

Research on Strategic Human Resources Management in Independent Colleges

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Abstract Based on the empirical study on the number of departments and administrators in the independent colleges, The authors propose that the own characteristics and strengths, the logistical support and management system, the improvement of teachers' qualifications and performance appraisal system, by the means of on-the-spot investigation, questionnaire and interview, This paper expounds the essential features of talent management, presents the comparative analysis among them in the light and of classifying the similarities and differences of the human resources management patterns adopted by five independent colleges in China, and eventually draws the enlightening conclusion for further research.

Key words Independent college; Human resource management; Strategy

1 Introduction

Lately, theory on strategic human resource management has been introduced to China, and applied in the study of human resource related with enterprises and institutions. Some of them are influential; for example, scholars believe that the emergence and development of the knowledge economy make the enterprise's competition and living environment changed enormously, which contributes to the increasing importance of human resource displayed by knowledge. More critically, the talent resources management has reached the strategic height in enterprises, which strategic human resource management gives obvious prominence in knowledge economy. So, in order to achieve a sustainable competitive advantage, enterprises should improve strategic human resource management under the circumstances of knowledge economy, namely: implement comprehensive human resource management, accomplish the compatibility during the practice of human resource management and the integration of management and development of human resource, and make the reorganization of the human resource functions come true. In recent years, some scholars have done some research on the human resource management carried out by the independent colleges, but the existing research basically focuses on building the teacher's team. The depth and scope of the existing problems in the teaching staff of the independent colleges, together with the countermeasures, are moderate.

Over the past decades, many strategic management modes (e.g. Miles & Snow, 1978; Porter, 1980) came into being because the management scholars in USA were very interested in strategic management in the organizations. This trend has made the enterprise start thinking about the role that they should play in the strategic management in the organization and human resources management also hope to be integrated in the strategic management concept; this also promotes the transform of research orientation of human resources management in the background of development of strategic theory. The early research concentrated on the impact of human resource function on the employee's behavior and attitudes, such as employee's intention to quit their jobs, job involvement and job satisfaction. Since 1980s, the research in the field of human resources management has got a very big change in its direction, which shifts the study of human resource management from the totally micro-oriented to macro-oriented or strategic-oriented. And the macro or strategic orientation is usually being called strategic human resource management. Upon being propounded, the theory is widely used in the foreign countries' human resources management.

This paper will carry out following works focusing on the these four problems:

First, to collect and summarize the experience of human resource management from both domestic and international independent college. By comparing these studies, this paper will evaluate the basic ideas and mode selection of constructing human resource management in independent college of our country.

Second, to survey with questionnaires and field visits. By combining with comparative analysis, this paper will discuss the difference between five independent colleges in Guangdong Province and their unique character, and inspire the construction of human resource management in independent college.

Third, From the perspective of norm, to analysis the foundation and running mode of the strategic

human resource management in independent college by combining the above survey data.

Four, from the perspective of effectiveness in human resource management strategy, to describe the ideal policy and measure to build human resource management mode in independent college.....

2 Data and Methodology

2.1 Survey design

Between June 2009 and 2009 November, a questionnaire was made for the human resource management situation of the independent college sampling ten independent colleges in China as the subjects, and conducted on the spot, whose aim is to learn the current situation of human resource management of the independent college in China. Then a systematic comparison and analysis would be available for reference.

2.1.1 Target population

With the expansion of independent college, the number of office workers appears to be more reasonable. In table 1, the number of people in College D is twice as big as that in College B in terms of students and staff; while, its number of office workers is ten less than B. So is College E, but its staff is only ten more than B. From the survey and the practice, it is safe to draw a sound conclusion that a great number of independent colleges in China are making every effort to form a professional and efficient administration team.

