

## **Innovation Research on the College Counselors' Selection, Incentive and Development Mechanisms -- A Case Study of Hainan Colleges**

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**Keywords:** Counselors, Selection Mechanism, Incentive Mechanism, Development Mechanism.

**Abstract:** The common problem of college counselor is insufficient number, low quality and poor stability. This paper focuses on the selection mechanism, incentive mechanism and development mechanism; through investigating the Hainan universities, putting forward some countermeasures on how to solve the problems that affecting the construction of college counselors, so as to stimulate the enthusiasm, initiative and creativity of college counselors' work, and promote the stable development of college counselors.

### **1. Introduction**

College counselors play an irreplaceable role in promoting the university students comprehensively develop, and also assume major responsibility for ideological education and education teaching<sup>[1]</sup>. At present, there are still a series of problems in the construction of college counselors which greatly affect the enthusiasm of counselors for work, especially in selection, incentive and development mechanism. Take Hainan University as an example, this paper mainly investigates 10 universities about their current situation of the selection, incentive and development mechanism in Hainan province, finds out the problems, and gives Suggestions for improvement.

### **2. Investigation and Analysis**

#### **2.1 College Counselors Selection Mechanism**

The selection conditions and ways are the main contents of the selection mechanism of College counselors. As a crucial links for universities in employing talents, the set standards of selection conditions of counselors combine the current situation and future development of universities. The most basic conditions in the selection mechanism of counselors include high political quality and firm ideal and faith, implementing the Party's basic line, guidelines and policies, and having heightened political sensitivity and political discernment. In the survey of Hainan universities, the proportions of selection conditions are ideological level, political consciousness, moral character, education background, political affiliation, whether to serve as student leader, working ability and so on.

There are three ways to select College counselors, open recruitment, post transfer and retention. The results of a survey 45 full-time and part-time counselors in Hainan universities show that: there are 85.6% open recruitment counselors, they are full time counselors; 10.7% counselors are post transfer, they engaged in management or education teaching before, they are part time counselors; In the past three years, the retention rates are almost zero.

#### **2.2 College Counselors Incentive Mechanism**

From the perspective of psychology, incentive is a psychological process that promotes and stimulates people's behavior according to a special external cause; it gives people an internal motivation and keeps advancing toward the desired goal. The main purpose of the incentive mechanism is to stimulate the enthusiasm, initiative and creativity of counselors, so as to enhance their sense of responsibility. Through investigation, the incentive mechanism is imperfect, lacking

coordinating, which results in the bad phenomena of high mobility, low quality, and poor sense of responsibility and lack of identification. Making good use of material incentive mechanism, promoting incentive mechanism and evaluation incentive mechanism can enhance the enthusiasm and innovation of counselors' work, and improve the counselors confidence.

### **2.3 College Counselors Development Mechanism**

A development mechanism is a process of upgrading and improving as continuous development and it is also an objective requirement of human rights. For the development mechanism, it is a general name of the system that enables counselors to comprehensive development and exerts subjective initiatives. According to the survey, there are some terrible phenomenons in Hainan colleges' counselors, such as imperfection system, not implementing policy, lack of promotion mechanism, less organization unit position, and low sense of belonging. Under the new situation, strengthening the professionalization and specialization of college counselors is an important measure of Ideological and political education in universities; we should strengthen professionalization and professionalization cultivation. To formulate the professional and professional development mechanism, firstly should clarify the current development mechanism.

## **3. Existing Problems**

### **3.1 Unreasonable Selection Mechanism**

The selection conditions stress on education background and neglect experience. The graduate students are the tickets to counselors selected, counselors are selected from just graduated and ignores the importance of experience, which brings some difficulty for the development of student work. There are more than 40% counselors selected in good ability and low quality, disregarding moral quality and political consciousness would bring bad impact on students' ideological education. As an important part of the selection mechanism, open recruitment is through written and interview examination, which exits some problems of immoral quality. For post transfer, there always exists disqualification year-end assessment and transfer to the counselor post. It is a serious problem in universities that emphasis on education and neglecting assistant. Some universities do not adopt graduates retention, which lead to the outflow of talent. There is a serious shortage of counselors, the counselors major is not consistent with the major of enrollment. The unreasonable selection mechanism results in brain waste, brain drain and shortage of talents, which restricts the universities' steady and healthy development, and is also neglecting the students' ideological education.

