

## Introduction of Innovative Talents and Human Resource Management in Colleges and Universities

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**Keywords:** Innovative talents, universities, Human resources management, Problems, Path analysis.

**Abstract:** Human resources is not only the first resource in the era of knowledge economy, but also an important part of the era of knowledge economy. With the continuous development of major universities, innovative talents have received more and more attention and attention as an important human resource to promote the sustainable development of colleges and universities. Although major colleges and universities have made gratifying achievements in the introduction of innovative talents, they still face some problems to be solved in the process of introducing innovative talents. This paper analyzes the problems of the introduction of innovative talents in colleges and universities from the four aspects of innovative talent introduction evaluation mechanism, training strength, risk assessment mechanism and assessment incentive system, and puts forward a number of solutions in order to provide some reference and reference for the introduction of innovative talents in colleges and universities.

### 1. Research background

#### 1.1 Literature review

After defining the concept of human resources in colleges and universities, Li Jingjing puts forward some measures to solve the problems of human resource management in colleges and universities on the basis of analyzing human resource spending in colleges and universities (Li, 2018). Guan Lei introduced the main characteristics of human resources in colleges and universities, pointed out some defects in human resources management in colleges and universities, and expounded the significance of human resource management innovation in colleges and universities, and finally put forward innovative measures such as strengthening the information infrastructure of human resources management and creating a sound human resource management mechanism (Guan, 2017). On the basis of outlining innovative talents, Zhang Hongzhi and other scholars put forward innovative talent introduction paths such as attracting talents and retaining talents by platform, and systematically studied the introduction of innovative talents (Zhang et al, 2013). Fu Cuilian analyzed the necessity of the introduction of talents in local colleges and universities, pointed out some problems in the introduction of high-level talents in local colleges and universities, and gave the solution to improve the mechanism of introducing high-level talents in local colleges and universities (Fu, 2012). Shi Zhou and other scholars put forward countermeasures to innovate high-level talent introduction mechanism in colleges and universities from six aspects: creating a good environmental mechanism and establishing a development coordination mechanism (Shi et al, 2009). On the basis of analyzing the current situation and problems of the introduction of innovative talents in Chinese universities, Chen Miaomiao and other scholars put forward measures to create a harmonious environment for the growth of talents and improve the compensation system for innovative talents in Chinese universities (Chen et al, 2018). Chen Miaona expounds the concept of human resource management and innovative talents in colleges and universities, and puts forward targeted improvement strategies in view of the problems in the process of human resource management and the introduction of innovative talents in colleges and universities (Chen, 2019).

## **1.2 Purpose of research**

With the vigorous development of colleges and universities, as an important part of the human resources management of colleges and universities, the introduction of innovative talents has received unprecedented attention. Major universities have made remarkable achievements in the introduction of innovative talents. The number and quality of innovative talents have shown an upward trend, and the overall quality of innovative talents has improved significantly. However, colleges and universities still face some problems that need to be solved in the process of introducing innovative talents. In view of this, this paper studies the problems and innovation paths of the introduction of innovative talents in colleges and universities, and hopes to provide reference for the continuous improvement of the introduction of innovative talents in universities.

## **2. Related concept definition**

### **2.1 Human resources management in colleges and universities**

Human resources in colleges and universities refer to employees who are engaged in or serving the science of teaching and research, and promote the development of economic society and higher education. They mainly include teaching and research staff, administrative staff and logistics service personnel. As a special part of human resources, higher human resources have the characteristics of value-added, innovative and hard to replace compared with other human resources. Specifically, as the main body of human resources in colleges and universities, teaching and research staff mainly bear important responsibilities such as teaching, scientific research and social services in colleges and universities. As the key of human resources in colleges and universities, administrative personnel need to have high professional quality of political thought and education management, so as to promote the more scientific administration of colleges and universities and ensure the orderly conduct of university administration. As an important supplement to the human resources of colleges and universities, the logistics service personnel should provide solid guarantee and strong support for the construction and development of colleges and universities and the smooth development of teaching and research activities.

