

Current Situation and Countermeasures of Personnel Management System of Colleges and Universities in the Context of Legalization

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Abstract

Personnel management is a fundamental aspect of the administrative management system in higher education institutions, essential for the orderly development and healthy functioning of higher education, scientific research, party politics, logistics, and other administrative tasks. To achieve sustainable development, Colleges and universities must innovate their personnel management system. This article explores the connotation of personnel management in colleges and universities, clarifies management philosophies, and adheres to the management principle of “rule by law.” It clarifies the main features of the personnel management system in colleges and universities and proposes strategies for innovation. These strategies aim to maximize the role of personnel management in enhancing teaching and research standards, thereby supporting the long-term development of higher education institutions.

Key words: Universities; Personnel management; Legalization; System innovation

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The rule of law is a universal requirement for the development of modern society, and an inevitable outcome of the full development of market economy.

The advancement of higher education legalization is an unavoidable choice for the country to transform into a higher education powerhouse and a key pathway to becoming a talent-strong nation. This development requirement not only provides a favorable external environment for the growth of colleges and universities but also sets new requirements for the innovation of their personnel management systems. Personnel management in colleges and universities is essential for their overall sustainable development and serves as value-added strategy for optimizing human resources costs. The innovation of personnel management system holds considerable significance for promoting the sustainable development of colleges and universities.

1. OVERVIEW OF PERSONNEL MANAGEMENT IN HIGHER EDUCATION

1.1 Personnel management

Personnel management, as a series of management activities, mainly employs scientific methods, correct principles, reasonable systems to regulate the relationships among individuals engaged in social labor, tasks, and organizations. It aims to achieve coordination, control, and supervision of people, tasks, and organizations, thereby maximizing the potential of human resources, enhancing efficiency and effectiveness, and ultimately driving social and economic development. Traditional personnel management is more focused on after-the-fact management and rigid adherence to rules, which often fails to encourage the subjective initiative of “people” in the work.

1.2 Personnel management in higher education

1.2.1 Connotation of personnel management in colleges and universities

In China, colleges and universities center their personnel

management around the party committee, employing a structured, high-level system for teachers and human resources management. This approach enables the personnel management department to serve as a pivotal link, facilitating coordination across hierarchical levels, internal and external contacts, and various functional areas. It underscores the personnel management department's significant roles in macro-planning of human resources, comprehensive management, supervision, and service in the major functions of the work. The connotation of personnel management in colleges and universities is that the quality of its management directly affects the effectiveness of parallel work content. Personnel management system of colleges and universities is their core management system, crucial for ensuring orderly institutional management and addressing the challenges of sustainable development. Colleges and universities utilize the personnel management department to formulate employment plans, oversee the appointment of teaching staff and various types of professional and technical personnel, conduct technical position evaluation and recruitment, and manage the assessment, rewards, and punishments of the teaching staff.

1.2.2 Idea of college personnel management

College personnel management work is obviously more forward-looking and pioneering, and pays more attention to the optimal allocation of human resources and other resources. Through the management of the management process of incentives and development, it facilitates to achieve the "1 + 1 > 2" effect of human resources management effectiveness. As the basis of human resource management activities in colleges and universities, personnel management can directly affect the overall efficiency of education, teaching, and research activities, optimize the development and use of human resources costs, maximize the benefits of colleges and universities, enhance the overall governance quality, and strengthen the core competitiveness of colleges and universities. Therefore, colleges and universities should rely on a sound personnel management system, with all faculty, staff, and various types of professional and technical personnel as the targets of personnel management. Adhering to the "people-oriented" management principle, colleges and universities should fully mobilize the enthusiasm of these personnel in institutional, position, and staffing management. The scope of management should cover the recruitment, employment, deployment, and management of faculty, staff, and professional and technical personnel. It should also include the training, exchanges, performance appraisal, rewards and punishments, appointments and dismissals, promotion, statistics, salaries and benefits administration, dismissal and retirement, pensions, and

personnel research of teaching staff and professional and technical personnel. It is dedicated to enhancing educational quality and advancing the outcomes of scientific research and innovation activities.

1.2.3 Characteristics of the personnel management system in higher education

Firstly, the main purpose of personnel management in colleges and universities is to ensure the provision of high-quality services for academic management. This feature requires colleges and universities to have the dual cultural background of academic culture and management culture to solve the real contradiction between administrative power and academic power in personnel management. Meanwhile, efforts should also be made to avoid interfering with the work motivation of the personnel management targets such as faculty members and various types of professional and technical personnel.

Secondly, the core of personnel management in colleges and universities lies in the innovation of the management system. In institutional settings, the personnel management system in colleges and universities manages positions and staffing through the policy design and the establishment of employment, distribution and evaluation mechanisms. This comprehensively promotes a process of incentives, competition, constraints, and elimination within personnel management. Subsequently, it stabilizes the faculty and human resource management system to invigorate governance, enhance educational effectiveness, and realize the institutional positioning of the colleges and universities.

