

## Ways and Methods to Improve the Professional Competence of Administrative Personnel in Colleges and Universities

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**Abstract:** College administration is closely related to the development of colleges and universities. The overall quality of college administrators directly determines the administrative level of colleges and universities and the overall management order of colleges and universities. It can be said that college administrators play an important role in the connotation construction of college education, the construction of modern management system and the cultivation of core values, so it is of great significance to improve the professional competence of college administrators. The purpose of this paper is to explore the ways and methods to improve the vocational competency of administrative personnel in colleges and universities, so as to build a team of highly professional and efficient administrative personnel, and finally promote the continuous improvement of administrative work efficiency in colleges and universities. This article first to the competency and relevant concepts are analyzed, such as professional competency and with the help of APH model algorithm, administrative personnel in colleges and universities of professional competency indicators carried on the thorough analysis, on this basis, it is concluded that the administrators in colleges and universities of professional competency development present situation and problems, thus put forward the improve administrative personnel in colleges and universities professional competence of the specific path and method. The experiment of this paper shows that the vocational competence of administrative personnel in universities and colleges in China has not reached the ideal effect and needs to be further improved.

### 1. Introduction

Administrators play a key role in the management of colleges and universities. The professional competence of administrators in colleges and universities not only has a profound impact on their own development, but also plays an important role in the future development and innovation of colleges and universities [1]. At present, with the deepening of education reform, the professional competence of administrative personnel has been unable to meet the needs of social development. College administrators are not only responsible for the daily work of colleges and universities, but also play an important role in the cultivation of core values and the construction of modern management system [2]. Therefore, the exploration of ways and methods to improve the professional competence of university administrators plays an important role in the improvement of university management efficiency [3].

The concept of occupational competency has not been settled yet, but scholars at home and abroad have made in-depth studies in this field and obtained relevant results. In [4], the author puts forward three kinds of professional competency, including professional competency, organizational competency and management competency. In [5], the author believes that there are six main factors in occupational competency, including career development ability, career reflection ability, work exploration, motivation reflection, career control ability and interpersonal network ability. In [6], the author proposes a model of occupational competency from the perspective of organization, namely a three-dimensional model. Although the above studies have conducted different types of

detailed studies on occupational competency, there are still many deficiencies, among which the most significant one is that the research on methods and paths to improve occupational competency is not involved [7].

The professional competence of university administrators is an important criterion to measure their work efficiency and effectiveness. In [8], the author points out that the modern society has put forward new requirements for the professional competence of university administrators, which are mainly reflected in management philosophy, creative thinking and professional quality. In [9], the author analyzes the development status and difficulties of the vocational competitiveness of university administrators, and points out the main problems existing in the development of their vocational competency. In [10], the author explains the specific connotation of the professional competence of modern university administrators.

In view of the current administrative personnel in colleges and universities of professional competency development present situation and the main problems, this article first to the competence and professional competency and related concepts are analyzed, and with the help of APH model algorithm, the administrators in colleges and universities of professional competency indicators, carried on the thorough analysis on this basis, it is concluded that the administrators in colleges and universities of professional competency development present situation and problems, thus put forward the improve administrative personnel in colleges and universities professional competency of the specific path and method.

## 2. Method

### 2.1 Core Concepts

Although scholars at home and abroad have defined the concept of competency, they have not reached a unified conclusion. On the basis of consulting and sorting out relevant materials, this paper sorted out the common ground of the concept of competency, including the following aspects: first, there is a close relationship between competency and job performance, which can accurately predict the working conditions of employees; Secondly, competence is dynamic and closely related to the task situation. Third, competence is an important criterion to measure the work ability of employees. At present, according to the main characteristics of competency, scholars can divide the model into onion type and iceberg type. Professional competence does not refer to the detailed working conditions of employees, but only to the factors related to employees' career development. From the perspective of self-guidance, employees' management and learning of their own work, and even the work experience required by their own career progress, can also be called professional competence. Generally speaking, professional competence is an important criterion to measure the working conditions of staff, which to some extent determines the probability of career success of staff. Competency can be identified in the following ways: behavioral event interview, process-driven, output-driven and trend-driven.

### 2.2 APH Model Algorithm

APH method was essentially a hierarchical weight decision analysis method, which realized the close combination of quantitative analysis and qualitative analysis. By dividing the relatively complicated system factors into levels, these levels are in a certain order and closely related. On the basis of hierarchical division, the influence factors are analyzed by means of quantitative analysis, and then the weight values of each factor are sorted according to the obtained values. The APH model algorithm was used to quickly determine the competency index of university administrators, and the specific calculation formula for each weight of different factors was as follows:

$$W_i = CW_{11} \times CC_{ij} (i = 1,2,3; j = 1,2,3,4;) \quad (1)$$

Where, WI represents each weight of different factors; here, W11 is a fixed value and W11 is set as 1.88; C represents a fixed constant; and Cij represents the factor hierarchy. The formula for calculating the comprehensive importance of each factor is as follows:

$$\sum_{i=1}^3 W_i = C_{ij} + \sum C_{ij} \quad (2)$$

As mentioned above, APH law divided specific objects into three levels. The program level was the specific factors, namely the structure, comprehensive ability, reputation and personality characteristics of administrative personnel in universities. The criterion layer represents important indicators; the target level is the management goal of university administrators. On the basis of the above three levels, APH model was built, which laid a foundation for the establishment and analysis of vocational competency indicators of university administrators.