### **2.2 Innovative talent**

With the advent of the knowledge era, innovative talents have become an important resource for colleges and universities to gain advantage in the fierce competition. Innovative talent refers to those who have the ability to innovate, think and innovate, engage in all kinds of innovative activities, create value for society and organizations, and achieve innovative results. Innovative talent has a high ability to accept information and digest new technologies, to be able to efficiently adapt to the challenges of new environments and new topics, and to quickly enter the work state. As the human capital that other human resources cannot be replaced, innovative talents generally have received higher education, with high education and high cultural level, can achieve creative, dynamic, value-added development, and constantly promote the development of teaching and scientific research in various colleges and universities. In order to realize the progress of scientific research and gain competitive advantage in the competition of colleges and universities, universities need to continuously strengthen the human resource management of colleges and universities and introduce innovative talents.

## **3. Problems in the introduction of innovative talents in colleges and universities**

At present, China's higher education has been developing rapidly, the introduction of innovative talents has been more and more attention, the major institutions of higher learning in human resources management has made remarkable achievements, the number of innovative talents in general show an upward trend. Although universities have made some achievements in the introduction of innovative talents, they still face some problems that need to be solved in the process of introducing innovative talents.

### **3.1 The mechanism of introducing and evaluating innovative talents is not perfect**

At present, Chinese colleges and universities have problems in the process of introducing innovative talents, such as high academic qualifications and high professional titles. They emphasize too much academic qualifications, high professional titles and academic achievements, and the dedication and ideological and moral cultivation of candidates. There is not enough attention in the area. It is true that in the introduction and evaluation mechanism of innovative talents, the qualifications and titles of candidates are very important. However, as an innovative talent, it depends not only on the academic achievements obtained in the past, but also on whether it has solid professional theoretical knowledge, strong teaching skills and outstanding innovation ability. Is it professional and ethical? The ability of teamwork and excellent ideological and political quality can promote the improvement of teaching and research level in universities. The above factors have an extremely important role in the construction of human resources management in colleges and universities. However, in the process of introducing innovative talents, some colleges lack scientific and rational talent introduction evaluation mechanism and standards, and lack comprehensive investigation and evaluation of innovative talents. However, it is difficult to guarantee the quality of talent introduction by introducing talents in schools, academic qualifications and titles.

### **3.2 Insufficient training of innovative talents**

At present, some colleges and universities only pay attention to the introduction of innovative talents, but neglect the late training of relevant talents, and do not take the training of innovative talents as an important work. The reason is that some colleges and universities will regard talent training as a kind of cost to a certain extent, and ignore the positive effect brought by the improvement of the level of teaching and research in the later stage of innovative talents. Some colleges and universities have seen the benefits of talent training, but college leaders believe that these trainings are difficult to improve the teaching ability, research level and administrative ability of colleges and universities. In addition, some colleges and universities to carry out the relevant training is a general training, lack of sufficient relevance and professionalism, not according to specific needs to carry out training, which also makes training difficult to achieve the desired goals, not only caused the waste of university costs, but also caused the waste of staff time, making innovative personnel training and practical work out of touch.

### **3.3 The risk assessment mechanism of the introduction of innovative talents is not perfect**

The introduction of innovative talents is a high-risk input, there are legal risks, economic risks and brain drain risks of the introduction of innovative talents, some colleges and universities in the actual work lack of necessary effective risk-averse preventive measures. Among them, legal risk refers to the various disputes between innovative talents due to salary treatment, personnel relations and universities, and disputes between employers caused by the disorderly flow of innovative talents (Liu, 2016). Economic risk refers to the contradiction between the high cost of the introduction of innovative talents and the low output after the introduction. The cost of introducing innovative talents in higher education institutions is higher, and if the innovative talents introduced are difficult to achieve the expected goals of colleges and universities, it will not only be economically uneconomical, but will also make the faculty and staff of the school think that the school attaches importance to external talents and despise internal talents. They have a problem of psychological imbalance, and to a certain extent, a lack of fairness will lead to brain drain in the school. The risk of loss refers to the second loss of talents after the introduction of the society due to the fierce competition of talents and the diversity of talent selection. Some colleges and universities have the problem that the system of talent introduction and training is not perfect, and the lack of supporting measures for the training, management and potential development of innovative talents after the introduction of the talents, which leads to the loss of innovative talents.