Table 1^[1] Total Number of Students, Management Departments, and Administrators in Five Independent Colleges in China

Independent College	Students	Total Number of Staff	Number of Administrative Department	Total Number of Administrative Department Staff	Student/Teacher Ratio (%)
Independent College A	5800	145	10	About 45	58
Independent College B	9023	450	14	About 90	25.1
Independent College C	15000	900	15	About 140	19.7
Independent College D	18000	1000	15	About 80	19.6
Independent College E	18800	900	14	About 100	23.5

2.1.2 The survey of the school with its characteristics and advantages of independent colleges

Every independent college has its own characteristics and advantages. Every independent college has its own advantages and shows its characteristics on the way to development. As shown in table 2:

2.1.3 The survey of logistical support and management system in the independent colleges

The independent colleges, included in the research, all have logistical and management system with purposes of service, financially supported by off-campus sources, which the goal of doing so is to provide service, and creating the logistics service system is to serve teaching affairs, scientific research and education, and to realize the concept of coordinated development of on-campus service and the tertiary industry. The colleges try to build a team for the logistical department that has strong sense of serving people and getting involving in competition, and feel honored in a position to work in the dining hall, the campus and property management, bank, post-office, supermarket, transportation section, and etc. This system can reflect the law of scientific management, and highlights the features in modern times as well.

2.1.4 The survey of forming teaching staff in the independent college

At present, independent colleges in China have become an indispensable part to higher education. The amount of students in independent college is growing drastically; in contrast, that of full-time teachers is growing slow. Teachers, apparently, are not enough. Let's take the five independent colleges (In table 3) set up in 2009 as an example, among which no one can satisfy the qualifications standardized by the Ministry of Education. The teacher- student ratio should be 18%. Among them, the big gap in College A is 40%, compared with the rules for evaluating colleges. Although the gap is

¹ The above data derived from the investigation of five independent colleges in China. For security personnel work, the name of the five independent colleges are replaced by letters. The data is the data during June to November, 2009

relatively small, College C and D, the great majority of teachers come from the mother school it is affiliated with.

^①**Respective Characteristics of Five Independent Colleges in China**

Independent College A	Independent College B	Independent College C	Independent College D	Independent College E
Budget funds (financial personnel all-in) human resource management mode	Perfect full-time Teacher training system	Competitive and discrepant salary system	Advantageous human resources	Academic effect Of lectures give by well-known person
Encourage students participate in the work of school running according to their characteristics and ability	Executives sign a responsibility documents of construction project management	The three levels of management system, for clear responsibility , right and interests	Innovate Education and train students	Teaching management tracking and monitoring
	Compete for a middle-level deputy position	Relatively stable and reasonable teacher team	High quality and practical talent training programs	Train the backbone teachers
		Create its own special characteristics by a misfit competition	High quality undergraduates	Build up training bases by cooperation between colleges and enterprises

^{②③}**Number of Full-time Teachers, Rate of Senior Professional Titles and Master Degree Proportion of Full-time Teachers in Five Independent Colleges in China**

Five Independent College	Students	Full-time Teachers	Student/Teacher Ratio (%)	Senior Full-time Teachers Ratio (%)	Full-time Teachers of Master Degree (%)
Independent College A	5800	74	58	22%	63%
Independent College B	9023	290	25.1	18%	71%
Independent College C	15000	500	19.7	42%	53%
Independent College D	18000	900	19.6	50%	64%
Independent College E	18800	800	23.5	35%	85%

2.1.5 The survey of the performance appraisal system for independent colleges

In the survey, the ways of performance appraisal system are as follows: 1) Comprehensive evaluating the work of the teachers, scientific researchers, administrators and service staff according to their responsibilities. The evaluation content mainly includes four aspects ranging from virtue, ability, attendance to achievements. 2) Combining quantitative appraisal with qualitative appraisal, making the annual appraisal and appraisal at expiration of contract, which is the main way of performance appraisal. Combining the effort of the annual and routine, mass appraisal and organizations as a supplement, and then gradually putting the public announcement system of the appraisal result into practice. 3) The annual appraisal is divided into four grades, i.e., outstanding, good, qualified and the unqualified. The performance appraisal methods is extensive, especially the appraisal for the administrators is difficult to achieve by quantity. The Colleges are trying to find evaluation indexes that are more efficient and something more quantitative, which is the common problem independent colleges are faced with currently.

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^③Ministry of Education. Teaching Level Evaluates Program on Common Colleges and Universities (try out) [Z] [2004] no. 21 (in Chinese)

2.1.6 The survey of the administration personnel training and career development in the independent college

Through the investigation, most independent colleges in China do not take administrative personnel training and professional development seriously. They only pay attention on using the employees and emphasizing effect and low costs, neglecting the personnel training. Many young administrators, especially those who got higher education can not see his or her career development route clearly. Finding a better job, most of them choose to hop to another organization, which brings a lot negative effects to the administrative management.