Thirdly, personnel management in colleges and universities subdivides the management objects according to the management objectives. It undertakes such key tasks as job deployment management, title management, salary and benefit management, training management, as well as introduction and cultivation of high-level professional and technical talents. Under the influence of the market economic environment, colleges and universities have adjusted the scope of management based on their personnel management objectives and have further categorized the management subjects into three distinct groups: the faculty and staff team, the cadre team, and the service team. Teaching staff primarily includes instructors, researchers, professional and technical personnel, educational support staff. Cadres mainly include administrative and party officials. The service team mainly comprises general and technical service personnel, as well as business management staff. In college and university personnel management, the focus is mainly on the faculty, staff, and various types of professional and technical personnel.

2. ANALYSIS OF THE CURRENT SITUATION OF THE PERSONNEL MANAGEMENT SYSTEM IN COLLEGES AND UNIVERSITIES FROM THE PERSPECTIVE OF LEGALIZATION CONSTRUCTION

2.1 Inadequate oversight mechanisms for personnel management

At present, domestic colleges and universities are adhering to the “rule by law” construction goal, which requires personnel managers to solve the problem of the corresponding supervision mechanism while abiding by the law. In the practice of personnel management system, universities develop personnel management norms based on the constitution, laws, and regulations, while granting managers appropriate autonomy in decision-making for specific tasks. However, it is challenging for personnel managers to ensure that their decision-making autonomy remains within legal boundaries, especially when clear laws and regulations are lacking or when managerial decisions are influenced by the subjective will of leadership. In such cases, personnel management activities are prone to produce illegal or inappropriate behaviors, thus infringing on the interests of the staff.

2.2 Poor awareness of the rule of law among university teaching staff

Due to the special nature of the academic system, the staff composition is rather complex in some colleges and universities, especially in the early development stages. During this period, institutions often vigorously build basic hardware facilities, pay attention to the leadership cadres and faculty, while neglecting the development of the personnel management team. As key participants in the development of the university’s personnel management system, these personnel often exhibit weaker legal awareness and understanding of the legal framework. This directly impacts the level of legal compliance in university personnel management. Many private colleges and universities either lack dedicated personnel management positions and corresponding professionals, or have personnel management staff with inadequate professional competence. At the same time, to varying degrees, there is a general deficiency in legal knowledge and relevant business training among personnel management staff. They often rely on long-standing, stereotypical thinking and instructions developed through experience to carry out their work. This approach results in numerous deficiencies in recognizing the importance of legal authority and the rule of law.

2.3 Defects in the personnel management system of universities and the poorly-performing legal system

Management norms of colleges and universities, including those of personnel and finance, should be an extension of national laws and norms, a kind of self-governing rules under the *Constitution*, national laws, regulations and rules. However, many university personnel departments, when developing management norms, generally lack specialized training from legal professional institutions. This results in deficiencies in legal awareness and legal thinking, which may cause the developed management systems to conflict with or violate national laws and the supreme law. In addition, as non-professional legal institutions, university personnel departments often exhibit significant deficiencies in their understanding of laws and regulations. Given the extensive scope and numerous judicial interpretations of China’s existing legal framework, non-legal professionals developing personnel management systems may struggle to provide a comprehensive and professional interpretation of the content. At the same time, the development of some university personnel management systems is not standardized or perfected. Sometimes, according to the school-specific circumstances, these systems are developed without fully consulting the staff, resulting in a lack of authority and recognition of the personnel management system among the faculty and staff.

2.4 Shortcomings of the staff appointment system and legal basis deficiencies

The full implementation of the appointment system is a key step for universities to align their employment systems with the market economy. Only through the real establishment of the appointment system can universities overcome the shortcomings of the traditional employment system and foster a fair, competitive, and dynamic employment environment. However, at present, the implementation of the appointment system in most colleges and universities has not led to a reduction in staff recruitment, nor has it addressed the issue of dismissing underperforming employees. As a result, faculty and staff lack both a sense of urgency and a sense of crisis. The emergence of this strange phenomenon is mainly attributed to the fact that in the pension, unemployment, medical, work-related injuries, maternity insurance, and other aspects of the reform, colleges and universities has not yet been fully in place. Poor communication between universities and government labor and personnel departments further exacerbates the issue. Additionally, the inability to transfer redundant staff to community roles, coupled with the lack of a comprehensive, specific, and enforceable legal framework to regulate university personnel reforms, has led to significant challenges and numerous concerns in advancing the personnel system reforms in higher education institutions.