### **3.4 The system of evaluation of innovative talent performance is not perfect**

At present, there are still some problems in the performance appraisal system of some colleges and universities. The performance appraisal system lacks a theoretical basis and lacks a unified evaluation standard. There are still many colleges and universities to take the way according to the job title, job payment allowance, in the performance evaluation work after the introduction of innovative talents only pay attention to one-sided reward, lack of scientific and reasonable, operational performance evaluation standards. In the assessment standard, individual colleges and universities for innovative talent lack of comprehensive investigation, the assessment cycle is short. Usually, how many scientific research results are completed within one to two years after the introduction of innovative talents, and some high-quality papers are published, over-emphasizing the level and quantity of papers published. Linking the evaluation results with the treatment and rewards and punishments of innovative talents is also extremely likely to lead to problems such as impetuous style, quick success, and academic misconduct.

## **4. Analysis on the path of introducing innovative talents in colleges and universities**

### **4.1 Construct a scientific and rational innovative talent introduction mechanism**

At present, the original talent evaluation standards are no longer adapted to the development requirements of the current situation. Major universities should establish the concept that everyone can be talented, always adhere to the principle of employing talents and talents, and choose knowledge, ability, morality and performance. An important standard for people to use. Therefore, major universities should build a scientific and rational innovative talent introduction mechanism. They should not only pay attention to the factors such as the graduates of the candidates, but also pay attention to the innovative ability and scientific research ability of the candidates, because they need to set up posts and introduce them as needed. Introduce appropriate innovative talents based on specific positions and subject characteristics. If there are some very talented people, you can choose to appropriately reduce the requirements of some hard indicators, truly reduce the talents without any restrictions, and strive to break the restrictions of academic qualifications, units, household registration, etc., and create a good environment for the flow of innovative talents. In the process of recruiting innovative talents, colleges and universities must achieve fairness, fairness, and equal competition, and resolutely put an end to the relevant personnel to rely on the nepotism to go to work.

### **4.2 Increase the training of innovative talents**

In the face of the endless new knowledge, new science and technology and new disciplines, colleges and universities should fully examine the importance of innovative talent training, and list it as an important work of human resource management in colleges and universities. First, colleges and universities need to set scientific and reasonable training objectives to ensure that relevant personnel can receive all kinds of training related to their jobs, such as conducting various types of pre-job training, academic salons, lectures and advanced seminars, so as to enhance their teaching standards, scientific research capabilities and innovation capabilities. Second, major institutions of higher learning need to choose the right training staff, to hire experienced first-line scholars, teachers or managers inside and outside the school to carry out training for personnel in different positions. For the training of high-level innovative talents, it is necessary to focus on the discussion, which is helpful to stimulate some new innovative ideas and teaching ideas. The training of administrative personnel and logistics personnel should focus on improving their working and service capabilities, so as to achieve the training objective of promoting the progress and subject development of colleges and universities.

### **4.3 Improve the risk assessment mechanism for innovative talent introduction**

The prevention of the risk of innovative talent introduction is a systematic project for higher education institutions and needs to be carried out from the following aspects: First, major

universities should effectively change the thinking of innovative talents, and regard the introduction of innovative talents as a kind of strategic risk investment, and strengthen the predictability of their returns and benefits; Second, major universities should establish scientific and rational innovative talent introduction procedures and risk prevention measures to avoid subjectivity and blindness in the process of introducing innovative talents, and to be able to effectively resolve various problems that may arise; Third, major universities should further establish the relationship between colleges and departments in the introduction of innovative talents, and clarify the responsibilities of the department in the introduction of innovative talents, follow-up management and training. The above measures can effectively resolve risks and reduce the risk coefficient of colleges and universities in the process of introducing innovative talents.

#### **4.4 Improve the innovative talent assessment and incentive system**

When introducing innovative talents, colleges and universities should not only examine the factors such as academic qualifications, professional titles, schools and working years, but also comprehensively examine their research capabilities, business level, ideology and professionalism. When evaluating the actual work effectiveness of innovative talents, universities should not only have academic qualifications and titles, but also need to classify, synthesize and refine the appraisal indicators, and constantly improve and perfect the performance appraisal system and evaluation standards of innovative talents. In the assessment of relevant talents, colleges and universities should take full account of the creativity and periodicity of scientific research activities, on the basis of full respect for the laws of scientific research and teaching work, appropriately extend the evaluation cycle, combine quantitative assessment and qualitative assessment, and allow quantitative assessment as the focus. Increase incentives for high-quality teaching and research outcomes from innovative talents. By constructing a scientific and reasonable assessment and incentive system, we can strengthen the management of innovative talents after introduction, so as to give full play to the maximum utility of innovative talents.

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