as the main body, tap the potential of teachers' teaching and scientific research, correctly handle the relationship between parts and the whole, and manage all kinds of personnel according to their characteristics, so as to turn the potential of human resources into benefits.

The Goal of Human Resource Management in Colleges and Universities is to Arouse the Enthusiasm and Creativity of Staff

Scientific and reasonable post setting, strict and thorough performance appraisal, fair competition mechanism, effective distribution mechanism and flexible supporting measures are the key to mobilize the enthusiasm and creativity of faculty and staff, and to deepen the reform of personnel system in universities, optimize the structure of faculty, and improve the quality of education, scientific research level and school-running efficiency.

Human Resource Management in Colleges and Universities is the Core of Management Work

The coordinated development of teaching, scientific research, logistics and other work in colleges and universities depends on the coordinated relationship between the various elements of the human resources system and depends on the rational allocation of human resources. Every management work in colleges and universities is based on human resources management. The quality of human resources management in colleges and universities has a great impact on the quality of education, scientific research level and school-running efficiency.

Human Resource Management in Colleges and Universities is a People-Centered Initiative Management

Teachers in colleges and universities have a higher cultural level, and the spiritual needs of them occupy an important position. Their labor achievements and value expectations are widely recognized by the society. The need to create achievements urges them to keep forging ahead, to explore bravely, and to improve the quality of teaching and scientific research. Therefore, the establishment of incentive mechanism aimed at improving the subjective initiative of university teachers is one of the key contents of university personnel management.

II. MAIN PROBLEMS EXISTING IN HUMAN RESOURCES MANAGEMENT IN LOCAL UNIVERSITIES

Backward Ideas and Lack of Human Resource Management Ideas. At present, most local universities in China are still at the stage of traditional personnel management. The human resource system in universities is still a set of personnel management system established under the condition of planned economy in the past. On the one hand, the understanding of the reform of personnel system in universities is not comprehensive enough, and the understanding of the purpose and process of the reform is not in place. Many reform measures are carried out only under the impetus of government departments. In the reform, the old system is simply replaced by the new system, which is actually ineffective. On the other hand, there is no clear, scientific and rational development strategy in universities, which leads to the lack of human resources management strategy and planning. In the process of personnel system reform in universities, the reform implementation plan is not scientific and reasonable enough, without its own development strategy, and can not grasp the overall and long-term interests of the development of schools. The reform plan only copies the plans of universities with strong comprehensive strength, without its own human resources planning, and the human resources management still follows the traditional management mode.

The Way of Talent Introduction Lacks Rationality and Scientificity. The introduction of talents is a scientific, rigorous and orderly work for the development needs of local universities. This work should be planned, procedural and scientific, that is, it needs human resources planning, job description, recruitment plan, recruitment, recruitment and evaluation procedures. However, many local universities lack standardized recruitment process in talent introduction, and the method of talent selection is single. Scientifically selecting talents should be carried out by comprehensive application of written examination, scenario simulation, interview, psychological test and background investigation. It is difficult to test the actual comprehensive ability of the recruited talents only by interviewing and speaking. Moreover, it is difficult to ensure the objective and impartial selection of the talents who are really needed when recruiting only by experience.

Insufficient Salary Incentive System. The distribution according to work in local universities has not been truly reflected, and the salary distribution scheme is unscientific, which can not give full play to the enthusiasm and creativity of teachers' work. In some schools, job responsibilities are roughly the same, but wage differentials are quite different. In some schools, job allowances are set up according to job titles and levels, and the gap is relatively large. The incentive function of wages is not fully reflected, and there is a phenomenon that it can go up, but it can't go down. In addition, local universities generally adopt the secondary allocation system of allocating funds to colleges, and implement the secondary management of schools and colleges. More and more rights and responsibilities are transferred from schools to colleges. The game between schools and colleges is more complex.