### **3.2 Imperfect incentive mechanism**

Material incentive, promotion incentive and evaluation incentive are very important parts of incentive mechanism. Material incentive is not in place and unfair phenomena are widespread. For example, material rewards promised to counselors are not fulfilled or delayed for a long time; The material incentives gap between teachers and counselors is large, resulting in counselors' psychological imbalance and reducing counselors' responsibility for students' ideological education. Promotion incentive only do decoration, and the phenomenon which does not meet the standard is widespread. For example, the promotion system is not fully implemented, and the implementation is not in place; Establishment is insufficient; The promotion standard is seriously unfair to the promotion of counselors. The unfairness and non-disclosure of evaluation incentive are widespread nowadays. For example, students are absent from class because they do not like the course of a teacher, and only deduct the counselor's score, and do not deduct the teacher's evaluation score. The assessment results do not be publicly disclosed; Do not inform the counselors to correct the unqualified evaluation items. Imperfect incentive mechanism will lead to bad phenomena such as high mobility, low overall quality and low sense of identity of counselors. It is also a severe blow to the enthusiasm of counselors in their work, thus losing their sense of responsibility for their posts. In particular, because of the lack of integrity of the incentive system, or the imperfect setting, counselors

can not carry out comprehensively and effectively in scientific research and teaching and training, which directly affects the process of professionalization and specialization of counselors to a large extent.

### **3.3 Imperfect development mechanism**

For College counselors, unreasonable selection mechanism and imperfect incentive mechanism will inevitably lead to imperfect development mechanism. It will lose the sense of belonging and direction. For example, the lack of counselors' development planning and related evaluation index system; the professional title evaluation index of some college counselors is higher than that of teachers. Students' ideological work is not included in class hours; the leaders have different opinions on the construction of the instructor team; Insufficient attention to counselors' work and other issues affecting counselors' development. The imperfect development mechanism directly leads to the lack of professionalization and specialization of counselors, which makes many counselors lose the confidence to work as counselors for a long time.

## **4. Innovative Countermeasures**

### **4.1 Selection mechanism**

The selection conditions should be set according to the actual situation. Counselors are the leaders of students' ideological work. Political awareness and moral quality are the basic conditions, and "one vote veto" is implemented. Degree should be combined with the level of institutions. For colleges and universities above the undergraduate level, the minimum requirement is the graduate degree; for higher vocational and technical colleges, key undergraduate degree is the minimum requirement. Political status is a necessary condition, must be a member of the communist party of China. The way of selection should adopt unrestricted strategy to introduce talents. As long as the introduced talents can complete every duty of the post excellently, it is the best way of selection.

### **4.2 Incentive mechanism**

Material incentives, income and benefits are the most effective incentives for counselors. The promised material rewards shall be fulfilled on time and in accordance with the amount. The delay in fulfilling the promised material rewards shall not exceed two months, and the difference in material rewards between teachers and counselors shall not be too great. College counselors are under great pressure and have great responsibilities. Material rewards should conform to their hard work so as to comfort their psychology, ensure their enthusiasm for work and enhance their sense of responsibility for students' ideological work. Promotion incentive: post and title promotion are the recognition of counselors' work and the attention to students' ideological work. Promotion establishment should be inclined to counselor posts. Promotion system should reflect the attention to student work in light of the actual situation. The execution intensity and implementation should be in place to avoid the unfair and iniquitous phenomenon of the promotion system. Evaluation incentive: whether the evaluation is qualified or not is a manifestation of the counselor's ability to work, and the evaluation process should be fair and impartial. Inform the parties of the reasons for the failure of the evaluation items, so as to better correct the deficiencies. In view of students' behavior in class, both teachers and counselors should undertake the obligation of managing students. A sound incentive mechanism can stimulate the enthusiasm, initiative and creativity of counselors' work to a large extent, and can escort the professionalization and specialization of counselors in students' work.

### **4.3 Development mechanism**

Effective implementation of the development mechanism is directly related to the stability of the counselor team, and is also a catalyst for counselor career development. The development mechanism focuses on the integration, professionalization and specialization of team building. The professionalization, specialization and interest of counselor team are directly affected by the

development mechanism system and its implementation. Therefore, according to their own actual situation to create excellent conditions, solve the problems of professionalization, specialization and interest of counselors, and form the diversity of counselors' comprehensive development. The diversification of counselors' development mechanism is mainly reflected in the continuous improvement of professionalism and professionalism level, especially to absorb part-time counselors with outstanding work into full-time positions of students' work, and provide a certain degree of promotion incentive policy. For the atmosphere, a good atmosphere for counselors is created within the school to form a healthy competitive situation.

## 5. Summary

In a word, through the investigation analysis and problem analysis of the selection mechanism, incentive mechanism and development mechanism of College counselors, this paper summarizes the shortcomings and problems of the three mechanisms in the colleges of Hainan province, and also puts forward relevant innovative countermeasures to solve the problems, which effectively clarifies the innovative research of the three mechanisms of College counselors. Analyzing the existing problems and current situation of counselors' mechanism, and exploring new ways to adapt to the reform of College counselors, effectively stimulate the enthusiasm, initiative and creativity of counselors to students' work. At the same time, it has greatly consolidated the stability of the counselor team, and promoted counselors to go farther and smoother on the road of professionalization and specialization.

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