2.2 Analysis of the survey results

2.2.1 Contradictions in building the teaching staff

Compared with the common college and university, the education level of teachers in the independent colleges is low. Ministry of Education of China gives the standard that the rate of full-time teachers with senior professional title accounts for no less than 30% in its total. But according to the above survey (shown in table 3), among the five independent colleges only three colleges whose teachers with intermediate or senior professional title meet it; the other two are less than 30%. According to the evaluation that the rate full-time teachers who have a master degree must reach 30% or above, the five colleges all have reached this standard or even higher. This indicates that the rate of teachers with high level of education is low; that of teachers with high titles and degrees is much lower. In this case, the research by teachers is not so fruitful, and few can be transformed into productivity. Also, the amount of new teachers is substantial; in recent years, especially in 2000, many students who graduated from universities with bachelor or master degree become teachers in independent colleges due to the great need in teaching, they have no access to any training program before they step to the platform. Undoubtedly, these problems in existence influence the education quality.

2.2.2 Performance appraisal standard far from being detailed, perfect and efficiency

Because of its uniqueness, the human resources management system of independent college is not perfect. Most of them pay more attention to the performance appraisal process than the result; that makes the administrators concentrate on the quantity of the teachers' work than its quality, and care little in their routine work. What's more, there is no system to appraise level of the teachers' competence. Results of the appraising work relate only to the work quantity and the salary, but have nothing to do with bonus or promotion, and no help to stimulate the employees. Although the system of appraising the work of teachers and scientific researchers has been set up, the score of appraisal in practice tend to almost the same, and lose its comparability. The reason is that teaching and researchers know each other, so the appraisal for each other is not so well-grounded.

2.2.3 Unprofessional administrators cause by sparse training

Owing to misconception, independent colleges think highly of teachers' profession, but ignore that of administrative management and the professional qualification system of administrator which contributes to the long-term development of the independent colleges. This lowers the level of administrators' specialization. The administrators' major, mostly likely, is not management, didn't receive the systematical education in management, and may lack of management knowledge, concepts and skills; therefore, they can not comprehensively understand the teaching plan, major courses arrangement, and training standards for graduates. Their work of so-called management are mostly dependent on their experience, their ability to analyze and solve the problem is comparatively low. Because they are lacking in professional background and knowledge, it is likely that the outsiders seems to give directions to the insiders. Because they are unprofessional, administrators, in a certain extent, will ruin the formation of the staff, and also stunt the development and management level of the independent colleges.

2.2.4 Stagnant concept of human resource management

According to the survey, it turns out that the management in the independent college's remains in phase of personnel management. The responsibilities of human resources department only cover enrolling newcomers, selecting the qualified candidates and dispatching the staff, grading wage scales, keeping archives, and etc. The human resource management is about the regular responsibilities, which only lies in an administrative relationship between strategic management apartment and human resource management apartment, for top-level human resource officers have not got any opportunities to look into the future when formulating human resource management strategy, and human resource management apartment do not get involved in strategic business planning of the college. Although some

have their human resource department involved in such a strategy, the department was excluded when the strategy came into existence; as a result, the strategic planning can not be fully put into practice.

2.2.5 Human resource management model tends to transform into service-oriented

In the past, the independent colleges simply followed the management system of the mother school or other universities, and now it is transformed into service-oriented management, reforming and renewing the old management system of human resources, trying to form their own characteristics. Its management mode has initially presented the feature with its strategic characteristics. For example, independent college E usually holds lectures given by well-known academician, which is good for the formation of academic atmosphere as a symbol of strategic system. The independent colleges should take it seriously. Because nowadays the students and their parents will think less of the reputation of the mother school, when they choose an independent college for further study, and they care more about the conditions and education level of the independent college.