The Mechanism of Teacher Training and Development is not Perfect Enough. Training and development can help teachers to deepen their understanding of the rules and regulations of local universities, enhance their teaching skills and scientific research ability, and promote teachers to perform their duties in accordance with the standards expected by society and universities. The training and development of teachers should be planned and targeted throughout all stages of growth and development of teachers. The human resources management department of local universities should formulate training and development plans for each teacher according to the reality and future development needs of the school cause, the actual responsibility requirements of teachers and future career development needs, and implement them. However, the reality is that some local universities tend to pay attention to the training and development of newly recruited teachers rather than the training and development needs of teachers who have been in service for many years. In the process of training, they attach importance to rules and regulations, teaching skills, and scientific research ability, and neglect personality cultivation and professional ethics. Ultimately, teachers' personality and quality are incomplete, which fail to achieve the expected purpose and effect of training and development.

III. THOUGHTS AND COUNTERMEASURES ON STRENGTHENING AND IMPROVING HUMAN RESOURCES MANAGEMENT IN LOCAL UNIVERSITIES

Changing Ideas and Strengthening the Ideas of Human Resource Management. In order to realize the optimization and reform of human resources management system in universities, it is necessary to improve management consciousness, change traditional management ideas, and attach importance to the management and development of human resources. Human resource management is the inheritance and development of personnel management, highlighting the "development", emphasizing the tapping of human potential, correctly recognizing people, motivating people and using people in management. It should not only consider the realistic needs, but also carry out the systematic development of talents according to the needs of the future development of the organization, so as to provide a good environment for the growth and development of talents. Local universities should attach importance to the study and formulation of human resources planning, which should be consistent with the development strategy and development plan of universities. Human resources planning should focus on the orientation of objectives, regard human resources planning as the development strategy of schools, study and analyze the current situation and needs of human resources in schools, and take human resources development and human potential as the focus of modern human resources management, so as to develop talents scientifically and reasonably.

Scientific and Rational Allocation of Human Resources. The purpose of human resources management is to make human resources play the best benefit and make the allocation of human resources more reasonable. To this end, local universities should take the following measures: (1) A reasonable mechanism for the flow of talents should be established to achieve the rational allocation of human resources; (2) According to the specific reality of the school, the local universities should make great efforts to introduce some talents in urgent need of specialties, allow some surplus professionals to flow out, and change the traditional concept of private talents; (3) The reform of human resources management should be strengthened. A scientific

mechanism of human resources development, selection, cultivation and elimination should be established, and the efficiency of human resources utilization should be enhanced.

The Establishment of Scientific Incentive Mechanism. The essence of human resources development is to mobilize people's enthusiasm to the greatest extent and release their potential as far as possible. The most effective means is to give appropriate spiritual and material incentives. The application of reasonable performance appraisal system will greatly mobilize the initiative and enthusiasm of human resources. The universities can evaluate the performance of the faculty and staff through a professional title assessment at the end of each semester to provide the basis for their promotion, appointment, rewards and punishments, so as to make the staffing more reasonable and effective, which is conducive to the long-term development of universities. The way of incentive should be mainly positive incentive, supplemented by negative incentive, so that it can really play the role of rewarding diligence and punishing laziness. Modern management theory and practice have pointed out that in group incentive, the positive incentive effect is far greater than the negative incentive. The higher the quality of personnel, the greater the negative impact of punitive incentive.

Strengthening the Training and Development of Teachers. Modern universities pay more and more attention to teacher training and development. In a sense, whether local universities attach importance to the training and development of teachers determines whether they have the future competitive potential and development potential. Therefore, the establishment of a scientific training system can greatly promote the affinity, cohesion, collaboration and team building of local universities. Local colleges and universities should strengthen and improve the teacher training system from the following aspects: The first point is the hierarchy, which is carried out through educational background, research, curriculum, domestic and foreign advanced studies and so on. The second point is diversification. Universities should adhere to the training method that combines internal training with external training, and the training method that combines inviting in and going out, and send promising young teachers to colleges and universities with good professional foundation for short-term training. The third point is to highlight the key points. Considering the actual market orientation and the real needs of local universities, the training of special posts and special managers should be focused on. The fourth is specialization. Through professional training, teachers and administrators can better master the knowledge in their respective fields, so as to improve their learning ability and their own quality and meet the needs of school development.

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