

Exploration of the ways to encourage high-level talents in higher vocational colleges

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Abstract: Through the research, we find that the main strategies to encourage high-level talents to stay and stabilize are: the government should increase the investment to improve the infrastructure and soft environment construction; To coordinate all departments and units to solve the problem of children's enrollment and spouses' employment; to increase the efforts to introduce talents. Higher vocational colleges should enhance their social status, create good external environment, build good academic environment, attach importance to the construction of hardware facilities and strengthen the leading role of campus culture To establish and improve the mechanism of high-level talents admission, assessment, incentive, service and guarantee; to participate in the future development of the college, the leadership attaches importance to high-level talents and implements humanistic management; to push forward the salary reform and enhance economic incentives; The implementation of multi-dimensional subsidy mechanism to ensure a more effective way to ensure the introduction of talent work can be carried out effectively. High-level talents themselves should relieve work pressure, enhance self-efficacy, enhance People skills and enhance their own emotional experience.

Keywords: higher vocational colleges; high-level talent; incentive; strategy

1. Introduction

Motivation means to stimulate motivation and encourage behavior. [1] The Way of encouragement is to make high-level talents stay and give full play to their value in the development of higher vocational colleges, which has a positive role in promoting the development of higher vocational colleges, that is to fully mobilize the enthusiasm, initiative and creativity of high-level personnel. [2]

2. Government level

2.1 Establish and improve the incentive mechanism

The mechanism emphasizes the coordination of the various elements in the operation of management and the establishment of corresponding management systems and behavioural measures in order to achieve a fit between people and system and to meet the standardization of behaviour while ensuring humanization, form a balanced relationship between man and system. [3] The incentive mechanism is to promote the high-level talents to stay, and give full play to its value in the development of higher vocational colleges, which has a positive role in promoting. That is, it can fully mobilize the enthusiasm, initiative and creativity of high-level personnel in the system of the components and interaction of the mechanism and manner. The incentive mechanism can stimulate the innovation motivation of university teachers, and it is an effective way to stimulate the intrinsic motivation of university teachers. It is of great significance to establish a scientific incentive mechanism for teachers in order to improve the teaching quality, enhance the academic ability of teachers and optimize the human resources in colleges and universities. [4]

2.2 Increase the investment to improve the infrastructure and soft environment construction of higher vocational colleges

Because of the lack of long-term support from the government, the basic hardware and software environment of most higher vocational colleges are not as good as those of undergraduate colleges, and they can not provide special funds for high-level talents. At present, the vocational education of

education is shifting towards quality enhancement, quality enhancement and connotative development. The dual-high plan, quality enhancement, connotative development and striving for the "Double-high" level, all these need the government to increase the investment in vocational colleges, to help vocational colleges strengthen the construction of hardware environment and soft environment, and to improve the social status of higher vocational colleges, make vocational education cohesion, hard work, catch up.

2.3 To coordinate with various departments and units to ensure that children are enrolled in school and spouses are employed

High-level talent is engaged in innovative knowledge production work, family instability will affect the degree of his work input. Higher vocational colleges can help their children to get into school and their spouses to get jobs, which can improve the job satisfaction and sense of achievement of high-level talents, and even these sense of achievement and satisfaction will affect their families, and bring positive changes to the family, and then achieve family harmony. For the married high-level talents with children, family happiness, spouse and children satisfaction is the goal and motivation of his hard work. Therefore, the government should step in to coordinate the relevant departments to help the spouses of high-level talents solve the work of their counterparts, and negotiate with the outstanding primary and secondary schools within its jurisdiction to provide certain quotas to solve the problem of enrolling children in schools, and then stimulate the initiative of high-level personnel work.

2.4 Step up publicity efforts

The government should set up a special department, responsible for the introduction of high-level talent and follow-up services. For example, Guizhou is a relatively backward region. According to the investigation, the high-level talents who came to settle down were basically students from the province, and less often came to settle down here with their spouses (girlfriends), only a few high-level talent through friends, tutors recommended to settle here, so the government, higher vocational colleges should strengthen the work of publicity. Especially under the influence of the epidemic, we should widen the channels of import, pay attention to the development of online platforms, and release the high-level personnel information and policy documents needed by local units.

3. Higher Vocational Colleges

3.1 Improve the social status of higher vocational colleges and create a good external environment

High-level talents attach great importance to the realization of self-dignity and self-value. In order to retain talents and fully stimulate their enthusiasm, initiative and creativity in work, higher vocational colleges should form a joint force of multi-participation and cooperation, improve the social status and external environment of higher vocational colleges, improve the social status of higher vocational college teachers. Higher vocational colleges should strengthen communication and coordination with the government so that the government will attach importance to and promote the development of vocational education, strengthen cooperation between schools and enterprises, create more opportunities and platforms to enhance the social status of high-level talents, it provides a good external environment for the promotion of high-level talents' self-value reality, professional knowledge and skills.

