

Dilemmas and Countermeasures of Human Resource Management in Universities under Epidemic Normalization

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Abstract: With the outbreak of COVID-19 epidemic in late 2019, universities can't get away from the involvement of human resource management work from the initial suspension of classes to online teaching to the resumption of offline classes. In the face of the challenge of COVID-19, especially since the epidemic has become normalized, how to do a good job of personnel management, talent introduction, training and development, salary management, job hiring and other human resource management work is an urgent issue for university human resource management practitioners to think about.

Keywords: Epidemic; University; Human Resources Management.

1. Introduction

The COVID-19 outbreak began in late 2019. Universities are densely populated places, which further makes human resource management more difficult. Under the influence of the epidemic, once the personnel in the university is not properly controlled, it may lead to the emergence of a large area of new coronavirus infection on campus, which will pose a threat to the life and health of students, teachers and related staff on campus. At the same time, how to improve and upgrade the management level of university human resources under the epidemic, do a good job of epidemic prevention and control, and complete the basic training of high-quality personnel has become a basic indicator to examine the quality of human resource management in universities and whether it meets the sustainability of university development. Therefore, with the normalization of the new coronavirus epidemic, how to solve the dilemma of university human resource management and further improve the level of human resource management has become very urgent and important.

2. Impact of the Epidemic on University Human Resource Management Efforts

The emergence of an epidemic can create many dilemmas for the university's teaching and research staff, management services staff in their offline work and human resource management in the university, which, if not dealt with in a timely manner, may have a serious impact on students' performance and the overall standard of education and teaching.

(1) Impact of the epidemic on recruitment

During the epidemic people get recruitment information mainly online, online recruitment can break the time and space limitations, which is conducive to saving the cost of resources on both sides. However, as far as the actual recruitment situation is concerned, online recruitment and interviews have emerged only in recent years due to the impact of the epidemic, and there are generally limitations in terms of equipment and technology, such as unstable network

environments and insufficient equipment, which lead to poor interactivity and limited visibility of online interviews, which will have a direct impact on the judgment of interviewers and the performance of job seekers.

(2) Impact of the epidemic on training

The number of people who entered the profession during the epidemic without professional training, who received online training, who thought that the training time was insufficient and who were dissatisfied with career planning was even higher. Although most staff members have a certain willingness to train, there are generally different degrees of training and development problems in colleges and universities as a result of the impact of the epidemic.

(3) Impact of the epidemic on performance management

The research data shows that the number of employees who are dissatisfied with the compensation and benefits during the epidemic is relatively high, and the number of people who think that the performance appraisal is not in line with the compensation and benefits, and that they will choose to leave the company if there is a suitable opportunity to do so is relatively high. That is, low compensation and benefits may increase the risk of brain drain.

(4) Impact of the epidemic on labor relations

During the epidemic period, there are problems that the staff joining the university do not understand and agree with the school motto and teaching philosophy, have a low sense of identification with the university, and are not satisfied with the campus culture construction. With the decline of employees' sense of identity and belonging, and the increase in the amount of brain drain, it is easy to cause serious impacts on the development of universities and the quality of education and teaching, and may induce more human resource management problems.

3. Opinions on the Improvement of Human Resource Management in Universities in the Context of the Epidemic

(1) Optimize talent introduction mechanism

During the epidemic, most colleges and universities, in

order to cooperate with the prevention and control of the epidemic, still take the online recruitment mode as the main mode, but there are many limitations and pitfalls in the single online recruitment. Therefore, in the actual recruitment work, some colleges and universities can combine the local epidemic prevention and control situation, properly carry out online and offline integration of recruitment methods, online recruitment platform to establish an official account, in order to ensure the accuracy and validity of the recruitment information of the colleges and universities, real-time synchronization of college and university official website recruitment information, to avoid the unscrupulous elements "drilling" to obtain the private information of schools or job seekers. This will prevent unscrupulous elements from "drilling" into the private information of schools or job seekers and committing related illegal and criminal activities. Under the conditions of epidemic prevention and control, it is appropriate to carry out offline job interviews to increase the interaction with job seekers, so that interviewers can have a more comprehensive understanding of job seekers. Under modern technical support, a talent evaluation system is set up to make a more comprehensive and integrated consideration of job seekers' academic qualifications, work backgrounds, disciplinary backgrounds, academic backgrounds, etc., according to the types of positions, responsibilities, and conditions of service, so as to ensure the fairness and impartiality of the selection mechanism.

