

Research on the Performance Appraisal Mechanism of Administrative Personnel in Higher Vocational Colleges

Yong JIANG

Shandong Institute of Commerce and Technology, Jinan Shandong, China

jy5366@126.com

Keywords: Higher vocational colleges, Administrative management, Performance appraisal

Abstract: Higher vocational colleges bear the responsibility of cultivating high-tech talents for the country. In order to ensure the normal and qualified development of education and teaching, it is necessary to implement performance appraisal mechanism for the administrative personnel in colleges and universities, analyze shortcomings of the performance appraisal mechanism of administrative personnel in higher vocational colleges and seek various ways to improve, so as to provide some references for the administrative management in higher vocational colleges.

1. Introduction

Higher vocational colleges bear the responsibility of cultivating high-tech skilled talents for the country. A good operation system affects all aspects of the college, such as enrollment, teaching tasks, employment, the overall atmosphere, teaching quality and so on. From the social level, the system affects the quality of high-tech talents. Therefore, it is very important to do a good job in the administrative management of higher vocational colleges. Doing a good job in the operation and management of higher vocational colleges is to use scientific management methods to ensure that the administrative personnel perform their duties. The most effective management method is to implement performance appraisal mechanism for college administrative personnel, which is a process of quantitative management of personnel's work quality, completion and even work attitude, including the establishment of standards, supervision and evaluation mechanism.

2. Current Situation of Performance Appraisal of Administrative Personnel in Higher Vocational Colleges

The performance appraisal mechanism in higher vocational colleges is a new personnel management mode gradually implemented in personnel management since the 1990s. According to the five aspects of personnel's performance (morality, ability, diligence, achievements and honesty) in a natural year, a certain assessment is given due to the evaluation results. On the one hand, the mechanism can promote the administrative personnel to play their own ability. On the other hand, it can also give managers of higher vocational colleges employment standard. Through the investigation on the performance appraisal of administrative personnel in higher vocational colleges, some problems are still found.

2.1 Insufficient Ideological Understanding and Formalized Assessment

Insufficient ideological understanding and formalized assessment are common problems in many enterprises using performance appraisal mechanism, especially in higher vocational colleges. On the one hand, they think that the school is a place to teach and educate people and personnel are high-quality talents. They one-sidedly view that the performance appraisal mechanism is punishment, which is a manifestation of disrespect for the personnel. On the other hand, they think that the evaluation of teachers should focus on the teaching quality, but ignore the role of school administrators in school operation and management. Teachers are attached to the carrier-- the school, and they are only the teaching tools of the school. If the administrative management of the school can't go up, the teaching quality is hard to improve.

2.2 Unspecific Targets of Assessment Content

On the one hand, the assessment content of work standards is not targeted. The assessment content is evolved from the work standard, and at present, most colleges and universities are not lack of work standards, but the assessment content is often covered in a word, without any prominence. On the other hand, some colleges lack evaluation standards. For example, the work standard assessment of administrative personnel should include five aspects of virtue, namely, morality, ability, diligence, achievements and honesty, but the assessment of morality is often ignored.

2.3 Unreasonable Evaluation Index

The performance appraisal mechanism also plays a guiding role in the work objectives and direction of administrative personnel. Therefore, some schools fail to make detailed and scientific task objectives and levels of performance appraisal, resulting in the unclear work focus of administrative personnel. For example, a university pays special attention to the control of administrative personnel's working hours. If they are late for work three times in a year, the whole school should report criticism and other administrative penalties. As for the work quality and efficiency, it is only the internal assessment measures of some departments. Obviously, there is nothing wrong with strict work discipline, but the quality of work is the basis for the development of the department and even the school. On the other hand, the rationality of the evaluation index also lies in the cumbersome assessment procedure, which is not concise and intuitive, causing the supervision and management department to judge the examinee not through the assessment procedure, but by impression. It makes the performance appraisal mechanism become a decoration, and also violates the fair and open principle of performance appraisal.

2.4 Ignorance of the Importance of Daily Assessment

At present, most of the assessment is usually carried out one-time at the end of the year, which is reflected in the appraisal, one-time reward, promotion at the end of the year, and even the comprehensive evaluation of the personnel's daily performance is also at the end of the year. However, because of the lack of daily assessment in the long time, the personnel are often poor in their daily work, but busy and active just before the end of the year.

3. Methods of Performance Appraisal for Administrative Personnel in Higher Vocational Colleges

The application of performance appraisal needs many considerations. Therefore, in the specific implementation, we should strive to grasp several principles. First of all, we should adhere to the principle of fairness and openness, implement performance appraisal based on facts and assessment standards, be able to stand up to everyone's judgment and put an end to black box operation. Then, it is necessary to fully consider its practicability and to be fully and reliably assessed when the work can be completed. Therefore, it is necessary to investigate the work standard according to the real situation, to avoid the disconnection between the assessment and the actual situation. Finally, we should pay attention to the timeliness of the appraisal, avoid performing the assessment content of one cycle in the next cycle, which will make the examinee feel that they are turning over the old account, and this also violates the principle of fairness and justice in this round of appraisal. Based on these principles, this paper discusses the following methods to standardize the performance appraisal of administrative personnel in higher vocational colleges.