3.2 Create a good academic environment

A good academic environment is an important foundation to stimulate the enthusiasm, initiative and creativity of high-level talents. Academic environment is the fertile soil for high-level talents to realize themselves, is the motive force for the development of vocational education, and is the basis for improving the scientific research ability of high-level talents. To create a good academic environment, standardize scientific research, construct and improve academic evaluation system and guiding mechanism, respect scientific researchers, encourage academic debate and criticism; to create and optimize the academic environment of vocational colleges, we should establish a sound working mechanism, create a scientific research atmosphere, encourage high-level talents to actively participate in scientific research, form various teams, make use of high-level talents to promote the research ability and level of other teachers, improve the scientific research system, we should strictly enforce academic

discipline, standardize academic behavior, prevent academic corruption, provide research support, increase research funds, build research platform, allocate research assistants, and attach importance to research results. We should establish and improve the reward system for scientific research, reward high-level talents for their achievements in time, improve the academic evaluation system, and eliminate the phenomenon that the quantity of papers does not care about the quality.

3.3 Attach importance to the construction of hardware facilities and strengthen the leading role of campus culture

The construction of hardware facilities such as school buildings, gymnasiums, football fields, training facilities, laboratories, optical fiber networks, office equipment and so on can be seen at a glance. It is a carrier that can show off the strength of a school, therefore, the construction of hardware facilities can not be ignored. At the same time, we should not neglect the construction of campus soft environment, build up positive campus cultural atmosphere, build good academic atmosphere, and make the construction of soft environment and hardware facilities interact and complement each other. To strengthen the construction of campus culture, to improve the working environment of high-level talents, to create a campus culture atmosphere that respects talents, and to strengthen the sense of belonging and professional identity of high-level talents, and then enhance the initiative, enthusiasm and creativity of high-level talent work, improve the loyalty of high-level talent to the school.

3.4 We will establish and improve mechanisms for the admission, assessment, encouragement and service of high-level personnel

As a special personnel management object in higher vocational colleges, the use of the current personnel management system can only maintain the original work order, but can not make high-level talent play the best effect of human resources management. Therefore, it is urgent for higher vocational colleges to establish and improve the mechanism of talent introduction, talent incentive, evaluation, service and guarantee, so as to enhance the initiative of high-level talent work. First, in terms of talent access. Higher vocational colleges should establish a sound talent introduction system, should be based on their own actual situation, accurate positioning of the talent gap, talent introduction plan every year. According to the self-development plan, the object of talent introduction should be set up, higher vocational colleges should change the phenomenon of attaching importance to academic qualifications and professional titles, and should bring the high-level technical talents into the object of talent introduction. Second, in the evaluation of talent assessment. The high-level talents introduced by the school are the high-tech talents, all kinds of leaders, the leaders of scientific research talents, and the pioneers. They can not be required by the standards of ordinary teachers. They should set up special high-level personnel assessment, evaluation standards. Third, in terms of talent incentives. In the aspect of talent motivation, we should establish and perfect the mechanism of high-level talent motivation. First of all, a comprehensive survey to understand the needs of high-level talent, school satisfaction. In particular, to understand the dissatisfaction, their concerns. Secondly, they should know what are the reasonable needs, what are the real problems that exist in schools, what problems they are concerned about that schools can help solve, and then improve the corresponding policies in the form of methods and systems, set up the corresponding mechanism. In the professional title appraisal, performance appraisal, scientific research projects, teaching and other dimensions of the establishment of a management system for the development of high-level talent has a lasting effect. Fourth, the talent service guarantee mechanism. After the introduction of high-level talent, set up a special section or post for its services. We should establish and improve the mechanism of personnel service guarantee, and set up special personnel to be more professional and faster in policy communication, interpretation and handling related matters, so as to enhance the service experience of high-level personnel.

3.5 Participate in the future development of the college, the leadership attaches importance to high-level talent and the implementation of human-based management

In the development of higher vocational colleges, the non-leaders, represented by high-level talents, should take part in the management of colleges, and enhance the participation of high-level talents in the development, management and decision-making of higher vocational colleges, can make high-level talent to enhance the sense of belonging, help high-level talent team building, more conducive to the development of the college. The leaders of higher vocational colleges attach importance to and respect high-level talents, which will lead to the formation of the atmosphere and atmosphere in which all teachers and students respect talents, can affect the progress of high-level talent and job satisfaction.

School leaders drive the relevant functional departments to fully understand the needs of high-level talents, to meet the time needs of high-level talents as the starting point, to provide diversified and multi-channel development opportunities for high-level talents. If high-level talents do not want to be administrative leaders, like to do scientific research, it is not necessary to make the title of high-level talents beautiful, forcing high-level talents as a dean, director, Relevant scientific research platforms should be established to help high-level professional development and achieve Self-worth. In the management of high-level talents, higher vocational colleges should adopt different management methods according to different ages, different needs and different interests, and adopt targeted classified incentives.

