

Feasibility Study of Job Rotation of Independent College grassroots Administrative Staff

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Abstract

Independent college is the innovation product of criticism of China's popularization of higher education and elite education single of higher education system at the beginning of the 20th century. Grass-roots management as the basis of independent college management work, because of their late start, grass-roots management personnel are relatively young. The degree of job involvement and their proficiencies vary, plus management is multifarious, staff liquidity is bigger, lead to the effect of college management work at the grass-roots level. In independent college job rotation at the grassroots level to a certain extent, can reduce the grass-roots staff job burnout, stimulate their innovative consciousness for the work of administrative management, also contribute to the functional department staff understanding of each other's jobs, which can further promote the work environment and harmonious interpersonal relationships, and eliminate the great influence of college running what personnel loss of the key positions bring.

Ke ywords: Independent college; Grassroots administrative staff; Rotation; Feasibility

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INTRODUCTION

The beginning of the 20th century, the higher education in China has entered the stage of popularization. Independent college is the innovation product under the background of a diversified demand of higher education system. In recent years, independent college has gradually became an important part of higher education, which plays a more and more crucial role in the education career (Niu, 2014). With the scale of students expanding constantly each year, the variety and complexity of college grassroots management content also gradually are increased. Currently Independent college exists the phenomena of less administrative staff, more independent college students, such as an independent school, 9,010 students, only 40 grass-roots staffs, including 32 counselors and eight academic affairs. The grass-roots staff as an important support power of independent college administrative work at the grass-roots level, its importance can be imagined. However, most of the independent college grassroots administrative staff relatively young, with "after 80", "90 after" give priority to, the degree of job involvement and their proficiencies of English vary, plus management work is boring, cause staff liquidity is bigger, cause college education management effectiveness. In this article, through analyzing the current status of independent college grass-roots staff positions, on the basis of research and discussion on independent college grass-roots staff introduce the necessity and feasibility of rotation, in order to improve the comprehensive ability to work of independent college grass-roots management team, inspire its vitality, so as to improve the management efficiency of independent college.

1. ANALYSIS OF THE PRESENT SITUATION OF INDEPENDENT COLLEGE GRASSROOTS MANAGEMENT POST

1.1 The Present Situation of the Post

First of all, there are two levels of differentiation in the age of independent college grass-roots management personnel. Most young people working attitude are more impetuous, the lack of learning attitude. A few older grass-roots staff usually stays in the same position for a few years or even more than ten years. Most of teachers in the management job are only familiar with this job, only rarely know or don't understand the content and nature of other jobs.

Secondly, grassroots administrative management work content is relatively complex, trivia. And most basic administrative are young people, their work experience, coupled with the management work more difficult to an average of the division of labor, prone to contradiction between staff, produces the phenomenon that complains about each other.

Thirdly, it is a lack of professionals. At present, most of the grassroots administrative personnel's work content are not related to its professional. For example, some independent college professional related to job content is only 2 people, the rest of the staff are all of biology, agriculture, politics and so on specialized graduation, has nothing to do with the job that part of the person's work can only be step-by-step, efficiency is low. Only a few major can be fully used, the efficiency is higher.

1.2 The Problems Existing

First of all, fixed condition of current position in the independent college can't improve effectively the work efficiency. The same person for a long time work in the same administrative positions at the grass-roots level, the initial working enthusiasm and motivation also gradually disappear, finding a job become repetitive, boring, numb approach to work, the inertia of people more and more strong, adventurous, feel just done his bit of thing, something else altogether. The problems existing in the work for someone else to turn a blind eye, turns a deaf ear. Who always feels what you do more than others do. People grumble all day long, work efficiency is generally lower.

Secondly, don't help arouse the staff's potential. Over a long period of time, grass-roots staff has worked in the same position. Their working object, content, and the environment is relatively drab, this phenomenon is to a great extent, make the staff lose interest in work, restrain passion for creation of the work, and the job only becomes a mere formality. So for a long time, work is without passion, only the status quo, when not only the innovation, lack of initiative service consciousness. Departments at the grass-roots level will lack vitality and vigor, and it is like a backwater.