3.1 Improve Ideological Understanding

The first problem to be solved is to recognize the importance of the performance appraisal mechanism. This is a process of understanding from top to bottom, that is, senior administrators

(leaders) should first have knowledge of it, and then instill the knowledge into the vast number of grass-roots administrative personnel. This requires breaking some conventional ideas, such as relying on the consciousness of administrative personnel, and breaking some equalitarianism ideas that the salaries of personnel at the same level should be equal. First of all, it is necessary to inculcate the significance of performance appraisal. For the majority of administrative personnel, it means to improve work efficiency. From the perspective of leadership employment mechanism, it is to promote the personnel with high comprehensive score of morality, ability, diligence, achievements and honesty through the performance appraisal mechanism. Then, the performance appraisal system, which includes work distribution system, post promotion system, cadre selection system and daily work discipline system, is formulated. Punishment and reward should be applied to all aspects of personnel's actual production to achieve the purpose of comprehensive appraisal, which is also indirectly in line with the overall appraisal of personnel use without omission.

3.2 Improve the Pertinence of Appraisal Content

On the one hand, the appraisal content should make specific standards according to different positions, which can't be generalized in a word. In order to achieve the pertinence of the appraisal content, we should try our best to formulate the work standard, post standard and assessment standard in detail to correspond with each other one by one, and remember to avoid the phenomenon of more requirements and less assessment. On the other hand, the targeted requirements of the appraisal content are a test for the management ability of the supervision department and the leadership because all the performance appraisal system must pass the examination and get approval of the supervision department and the leaders. Therefore, the leaders and supervision departments should often go deep into the actual situation of personnel's posts and find problems in the appraisal system. In particular, the pertinence of the appraisal content needs more in-depth investigation.

3.3 Improve the Rationality of Appraisal Index

The rationality of appraisal index needs to solve two problems. First, as mentioned above, the significance of performance appraisal is to guide the work objectives of personnel. Therefore, it is necessary to formulate the appraisal items according to the work content. Which work is important and which is relatively unimportant is not dictated by superiors, but reflected by specific appraisal grades and items, so as to reflect the guiding role of appraisal in work focus. For example, in order to highlight the importance of morality over other qualities, when each department scores a certain leader at the end of the year, it is necessary to increase the proportion of morality in the total score, which is the pertinence of the appraisal index. Second, we should strive to make the appraisal indexes concise and intuitive, avoid vague appraisal standards on some specific issues. Therefore, in the formulation of appraisal standards, we should be concise but comprehensive, and formulate them one by one. In addition, the appraisal indexes can't include everything, but should be differentiated. For example, it is obviously difficult to achieve quantitative assessment for the morality in five indexes (morality, ability, diligence, achievements and honesty), which can only rely on alternative means. In order to ensure its fairness, the method of multiple-people scoring and average score can be adopted for evaluation.

3.4 Strive to Achieve Uniformity of Appraisal

The uniformity of appraisal is to keep the uniformity of time and quantity for the appraisal results of specified quantity. For example, from January to December, the appraisal money of a higher vocational college is always 10000 yuan a month, which is the uniformity of time. From January to December, the number of people assessed each month is basically three to five, which is the uniformity in quantity. First, the uniformity of the appraisal method is to give all personnel a sense of urgency, to avoid a loose month causing instability in the work and temporary "show" of

making up at the end of the year. Second, it is also the need of management. If there is no management problem in a higher vocational college, everyone can complete the work according to the standard, then the management will be unnecessary. Therefore, the significance of management lies in the continuous discovery and correction of problems. It also should maintain the uniformity of appraisal, constantly improve the management ability and operation quality of the school, so as to improve the development of the school and cultivate qualified talents.

4. Conclusion

The administrative personnel of higher vocational colleges play an important role in the good operation of the school, which is not only the basis for maintaining the survival and development of the school, but also the important task for the school to cultivate high-tech talents for the society. Therefore, it is necessary to further improve the ideological understanding, appraisal content and supervision management system, so as to realize the advantage development of higher vocational colleges.

References

- [1] Ye Ziyin. Research on the Performance Appraisal Mechanism of Administrative Personnel in Higher Vocational Colleges. *Writer's World*, no.21, pp.67-68, 2020.
- [2] Jiang Qi, Zhang Jianhua. Reflections on the Performance Appraisal of Administrative Personnel in Higher Vocational Colleges. *Marketing Management Review (Information Edition)*, no.03, pp.200, 2020.
- [3] Tao Rong. Research on the Performance Appraisal System of Administrative Personnel in Higher Vocational Colleges. *Fortune Time*, no.02, pp.128, 2019.