(2) Improvement of personnel training methods

Under the epidemic situation, some universities may not be able to carry out offline training work according to the expected plan, and with the increase in the frequency of online teaching and office work, the university needs to combine the current situation with appropriate strengthening of online training work. According to the different functions and work of each position, carry out targeted training work. Such as teachers, employees face online teaching experience, lack of skills and other issues, for such personnel, the university needs to carry out targeted online teaching, training activities. Combined with the changes in the situation of epidemic prevention and control around the world, the establishment of "three phases and three enhancements" of the training mode of the teacher position, similar to online teaching, the school can be recorded in advance, the preparation of a good online teaching training video, instructing the teacher position employees and new teachers to complete the relevant video learning, mastering the basic online teaching skills, including online teaching methods, online platform software operation skills, etc. .

Through the training of employees in all positions in the school, build a lifelong education system, so that employees in all positions can continuously acquire new knowledge and skills, and encourage exchanges and further studies of the staff in teaching posts, administrative posts and scientific research posts, the school can appropriately set up a talent cultivation fund to encourage employees to upgrade their academic qualifications or go to more excellent schools for further studies, so as to make full use of human resources knowledge and play a role in talents. Construct a perfect development and management system, establish a good incentive, competition, constraints, elimination mechanism, follow the employment mechanism that people are suitable for their jobs, get the right person for the right job and make the best use of their talents, so that the employees can give full play to their real talents in the suitable positions.

Comprehensively improving the training methods for university staff and adjusting training hours so that employees in all positions can receive high-quality training, further enhancing their overall work efficiency.

(3) Improve the performance appraisal system

Teacher posts, administrative posts, and research posts in colleges and universities cannot be based on a single teaching hours and the number of SCI publications as the main assessment standard, but should pay attention to the assessment of their education and teaching quality. Improve the performance appraisal system, optimize the student evaluation system, understand the learning needs of students, comprehensively analyze the teaching situation of each grade and each discipline of the faculty team, and solve the related teaching problems in time. Dynamically adjust the assessment standards according to the different functions of the positions of teaching posts, administrative posts and scientific research posts.

In addition, with the improvement of the performance appraisal system, it is necessary to establish a corresponding system of rewards and punishments, for the performance appraisal of the outstanding achievements of the faculty and staff, it is necessary to give the corresponding material or spiritual incentives, such as the issuance of bonuses or the provision of opportunities for evaluation of titles, etc., according to the distribution of labor, the more you work, the more you get, to avoid the unfair distribution of salaries and benefits.

(4) Strengthening campus culture construction

To build a good and equal campus cultural atmosphere, the online communication among teachers can be appropriately strengthened during the epidemic, widely soliciting the opinions of employees in various positions, guiding them to organize their own cultural construction, and further strengthening the sense of identity and belonging to the school among the staff on campus. With the faculty of each grade and specialty as the main focus, small offline exchanges will be formed under the conditions of epidemic prevention and control regulations, to build good and harmonious interpersonal relationships among the staff on campus and to form a harmonious organizational cultural atmosphere. Strengthen the construction of information technology and build a feedback mechanism so that staff on campus can effectively put forward their opinions and suggestions, further improve the human resource management mechanism, enhance the sense of belonging of new employees during the epidemic, and reduce the risk of brain drain.

4. Conclusion

The sudden epidemic of new coronary pneumonia has brought some impact on the human resource management of colleges and universities around the world, and the traditional human resource management model is no longer applicable to the human resource management of colleges and universities under the epidemic. At the same time, affected by the epidemic, many potential human resource management problems in colleges and universities have begun to phenomenon, such as poor configuration of human resource structure, limitations and pitfalls of online recruitment, lack of professional training for some college positions due to the epidemic, poor performance appraisal and salary treatment, and low sense of identity of newly recruited employees to the school, and so on. Based on such problems, the author mainly puts forward the adjustment of human resource structure of

universities, optimize the talent introduction mechanism, realize the "double-selection" mode, comprehensively plan the training of staff, promote the rational allocation and use of human resources, optimize the performance appraisal system, improve the reward and punishment mechanism, strengthen the campus culture construction, enhance the sense of belonging of staff and other suggestions and recommendations. The suggestions and recommendations are aimed at solving the human resource management problems of universities under the epidemic, improving the quality of education and teaching, and realizing the basic goal of talent cultivation in universities.

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