

## Research on the Competence of College Counselors and the Development of School Human Resources Management Based on Developmental Concept

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**Abstract:** College counselors are an important part of college teachers, the backbone of ideological and political education for college students, and the main force of college student work. On the basis of summarizing and analyzing the current situation of the construction of college counselors in our country, based on the developmental concept and combined with the theory of higher education, this paper puts forward that sense of achievement, growth, sense of belonging and counselor competence are the main factors that affect the work efficiency of college counselors. In the new era, changes in the external environment have posed new challenges to the work of counselors. The connotation of counselors' work is constantly enriched and the difficulty of work is increasing. The study of competency will be applied to the overall planning, personnel selection, training, career development and evaluation of school human resources management, which can provide a useful reference for the actual work of school human resources management development.

### 1. Introduction

“Counselor” is also called “Ideological and Political Counselor”. It is a person who is specialized in students' ideological and political work in colleges and universities in our country. Its basic task is to organize and coordinate various forces to jointly carry out ideological and political education for college students according to the training objectives of colleges and universities and the law of ideological development of college students [1]. Counselors, as an important part of college teachers and student management teams, are the backbone of ideological and political education for college students, and are the organizers, implementers and guides of daily ideological and political education and management for college students. Today, when the creation and application of knowledge has become the driving force of social and economic development, the advantages of human resources have become an essential element of organizational progress. Traditional personnel management is becoming a thing of the past, and a new personnel transformation based on human resources is coming [2]. The role of college counselors in the ideological and political education of college students depends not only on their quality and ability, but also on the attitude, depth, intensity and breadth of the counselor's implementation of the party's policies and superior decisions [3]. Based on the preliminary research on the competence of university counselors, this paper will discuss some thoughts on the development of human resource management in schools, which will provide a useful reference for the formation of a more scientific and systematic school human resources management system.

### 2. Brief Introduction to the Concept of Competency

Competency is an inherent and stable characteristic of a person. It can be motivation, characteristics, skills, self-impression, social role or a specific knowledge that the person can use. A person's competency, such as attitude, cognition, characteristics, etc., also determines his work performance. Compared with intelligence factors, it is even more critical [4]. Therefore, competency has gradually become a hot topic in the theoretical research of management and human resources management. Generally speaking, competency refers to the inherent stable features or

characteristics possessed by individuals, which enable them to achieve excellent performance in a certain or some specific positions for a long time, as well as the general skills and special abilities that should be possessed in this field [5]. Through continuous research on competency, people have provided a lot of theoretical basis for the development of social economy and the management of human resources in the era of rapid economic change, and also made great contributions to the innovation of human resources management. This paper argues that competence is the individual characteristics that can distinguish excellent performance from general performance, such as ability, knowledge, self-image, motivation and personality characteristics. Among them, a certain “individual characteristics” will be called “competency factors”.

### **3. The Competency Composition of College Counselors**

Different positions and positions have different emphasis on competency requirements, and the combination elements and structure of competency for the same position or role in different organizational environments will also be different. The development of counselors' human resources is precisely through the reasonable organization and deployment of counselors in colleges and universities, so that counselors can make full use of their talents, make full use of their talents, and give full play to counselors' potential so as to maximize the joint efforts of counselors' system [6]. Through studying and determining the competency characteristics that each employee should possess in the work, it can also be used as a personnel-oriented work analysis method. Some researchers have obtained 12 dimensions of university counselors' competence through empirical research: speech expression ability, communication ability, adaptability, innovation ability, observation ability, professional loyalty, personal charm, ideological and moral cultivation level, psychological counseling ability, understanding and respect for students, principle and participation ability [7]; In addition, researchers use empirical research methods to introduce competency research into the field of education, and conduct a preliminary study on the competency of Chinese university counselors, trying to build a university counselor's competency model, which is the selection of university counselors. Training and performance management provide corresponding objective basis [8]. A competency model provides a successful model for a particular organization, job, or role, reflecting all of the important behaviors, skills, and knowledge that affect an individual's success in a given job. The sum of all the competencies required to complete a job or task.