Thirdly, don't help the knowledge transfer and sharing. As the lack of communication between jobs, the posts can lead to each post personnel lack of understanding between each other, interpersonal tensions, which are not conducive to team cooperation and exchange of experience

Finally, don't help favor the grass-roots staff considers a problem from the global perspective. The people working long hours in the same position, he doesn't understand other post content, so it is difficult to consider a problem from the perspective of the other position. It is difficult to the harmony between each post personnel exchanges and cooperation, and sometimes will push to take off work and deterioration of interpersonal relationships.

2. PUSHING ROLE OF ROTATION AT THE GRASS-ROOTS LEVEL IN INDEPENDENT INSTITUTE MANAGEMENT

Based on the problems existed in the independent college grassroots job rotation, as a kind of effective incentives, both contribute to solving the problems existing in the present situation and can improve the overall management level of college at the same time. To a certain extent, rotation can explore the grass-roots staff career width can be truly "the right person in right position", which is the idea of "human-oriented" (Zhang, 2005). Rotation of pushing role in independent college grassroots workers can be summarized as the following five:

First of all, it is to help build scientific talent management mechanism. Scientific talent management mechanism in college development as the fundamental mechanism of talent as a whole, and rotation is one of the important means to improve the talent mechanism as a whole of the independent college. Job rotation can effectively use the right person at the right positions. For example, a regular job rotation can ability is bad or inappropriate staff deployment until it is suitable for the post, not only can reduce the injustice of deployment of personnel, but also can reduce the transfer of obstacles. In the process of rotating, the ability of the staff will take the initiative to seek, to change the negative attitude, so as to improve overall efficiency to a great extent. At the same time, by comparing the same jobs in different teacher's work ability and achievements identify work difficulty, management personnel's actual job skills, and the rationality of the post settings. In addition, the responsibility of technical improvement can also be set and work in the frequent rotational received valuable reference data in the assessment results.

Secondly, it is to cultivate diversified skills of management personnel at the grass-roots level. Rotation is the efficient way of developing diversification of thinking and skills of that grassroots administrative staff.

To a certain extent, it can reduce the negative impact of important post personnel loss, which improves the ability of handling the position of emergency, such as personnel loss, accident risk management of college teaching. After implementing job rotation, the grass-roots staff in all departments at the grass-roots level and the corresponding working content is clear. If there is some staff to resign or leave, others can quickly balance or replace work, which will not bring any trouble to the whole management institutions.

Thirdly, it is conducive to eliminate the job burnout, stimulating the work enthusiasm and creating consciousness. For a long time, management positions at the grass-roots level position in the independent college have been fixed. The monotony of work mode makes grass-roots management thinking simplifying, work enthusiasm not high. Monotonous work model simplification of grass-roots management thinking, work enthusiasm is not high, long stay career stagnation, thus a lot of negative problems, such as low expectations grass-roots management personnel, work down, every day just mechanically to complete the job, resulting in low efficiency. Implement the rotation can make them get a new job, maximum limit arouses and maintains the grass-roots management staff job passion and methods of innovation. At the same time also can produce "catfish effect". In the flexible job rotation system is easier to produce "catfish" learning in the competition, grassroots administrative staff into competitive posture, and improve the grass-roots work energy institute.

Fourthly, it is to eliminate the gap between the grass-roots staff. Each post personnel exists generally complain about each other and do not understand each other the phenomenon of working content, working practices after personnel can have the effect on different working content and experience, help to enhance the understanding and cooperation between them. In the process of job rotation, all the staff at the grass-roots level of spiritual solace, psychological balance. Therefore, the implementation of rotation is conducive to eliminate the contradictions within the department and promote the independent college grassroots work cooperation spirit

Finally, it is to improve their job satisfaction. The study found that rotational grass-roots staff can feel fresh, to a certain extent, and it can raise wages in satisfaction of grass-roots staff (Zhang, 2010). Job rotation for college provides not only more time and opportunity to examine staff, and also raises the cost brought by the other way to ascend. At the same time, the rotational can make grass-roots staff feel the leaders attaches great importance to the oneself, oneself may have a more broad space for development, making them more have a sense of achievement and satisfaction, which will be more consciously and actively work for college (Zhang, 2005) .