3.6 Promote pay reform and enhance economic incentives

According to Maslow's hierarchy of needs theory, the pursuit of high-level self-actualization can only be achieved after the lower-level needs are satisfied. Therefore, only by raising the income level of high-level talents, ensuring that their basic life is not affected, and reducing family disharmony due to economic reasons, can high-level talents devote themselves to work wholeheartedly. We should not only care about the promotion and development of the professional knowledge and skills of high-level talents and the realization of self-value, but also construct a scientific and reasonable and fair salary incentive system to ensure the basic life of high-level talents, to avoid the loss of high-level talents, to stabilize the teaching staff of higher vocational colleges, and to stimulate the enthusiasm, initiative and creativity of high-level talents. Reforming the salary system of higher vocational colleges, fully considering the particularity of high-level talents, and improving their treatment on the basis of scientific, reasonable, fair and objective can effectively avoid the loss of talents, and encourage high-level talent development and self-improvement.

3.7 The implementation of multi-dimensional subsidy mechanism to ensure a more effective way to ensure the introduction of talent work can be carried out effectively

The income of high-level talents is not only salary and welfare, but also many kinds of subsidy, so when raising their income level, we should not only reform the salary system, but also implement the multi-dimensional subsidy mechanism, let all preferential policies and welfare treatment to implement. Material conditions are the basic guarantee for teachers' life, work and development. If material needs can not be met, it is difficult for teachers to work at ease. High-level talents, especially young high-level talents, bear multiple economic pressures, such as raising children, supporting parents, buying houses and cars, and self-development, so as to raise their economic income and help improve their living conditions, ease the worry, can ensure that high-level talent to invest more time and energy into teaching, scientific research.

4. High-level talent

4.1 Ease the pressure of work

The work pressure of high-level talents refers to a kind of unpleasant emotional experience, such as anxiety, tension, depression and so on, caused by their own quality and external factors. At present, the rapid development, connotation construction and double-height construction of higher vocational colleges require teachers to put a lot of time and energy into their work, the work pressure is self-evident. First of all, high-level talent should be guided to look at the right pressure. Make them realize the positive side brought by pressure, and then strengthen their achievement motivation and realize their own value. Secondly, correctly evaluate the work of high-level talent interest, ability, character, psychological capacity, and so on, scientific and reasonable to do a good job of task configuration. Finally, to create a harmonious working environment for high-level talents, to create a good social support system to provide environmental support.

4.2 Improve self-efficacy

Self-efficacy is the subjective evaluation of high-level talents on their own work, if the work is more self-discovery and affirmation of self-worth, the work will be more positive and active, will have more confidence, even if the difficulties encountered in the work will not back down, will rise to the challenge. [5] On the contrary will reduce the enthusiasm and initiative of the work. Therefore, when

making personnel arrangement, higher vocational colleges should fully understand the working ability, working interest and personality characteristics of high-level talents, so as to achieve personnel matching. Set up a scientific and reasonable performance appraisal system, all-round multi-angle assessment of high-level personnel assessment, and timely reward. At the individual level of high-level talents, they should make overall planning and cultivate the ability of self-monitoring and self-management. People's energy is limited, will be appropriate to their own decompression, give up unreasonable, not suitable for their own pursuit.

4.3 Raise the People skills

Positive social support system and good interpersonal relationship can promote the development and self-actualization of high-level talents. High-level talent from a familiar environment to join a new unfamiliar environment, it is inevitable that there will be a period of time to adapt. Again in this process there will be unease, will be lost, will be disappointed, there will be dissatisfaction is normal, but not too much to enlarge these emotions, to learn self-regulation, self-dredging. In the process of communication, respect, sincerity, tolerance, see each other's strengths, see their own shortcomings, in the face of problems, confusion in a sincere attitude and leaders, colleagues, students to communicate.

4.4 Enhance your emotional experience

High-level talents who accept and identify with organizational goals and values are active and active in their work, have high degree of commitment to their work, have confidence in their college and their future, and have high degree of emotional experience. The high-level talents with low acceptance and identification are more likely to have job burnout, lack of enthusiasm and initiative at work, and low sense of achievement at work. The expectation of high-level talents is not satisfied, which will make high-level talents have a sense of disappointment and sadness. Therefore, high-level talents should actively communicate with their schools and inform them of their expected responsibilities and obligations, such as the expectation of higher salaries, going out to study and exchange, job promotion, and increasing research funding, expected to solve the spouse employment, children to attend school and so on. When the school gives feedback to its own investment, the high-level talents should be more dependent and loyal to the organization, improve the satisfaction, and enhance the fit with the higher vocational colleges.

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