3 Conclusions

3.1 Solutions

According to the above analysis, the author carried out a series of practical activities at Guangzhou University Suntan College and tried to provide some instructions to an ongoing reform of human resources management in this college. At present the reform activities completed are as follow:

1) fulfilled the human resource management reform seminar; 2) reconfirm the establishment, position, and personnel, and further optimize the employees' troop; 3) Reform salary system, formulate incentive plan (using academic year as time unit) and measures of specially-appointed post allowance, set up internal transfer and part-time teaching system for administrative personnel and instructor, etc. After these activities, the author gives the following suggestions:

3.1.1 Strengthening the construction of the teaching staff and stabilize the core group of full-time teachers

Nowadays, full-time teachers are greatest wealth of independent college and the main strength to meet the undergraduate teaching evaluation. The general problems of independent college indicate that the independent college should perform a scientific and continuously development on its full-time teacher to guarantee and promote a full-time career development, or not only full-time teachers can not provide plenty of scientific research and teaching resources for development of the college continuously but also will push the college at a risk of loss of teachers and its motive force of sustainable development.

3.1.2 Smoothing the process of administrative personnel post promotion and establish more promotion system

The administrators cannot obtain a higher level of achievement like teachers and scientific researchers, so they only realize self-fulfillment through promotion. The promotion can integrate education, professional title, ability, experience and seniorities. Then form a multiple rank promotion system that is fit for independent college through the following three measures: 1) promotion at the rank. This measure is mainly for young administrators who get general and encourage them apply for researcher title or technical titles closely related to their jobs, such as economic engineer, accountants, engineers and so on. The five independent colleges in our investigation do not accept such title, but in order to arouse the enthusiasm of young administrators they begin to improve the system. 2) Promote to a higher rank. This measure target middle-aged administrators who get experience and comprehensive management ability through long time work. Since they don not have the advantages as the young group in education degree and title application, they can get experience through job rotation. When there is a vacancy on manager positions they can step into the breach. 3) Combine the administration promotion and teaching promotion. This measure targets the administrators who have a master degree or have an intermediate title or above. They can enjoy teachers' establishment and salary standard, and arrange certain professional teaching work according to their major. The chance for a promotion is limited after all, so this measure can not only stabilize part of administrators, improve the administrative efficiency, but also supply teaching and help administrative departments in research work.

3.1.3 Improving administrative personnel training and professional development mechanism

Independent college can adopt diversified training mode, while ensure the feasibility and effectiveness of the training. Regular management business pre-job training, on-the-job training and skills training at the form of holding short training courses and lectures give by famous educationist or experienced education manager, create opportunities to exchange and investigate with other universities. By formulating relevant policies, organize teaching and management personnel take part in the

education scientific research and encourage them to get a higher education degree, etc., so as to make them get experiences and improvements in educational and scientific research.

3.1.4 Clear orientation and development direction of independent college

In the stage of mass higher education, the competition will eventually embody in the level of service and quality, therefore, in a certain sense, the essence of the independent college's positioning is to ensure the quality of the students and make the students appreciate the college from their heart, i.e. trust training quality of the independent college. The one that can bring more and more excellent students who can find suitable jobs is an excellent college. Therefore, the quality of an independent college is judged by students market and employment market. At present, in one hand the Chinese government's administrative intervention was too strong, the market is not complete and the market entities are not rational enough. Therefore, the government's policies hold a leading position and functions of the market do not emerge. In the other hand the government does not give the independent college support or funds, in a contrary there are a lot of limit. So, independent college must give itself a clear orientation to forming its own characteristics for a considerable development.

3.2 Prospects for further study

The study of human resources management model in the independent college generally can be divided into the following parts: professional management of administrative personnel, professional development of administrative personnel, logistics management, teachers' team construction, performance appraisal management, salary management, etc. Among them, the teachers' team construction and performance appraisal management are subjects concerned by academic community at present, but only a little important theoretical achievement that is universal and propagable. Some basic theoretical issues still need further study and research and researchers will pay more attention to logistics management and professional development of administrative personnel in the future.

With the rapid development, the competition among independent colleges would be very keen and they will be definitely separated from their main campus. In this process, the human resources management model will play an important role. Human resources management in independent colleges should focus on training their own core team of teachers and maintaining its stability based on their reality combined with market positioning and we should make thorough research on the important subject of achieving the transformation of strategic human resources.

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