### **4. Construction of the Competency Model of College Counselors under the Concept of Development**

#### **4.1. Efforts should be made to solve the problem of development motivation of college counselors**

Innovation is the first productive force to lead development and the first driving force to realize the Chinese dream. Compared with other youth groups, college counselors have high intelligence and strong analytical ability. These behaviors and skills must be measurable, observable, and instructive, and have a key impact on the personal performance of employees and the success of the organization. Counselors are the backbone of ideological and political education for college students, and are the organizers, implementers and guides of daily ideological and political education and management for college students. The analysis of competency characteristics provides a broader stage and a more powerful tool for the practice of human resources management. At the same time, it makes a more comprehensive and systematic exposition of the competency elements that should be possessed to complete the work of a specific post. College counselors must focus on the overall situation of higher education reform, face new situations such as difficult employment, undergraduate students marrying and having children at school, military service and promotion competition, change the evaluation criteria of excellent academic performance is talent, and use the network platform to carry out student education. The job requirements determined by

the job analysis method can meet the requirements of the existing positions of enterprises, and, on the other hand, the job analysis method can meet the needs of the future development of enterprises. Competency model provides direction and common language for realizing the organization's strategic objectives, the organization's overall performance objectives, team performance objectives and continuous improvement of employees' personal performance objectives.

#### **4.2. Efforts should be made to solve the problem of unbalanced development of College counselors**

“Hard and soft” coordinated development. “Hard” refers to hard power, including academic qualifications, professional titles and other aspects, “soft” refers to soft power, including professional attitudes, knowledge and skills and personal charm. The hard power of counselors is the prerequisite for entering this profession. Through the competency model, we can judge and discover the key driving factors that lead to the difference of employee performance, thus becoming the basis of improving and improving performance. The competency characteristics determined by this way of thinking pay more attention to the shaping of employees who are compatible with the organizational culture. The premise is that the organization must have the tested core values and have formed a relatively stable and distinct organizational culture. With the advent of knowledge economy, the situation and environment that college counselors face in their work are increasingly complex. Hard strength alone cannot solve all kinds of complicated problems in student work. Secondly, after making an accurate study on the competency characteristics of university counselors, attention must be paid to the timely integration and matching of their competency with that of the organization, so as to form a more effective human resource system. Starting from the selection, training, assessment, encouragement and guarantee of counselors, this paper analyzes the problems in the construction of college counselors, screens the influencing factors, and designs research indicators. Research on the development and management of counselors' human resources is necessary to adapt to the new situation and new tasks, and to meet the new requirements of strengthening and improving the ideological and political education of college students on counselors' ability.

#### **4.3. Focus on solving the problem of the development of college counselors**

In addition to constantly exploring new ideas and methods for students' ideological and political work, college counselors should also share their development results with other college counselors, including: work experience, knowledge accumulation, and life experience. At the same time, the training and potential development of university counselors must be highly targeted. The school's human resources management department and management personnel have the responsibility to encourage and care for the personal development of the counselor and help them to develop a personal development plan. This will help promote the development of the organization and enhance the sense of belonging and achievement of the counselor. However, some counselors still rarely communicate and share work experience. In order to expand the sharing of the development achievements of excellent counselors in Colleges and universities, excellent counselors at provincial and national counselors' annual personages or famous teachers' workshops should regularly carry out experience exchanges in Colleges and universities. Counselors must have high ideological and political quality, high cultural quality and strong working ability, keep in mind their responsibilities at all times, and constantly improve their comprehensive quality. Stimulating counselors' self-worth realization and work enthusiasm plays an important role in improving counselors' working status and improving their work pertinence and effectiveness.

## **5. Some Thoughts on the Development of School Human Resources Management Based on the Study of University Counselors' Competency**

