

# How to avoid the phenomenon of "Peter Principle" in the promotion of personnel in academies?

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**Abstract.** *The "Peter Principle" argues that in a hierarchical organization, every employee tends to be promoted to a level he or she is not competent<sup>[1]</sup>. This situation also exists in the promotion of personnel in academies, which has the reasons of personal cognition, the reasons for the administrative administration of internal management and the characteristics of hierarchical organization. Beyond the "Peter Principle", we need to strengthen educational guidance, improve the institutional mechanism, change the hierarchical structure, improve the incentive system, so as to achieve the goal of discovering able people ,putting them at suitable posts and making the best of their talents.*

**KEYWORDS:** *Peter Principle; hierarchical organization; personnel promotion*

## **1. Strengthen the guidance of education and establish a correct view of promotion**

Young teachers who have just entered the university to work, regardless of the system of teaching, scientific research, management and service services, are eager to be appreciated, valued and given career development. The most immediate manifestation and approach to this hope is promotion. But the pyramid structure of the institution determines that it does not provide sufficient opportunities for promotion and is unlikely to satisfy the professionalism of all young teachers<sup>[2]</sup>. At the same time, differences of personal performance, work ability, job competence, social adaptability and other factors will inevitably lead to the promotion of some

people with other people do not move. Under such circumstances, it is necessary to strengthen educational guidance within the organization and help teachers and staff to establish a correct concept of promotion. Although promotion is the wish of the vast majority of the people, but it isn't the sole purpose of the work. In the face of promotions opportunities, teachers should consider their own ability quality, and when you don't have the ability, you should keep a foothold on the job and make extraordinary performance in the ordinary post. Do not play hard for the promotion, don't take malicious competition, don't pull bribes and other ways to break their own future.

## **2. Transforming the hierarchical structure and reducing the impact of administration**

The pyramid structure of the institution is prone to many problems, the greatest limitation of which is the limited opportunities offered for promotion<sup>[3]</sup>. After the reform of academies, the organizational structure of each level tends to be flattened, the management level decreases and the management amplitude increases. The flat organizational structure not only provides more room for the members of the organization to rise, but also significantly improves the speed of information transmission and administrative efficiency within the organization, which is conducive to the enthusiasm and creativity of subordinates. Of course, each organizational structure has its own pros and cons, and no structure is the best. Academies are a complex organizational system, can not make one-sided change of organizational structure and eliminate the administration, we should take the essence of dross, reduce the adverse impact of the administrative structure reasonably and reposefully on the basis of the administrative characteristics, so that the administration serve the scientific research and teaching work better.

## **3. Improve the selection mechanism, standardize the promotion system**

First, carry out the evaluation before the personnel promotion, we can use the scientific evaluation method in the human resources management, regard the test result as a basis for the selection and appointment, evaluate the ability of the subjects deeply and rationally. Second, we should grasp the working conditions of

members in their original posts through various ways, listen to opinions and suggestions in a comprehensive manner, and understand the advantages and disadvantages of all aspects of the member clearly and accurately. Third, strengthen the feedforward control of promotion appointment, establish a scientific business capability evaluation system, post promotion system, reward and punishment mechanism and training system, etc., we should have detailed responsibilities for the job, competency requirements, business description and the specific goal of progress. Fourth, adhere to the principle of "openness, justice and fairness", we must operate normatively, pursue efficiency, enhance the transparency of selection, to avoid pulling nepotism, to eliminate the malpractice of the selection and appointment<sup>[4]</sup>. Fifth, strengthen supervision, exercise democratic supervision over the whole process of selection and appointment, and give full play to the role of democratic recommendation, democratic evaluation and democratic deliberation. Sixth, establish a system of accountability for the selection and appointment, carry out feedforward control to monitor his competence of the post after the promotion, if there is an oversight, we will call to account<sup>[5]</sup>.

#### **4. Improving wages and improving incentive mechanisms**

First, establish the "broadband pay" system. The so-called "broadband pay" is replacing the original more salary scale with less salary scale and large adjustable extent of every rank in the organization, compressing the original dozens of pay scales into several levels, eliminating the apparent grade difference by the original narrow salary scale. At the same time, increase the range of each level to make a new compensation management system and operation process. The "broadband pay" system allows people who are not in leadership positions to be paid highly for their outstanding performance, which is very effective for those who are not suitable for promotion and are suitable for remaining in their jobs at all levels of administration and professional and technical personnel. It would be better for them to embody greater value in the position that best suits them than to encounter the "Peter Principle" trap when they were promoted, it effectively avoid the crowding of official journeys for all<sup>[6]</sup>.

Second, the use of "Peter Status Act". There are many ways to identify a class or status in society, and in addition to pay there are a series of special benefits.

Academies can also stimulate excellent teaching staff at all levels by improving hard and soft conditions in all aspects of work, life and so on. For example, not only to the level of administrative positions to equip the office, apartment area size and the corresponding various additional conditions. Like some famous professors even outstanding experimenters, they can also configure the same office in a certain administrative position or the right to a distinctive, hierarchical representation of special privileges. The above measures are called the "Peter Status Act"<sup>[7]</sup>. The "Peter Status Act" offers more possibilities to avoid the enthusiasm of promotion of many highly motivated and enterprising people, so that professional teachers do not have to leave their original jobs to receive appropriate remuneration and rewards.

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