3. CONSTRUCTION OF INDEPENDENT COLLEGE BASIC-LEVEL MANAGERS ROTATIONAL FLOW

Independent college with its staffing constraints, grass-roots staff has many aspects of work skills, which are the necessity of developing the work process experience. So how to develop in line with the actual situation, the reasonable working process is the key to ensure the normal order of the independent college management to carry out, and it can avoid the early rotational chaos, so as to achieve the optimal rotational benefits.

3.1 The Four Criteria

To the implementation of the independent college should be strictly abided by during the rotation of the following three principles:

First of all, it is the principles for material used. Before the rotation of the implementation, it is very important to formulate a complete and effective working plan, must not blindly rotational. According to each of the grassroots administrative personnel's character and ability of specialty, and the characteristics of each basic administrative position reasonable arrangement, as far as possible do it only applied for, will be the right person flow to a reasonable administrative posts, ensure that learn with director, to practice.

Secondly, it is the willingness to conform to the principles. Always the rotation can improve the grassroots administrative personnel job satisfaction, but due to personal job rotation will vary, with the rotational effect is also different, so fully considering individual rotational will. For some daring to challenge, asks for rotational grassroots administrative staff, can use the way such as two-way choice, so as to achieve satisfactory rotational effect. With no active consciousness of rotational grass-roots staff, are arranged on the rotating, should first consult his will, and should not be forced unwilling to grass-roots administrators to job rotation, which is bound to the opposite effect (Zhao, 2009).

Thirdly, it is reasonable trial principle. Job rotation should be controlled within a reasonable time, and the rotation of the post should be within a reasonable range. Otherwise it will lead to unstable college running. For example, a person in a short time is frequent in different positions, will far outweigh the positive effects on the in the mind of negative influence.

3.2 Five Steps

On the basis of the above three rotation of the implementation of standards, this paper designed the specific implementation process of the rotation of independent college administrative departments at the grass-roots level , as shown in Figure 1:

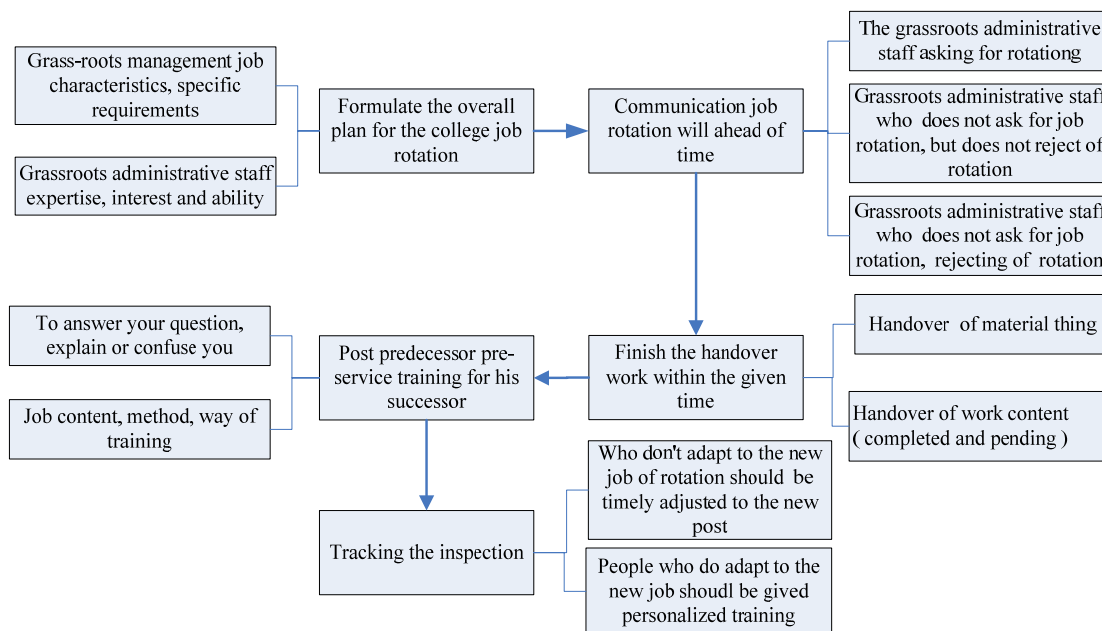


Figure 1
Rotational Steps of Independent College Grassroots Administrative

- Overall planning: Everything is pre-legislation, while not pre-waste. Through the analysis of a lot of rotational failure case, we found that one of the most important reason is that there is no overall design a full detail of the rotational program. Because each person's ability and personality, not everyone is suitable for rotation of the independent college all grass-roots management job, so we need to learn more about their work ability, skills and interests, and the specific requirements of the job. In the process of pushing, director of choose and employ persons, avoids the short. At the same time, to maintain the grass-roots management team is relatively stable, rotation should not be in a wide range, should be controlled within a certain range of jobs. According to the characteristics of each position should be at the same time also made scientific personalized rotating mechanism. The scientific rotation not only can promote the overall level of the college of management, and also can stimulate the individual innovation, and it can realize college and individual win-win.
- Communicate in advance: each person's character is different. Some people are unproductive, and some don't like rotation. Some people like to challenge, play a positive role in the process of rotational implementation. If you don't communicate well in advance, it can make some people think that leadership deliberately set obstacles, work in low spirits, so as to reach the ideal effect. It can't enforce job rotation, prior to further communication, completes the fine management, with the rotational

considerate to communicate, understanding of the rotating inner fears and concerns, and seriously listen to their suggestions and their own career planning. So let them learn more about the specific arrangement of rotating and so on.

- Do a good job handover, the transition is to point to finish the work within the given time hand over material and working content, working materials including previous filing materials handover and handed over to the office of things. Materials can be done by listing to sign for handover, work content mainly handing over of duties, the current situation and pending to complete the task in hand work.
- Pre-service training, job rotation personnel through the pre-service training content, fully understands the new work which requires knowledge background and job skills. In addition to the basic job training, but also over a period of time, a reasonable "the old man took the couple" real-time detailed guidance should be established. At the same time, to ensure job rotation between the regular communication, for the rotational work problems, or doubt, the original position workers can own work experience and experience gives reasonable Suggestions, can help when it is necessary to solve. Such rotational person can understand the work content and quickly in a short time recover their working condition, so as to ensure the work plan won't go wrong.
- Track the feedback and attaches great importance to the assessment of work. At the beginning of the rotation, working personnel in the new job to adapt to the situation need to be observed in real time.

According to the characteristics of the jobs, people who do not adapt to the new job or can't be normal to complete the task of the teacher shall promptly be the gift of the other suitable jobs. New staff adapt well to the post, should be timely to make a detailed analysis on its operation and feedback. It should be gifted corresponding personalized training for the problems of the work. Rotational effect evaluation is also important. And the assessment results are helpful to understand the problems that exist in the rotation, a comprehensive understanding of needs to improve in the process of adopting the rotational aspect, thus eliminating the possibility of work efficiency. In the process of actual rotation, as new rotate employees may face new work environment, interpersonal environment, new responsibilities, content, and the hysteric effect of former employees of certain decisions. Comprehensive assessment method is associated with their work from multi-levels evaluators' comprehensive evaluation results, which are now more popular. Rotational personnel through comparing the feedback result and the evaluation results can be clearly to recognize my own shortcomings, to ensure the smooth progress of job rotation.

SUMMARY

Due to a variety of reasons, independent college grassroots administrative staff is easy to job burnout

in the fixed work, which affects the normal conduct of management work and growth and development of management personnel at the grass-roots level of personal. Through the practice of job rotation system can eliminate the grassroots administrative staff job burnout, inspiring the administrative personnel of innovation thinking, so as to help the various departments to understand each other's positions and interpersonal harmony, and reduce staff turnover in key position bring the negative influence of college running.

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