### **5.1. Overall planning and prediction in the development of human resources management in schools**

According to the analysis and research on the actual situation of college counselors' work, the overall planning should be fully considered in the practice of school human resources management and reasonable prediction should be made. In understanding and mastering the objective laws of domestic student work, college counselors should have a broad vision, strive for opportunities to study abroad, learn advanced working concepts and mature experiences of foreign college teachers, and strengthen exchanges with foreign college teachers. We often say that attitude decides everything, so the counselor's work attitude is particularly important in daily work. Secondly, interpersonal communication. Good interpersonal communication ability is of great help to counselors' work and directly affects the cultivation of students. In order to avoid the imbalance between the "stock" and "flow" of human resources, the demand should be predicted while the cost of human resources is scientifically calculated. According to their own needs, colleges and universities use various methods and means to attract talents. The establishment of talent recruitment mechanism needs to be scientific and reasonable. If the access system is too strict or too relaxed, it will greatly affect the sense of achievement and belonging of college counselor candidates. Based on the understanding of human resources development and management, counselors' human resources development and management can be understood as the rational training, organization and allocation of human resources within college counselors by using scientific methods. Through the work analysis of human resources management, we can integrate competency and human resources management organically, and apply them to practical work, laying a solid foundation for the long-term development of enterprises.

### **5.2. Recruitment and selection of University Counselors in the development of human resources management**

In the process of recruiting and selecting University counselors, we should not only pay attention to the knowledge structure of the candidate, but also pay attention to the non-intellectual factors such as personality, ability, interest, experience, democratic consciousness, expectation of work and satisfaction with life. Using the new model, we can give the new era breath to the content of the assessment through the assessment of the college counselors' competence in the new era, such as: innovation ability, new media application, excellent style, open consciousness, sharing of development results, soft power and so on. The recruitment of Counselors Based on competency model is to analyze the behavioral characteristics of candidates, and then compare with the competency factors in the competency model of colleges and universities. The results of matching and comparison are used to make recruitment and selection decisions. From the selection approach, on the premise of helping the selected object to integrate their personal competence and match their organizational competence, not only can internal human resources be exchanged and allocated, but also suitable candidates can be selected by external recruitment. Increasing the exploration and stimulation of the human potential of counselors in colleges and universities can solve the problems of stable and improved counselors' team and effectively mobilize the enthusiasm and initiative of counselors. Scientific and reasonable assessment and evaluation mechanism is conducive to mobilize the enthusiasm and creativity of counselors and affect their sense of achievement and sense of belonging.

### **5.3. Performance evaluation and salary management of University Counselors in the development of human resources management**

In the standard design of performance evaluation for University counselors, not only the setting of task performance goals should be fully considered, but also the evaluation of their competency development goals should be comprehensively considered. Only by defining the urgent needs of

College counselors' ability and quality training in the new era can the training work be targeted and the ability and quality of counselors be improved. In the application of competency model in counselor training, first of all, we should make clear the important competency elements required by the position of the training object and the training object, that is, the focus of training content must be the competency characteristics of the high performance performers who are different from the ordinary performers. In the process of considering the current achievements of University counselors, a series of immediate and developmental indicators such as psychological individuality, management ability, moral standard and competency development potential should also be included. When counselors anticipate that their behavior can lead to established and attractive results, they will adopt specific behaviors, which requires us to have a standardized evaluation system and a sound evaluation mechanism for the management of counselors. After the assessment, according to the individual assessment of the counselor, carefully evaluate the assessment results, help the counselor to find the problem, analyze the reasons, and finally achieve the purpose of improving the work efficiency and work efficiency of the counselor. And introduce the incentive mechanism of university counselors to meet the actual situation and development needs of the school, so as to promote the rapid, healthy and continuous development of individuals and organizations.

## 6. Conclusions

College counselors are the backbone of ideological and political work in colleges and universities, and an important part of the team of college counselors. Their competency level directly affects the cultivation of college talents. Human resource management emphasizes the protection of talents, that is, "retaining people". Only by retaining talents can we guarantee the maximization of profits of enterprises. The construction of college student counselors team and the timely construction of college counselors team is the foundation of students' ideological education, which involves the whole process of cultivating students. In the future, colleges and universities can further study the characteristics of counselors' competence in the selection and training of counselors, and establish a more reasonable and perfect evaluation model of College counselors' competence. The construction of the competency model of college counselors and the analysis of human resource management of College Counselors Based on the competency model have a positive role in promoting the research and practical application of the theory of College counselors' competency. Therefore, colleges and universities should use the model flexibly in order to improve its operability in the performance appraisal, selection and improvement of ability and quality of counselors, and accelerate the construction of counselors.

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