### 3. Analysis of Vocational Competency Index of Administrative Personnel in Colleges and Universities

The existing competence index on the basis of the research and collection of data, and combining with the characteristics of administrative personnel in colleges and universities, this article competency indicators of administrative personnel in colleges and universities has carried on the simple classification, on the aspect of competence indicators 114, and then based on the conclusion from the 114 index were classified three categories, respectively is the knowledge, skills and personality traits. Then, in order to further determine the accuracy and reliability of the competency indicators, this paper collects and sorts out the performance indicators of relevant university administrators, and finally establishes five dimensions, namely, morality, ability, diligence, performance and honesty. Final integration, finally the above indicators finally concluded that the administrators in colleges and universities of professional competence, six indexes are respectively the theoretical knowledge, social skills and moral, personality characteristics, ideological quality and personal ability, among them, each big indicator can be divided into many small indicators, the indicators have a total of 40. Through the establishment and analysis of the index of vocational competency of college administrators, we can comprehensively grasp the current situation of vocational competency of college administrators.

## 4. Discuss

### 4.1 Analysis on the Current Situation of the Vocational Competency of Administrative Personnel in Colleges and Universities

This article in to sort out the relevant information on the basis of the combination of the above relevant administrative personnel in colleges and universities of professional competency indicators analysis can draw the conclusion: with the advancement of administrative personnel team construction in colleges and universities, their professional competence has made obvious progress, but because of its competency in the problems in the process of development, the competency is far from the social standard requirements, specific data analysis results as shown in table 1 and figure 1, the chart data in the system the author sorting the results of the experiment.

**Table 1.** Index analysis of vocational competency of university administrators

Name	Species	Actual ompetence	Ideal competence
Theoretical knowledge	3	46.19%	73.27%
Interpersonal competence	7		
Work ethic	8		
Ideological and moral	6		
Personal ability	7		
Personal characteristics	10		

\*Data came from the in-depth analysis of financial data in the experiment



**Figure 1.** Main problems in the development of vocational competency of university administrators

From the data in table 1, it can be seen that the current vocational competency index of administrative personnel in colleges and universities is divided more carefully, which indicates that their competency has made some progress. However, the data in table 1 also show that the current competency index is only about 46%, far from the 71% of the ideal effect. From the data in figure 1, it can be seen that the problems encountered in the development of the professional competence of current college administrators mainly include lack of professional training, lack of specialization, and need for improvement of professional psychological quality. In combination with these problems, the following sections will propose ways and means to improve vocational competency.

#### 4.2 Ways and Methods to Improve the Professional Competence of University Administrators

The key factor to improve the professional competence of university administrators lies in the administrators themselves. Therefore, in order to continuously improve the competence of administrative personnel, we must first start from the management personnel themselves, and strive to improve their comprehensive quality, to maximize the promotion of the enthusiasm and creativity of university administrative personnel. Specifically from the following aspects:

##### (1) Continuously promote the improvement of independent learning and management ability

The level of autonomous learning and management ability of university administrators is closely related to the working ability and actual working level of the administrators, which is directly related to their professional competence. Therefore, in order to improve the professional competence of university administrators must strive to improve their independent learning and management ability. First of all, administrators should update their learning concepts, continuously learn relevant knowledge, and promote the expansion of knowledge and the improvement of cultural literacy, especially the knowledge related to administrative management. The second is to continuously promote the improvement of self-management ability. Self-management ability is related to the administrator's future development planning, related to the formation of internal working attitude. The key to improve their management ability is to strengthen their work faith and gradually establish the core values of administrators.

##### (2) Improve work methods to achieve work innovation

The work of administrative personnel in colleges and universities is closely related to the practical aspects of colleges and universities, and is closely related to practical activities. Therefore, in order to improve the professional competence of university administrators, it is necessary to continue to strengthen working hours, constantly innovate working methods, and get rid of the original low-level working methods and practices. In the process of exploring new methods, promote the improvement of administrative personnel's professional competence.

(3) To strengthen vocational training and exchanges for administrative personnel in colleges and universities

In order to promote the continuous improvement of administrative personnel's professional competence, universities have the responsibility to train administrative personnel. First of all, administrative work exchanges should be held in different scopes and levels to continuously strengthen the exchanges among administrative personnel of different universities and promote mutual learning and reference between personnel. The second is to realize the work flow and practice of university administrators through post transfer. Finally, it is to carry out professional training meetings for administrative personnel to enhance their opportunities to study abroad. In the process of vocational training and communication, work ability is constantly improved to promote the improvement of professional competence.

## Conclusion

The key to promote the effectiveness of the administrative development of colleges and universities lies in the promotion of the administrative level of colleges and universities. At present, the professional competence of university administrators is far from meeting the standards, which will take a long time to change. This paper puts forward specific ways and methods to improve the professional competence of university administrators, but there are still some deficiencies in the research:

(1) The path and method proposed in this paper is only for university administrators, and does not have universal use;

(2) Some of the methods proposed in this paper have not been fully tested in experiments, and the reliability and scientificity of the methods need to be improved.

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