3. COUNTERMEASURES TO IMPROVE PERSONNEL MANAGEMENT IN COLLEGES AND UNIVERSITIES IN THE CONTEXT OF LEGALIZATION

In today's ever-developing knowledge-based economy, especially against the backdrop of the new normalization of a comprehensive approach to the Party and the deepening of reforms and updating of concepts in society as a whole, competition among institutions of higher learning has become increasingly fierce. This competition exists both in the field of knowledge, such as educational technology and scientific research level, but also extends deeply into the personnel department and other management levels. Modern university personnel management involves a wide range of contents, including talent acquisition and team building (such as attracting and retaining high-level talent, faculty training and development, and promotion and rewards for faculty and staff), position establishment and appointment processes, staff insurance and benefits management, salary administration, and retiree management. It can be said that the personnel management work of colleges and universities involves all aspects of the school staff, seriously affecting their construction and development.

3.1 Establishment of an effective mechanism for monitoring the operation of the personnel management system

The practice of China's reform and opening up has proved that rights without supervision are mostly subjected to problems. The personnel department of colleges and universities is a department with significant responsibilities and concentrated power, necessitating the establishment of a perfect supervision mechanism. The types of supervision should include organizational supervision, mass supervision, and disciplinary supervision. By implementing the university party committee's approval system for major personnel matters, the disciplinary committee's supervision system, and the faculty senate's participation and information-sharing mechanisms, various forms of supervision can be effectively practiced, so that the personnel work process and management activities can get a wide range of supervision, thereby promoting the comprehensive and lawful construction of personnel management. Personnel management power can only be safeguarded through an absolutely effective supervision mechanism to prevent the abuse of power. Only by relying on the rule of law and analyzing the current problems of personnel management in colleges and universities can good order and rules be established, thereby forming an effective regulatory mechanism.

3.2 Faculty and staff adhering to serving the people and improving their own party spirit

Under the new situation, adhering to serving the

people and improving one's party spirit is an inevitable requirement to carry forward the fine tradition of the Party, a realistic subject to cope with all kinds of complicated tests, and a basic project to improve the Party's ability to build up its ruling capacity. To strengthen the party spirit, efforts should be made based on the firm belief in the ideals and beliefs of the Communist Party, adhering to the principle of serving the people wholeheartedly, practically strengthening the moral cultivation, and strictly abiding by the discipline of the Party. Furthermore, it is essential to maintain the unity of theory and practice, performance and mass view, while improving the ideological and political quality as well as business ability, and rectifying both others and oneself. President Xi Jinping pointed out that "the entire Party should firmly establish the awareness of the Party Constitution and genuinely regard it as the fundamental standard for strengthening the cultivation of the Party's character, as the fundamental basis for guiding the Party's work, activities, and construction. All provisions of the Party Constitution should be put into action and implemented in all endeavors." This important exposition further underscores the key aspects of strengthening the Party's character cultivation for the entire Party: firmly holding communist ideals and beliefs, adhering to the wholeheartedly for the people's service, and effectively enhancing the moral cultivation, and strictly complying with the party's discipline to strengthen the personnel management system in universities.

3.3 Improvement of the personnel management mechanism of colleges and universities and realization of strict institutional requirements

In the face of unprecedented challenges in the new situation, strict institutionalization is essential for strengthening personnel management in colleges and universities. It provides the foundation and guarantee for standardized content and the implementation of institutionalized management. College management should fully leverage the binding nature of systems, highlighting "strictness" and paying close attention to "implementation," adhering to the school management system, and ensuring that there are clear guidelines to follow, that these guidelines are strictly adhered to, and that violations are thoroughly investigated. First of all, the leadership and party teachers should take the lead to comply with the system, participate in political learning, theoretical learning, business learning, and in-depth research as "research-based" school administrators, and seriously check the implementation of a variety of systems as an example.

3.4 Promoting the development of the employment system and realizing the strictness of employment assessment

Under the new situation, strictly adhering to the employment and assessment systems is crucial for

promoting the personnel management work of colleges and universities. Colleges and universities should increase the investment of human, financial, and material resources in personnel employment to promote the development of the employment system. Simultaneously, they should refine and strictly implement the job setting program, strictly manage the internal structure ratio of professional and technical positions, improve the employment conditions, optimize and standardize the appointment of positions, promote the assessment of job tenure, standardize tenure management, strictly implement employment contracts, coordinate the evaluation of professional and technical personnel titles, standardize personnel mobility, improve personnel information technology management, and strengthen the supervision of job settings. Information technology should be employed to improve the means of employment selection and personnel governance mode, thereby achieving the goal of employment information openness, system standardization, business processes, and personnel modernization. Experience has shown that strict adherence to the employment system in colleges and universities can significantly improve the administrative capacity and governance level of personnel managers. It also considerably improves the teaching standards and overall faculty strength of these institutions.

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