

Xi Jinping's New Era of Party Building Thought Thoughts on the Construction of Evaluation System for Middle-level Leading Cadres in Universities

—Based on the Practice Analysis of S University Evaluation

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Abstract: Building a scientific and effective evaluation system is the inherent requirement for adhering to Xi Jinping's party building ideology. Based on the realistic dilemma faced by the evaluation and evaluation of middle-level leading cadres in colleges and universities and the useful exploration of S University, this paper starts from the three aspects of “testing what”, “how to test” and “how to use the results”, and constructs the evaluation system of middle-level leading cadres in colleges and universities. Implement paths to explore and think.

Since the 18th National Congress of the Communist Party of China, the Party Central Committee with Comrade Xi Jinping as the core has formed a new era of party building thoughts with a rich connotation and distinctive features in the practice of comprehensively and strictly administering the party. It is the foundation for strengthening the party building in the new era. follow. The report of the 19th National Congress clearly pointed out that it is necessary to build a team of high-quality professional cadres. "Insist on the combination of strict management and love, encouragement and restraint, improve the evaluation mechanism of cadres, establish incentive mechanisms and fault-tolerant correction mechanisms, and clearly mark those who dare to take responsibility and work hard. Cadres who do things and do not seek personal gain are brave"¹. As the backbone of the school's teaching, research and management, the middle-level leading cadres of the university are in the face of the new situation and new requirements of accelerating the construction of “double first-class” and realizing the connotative development of higher education. Their quality and ability are related to the school development strategy. The implementation of the project is related to the realization of the major goals of accelerating the modernization of education, building a strong country of education, and ensuring the education of the people. Therefore, building a scientific and effective evaluation system is an urgent issue facing the party building in colleges and universities.

1. The Theoretical Basis and Practical Significance of Constructing the Evaluation System for Middle-Level Leading Cadres in Universities

Scientific and effective evaluation and evaluation system is an important means for cadre selection, adjustment, incentive, restraint and supervision. It is also an important starting point for strict management of cadres and the construction of high-quality professional cadres. The theoretical basis and practical significance of constructing the evaluation system for middle-level leading cadres in colleges and universities lies in:

1.1 This is in Line with the New Situation and Adheres to the Internal Requirements of Xi Jinping's Party Building Ideology.

At what stage does the party and the people's career develop, and at what stage the party's construction is going to advance. Since the 18th National Congress of the Communist Party of

¹ Xi Jinping. Decisive victory to build a well-off society in an all-round way to win the great victory of socialism with Chinese characteristics in the new era—Report at the 19th National Congress of the Communist Party of China [M]. Beijing: People's Publishing House, 2017.

China, the Party Central Committee with Comrade Xi Jinping as the core has comprehensively and strictly controlled the party into the "four comprehensive" strategic layout, and scientifically answered the major issue of building a party in the new era and how to build the party. It puts forward a series of new ideas, new ideas and new conclusions, and forms a new era of party building thoughts with rich connotations and distinctive features. It is the fundamental adherence and action program for comprehensively strengthening party building in the new era. The report of the 19th National Congress put forward general requirements for the party building in the new era, stressing that it is necessary to uphold and strengthen the overall leadership of the party, uphold the party's ability to govern the party, and strictly manage the party, and point out that party cadres are the backbone of the party and state undertakings. "Insist on the combination of strict management and love, encouragement and restraint, improve the evaluation mechanism of cadres, establish incentive mechanisms and fault-tolerant and corrective mechanisms, and clearly mark the cadres who dare to take responsibility, work hard, and do not seek personal gain."²

As an important functional department of the party and the party, the organizational departments of colleges and universities must seize the key point of strict management of cadres and seize the "key minority" of middle-level leading cadres. The comprehensive and strict governance of the university can be implemented and guaranteed. The evaluation and evaluation of cadres is an important part of the party's cadre work. It is an important starting point for strict management of cadres and plays a guiding, stimulating and supervising role for cadres. Its role cannot be ignored.

1.2 This is an Urgent Need to Implement New Requirements and Strive to Build a Team of Highly Qualified and Professional Cadres.

Deng Xiaoping once pointed out that "the correct political line must be guaranteed by the correct organization line."³ Our party has always adhered to the organization of the line of service and political line, giving full play to the party's political and organizational advantages, focusing on the center and serving the overall situation. This is both the starting point for organizing the line and the foothold of the organization. The report of the 19th National Congress of the Communist Party of China proposed to "build a team of high-quality professional cadres" on the organization of the party; Xi Jinping first proposed the organization route of the New Era Party at this year's National Organization Work Conference, and profoundly expounded the "five systems" of cadre work, including "establishing knowledge of daily assessment, classified assessment, and close assessment." The "human system" has clearly defined the "road map" for the party organization work in the new era. It is the key to implement the party line of the new era and build a high-quality cadre team that is loyal and clean. The construction of a scientific and rational cadre evaluation system is the premise of selecting and using cadres, and transforming organizational resources into resources for reform and development. Valid path. For colleges and universities, adhering to the principal responsibility system under the leadership of the party committee, actively promoting the construction of "double first-class", cultivating the socialist builders and successors of moral, intellectual, and artistic development, and realizing the connotative development of the school is the center of the current work. Around this center, we must give full play to the advantages of the organization, and strive to build a team of high-quality professional cadres who faithfully carry out the socialism with Chinese characteristics in the new era, meet the standards of good cadres in the new era, be loyal and clean, have sufficient quantity, and be full of vitality. The key to reform, development and stability of colleges and universities. The assessment work and other cadres work together to set the overall goal of "building a high-quality professional cadre team". Therefore, give full play to the incentive and spurs of cadre assessment and evaluation, and establish a system of knowledge management for daily assessment, classified assessment, and close assessment. It is especially important.

² Xi Jinping. Decisive victory to build a well-off society in an all-round way to win the great victory of socialism with Chinese characteristics in the new era—Report at the 19th National Congress of the Communist Party of China [M]. Beijing: People's Publishing House, 2017.

³ Selected Works of Deng Xiaoping, Volume 3 [M]. Beijing: People's Publishing House, 1993:380.

1.3 This is an inevitable Requirement to Focus on New Goals and Promote the Construction of "Double First-Class" and Connotative Development in Colleges and Universities.

Engels explained the importance of education from the perspective of human development in the Principles of Communism. "Education will enable young people to quickly become familiar with the entire production system, enabling them to meet their social needs or their own hobbies. , taking turns from one production department to another. Therefore, education will free them from the one-sidedness that this division of labor now gives to everyone. In this way, a society organized according to the principles of communism will enable its members to Give full play to their ability to be fully developed."⁴ Since the reform and opening up, the CPC Central Committee and the State Council have held four national education work conferences, which have effectively promoted the reform and development of education in China. Under the background of socialism with Chinese characteristics entering a new era and building a well-off society in an all-round way, the Party Central Committee not only set up a new central education work leading group as the central decision-making coordination mechanism, but also organized the first national conference. At the Education Conference, General Secretary Xi Jinping attended and delivered an important speech, which fully reflected the great importance attached by the Party Central Committee to the education work, and also highlighted the basic, leading and overall status of education in the cause of the party and the state. China's higher education industry stands on the new historical node, ushered in the best historical development opportunities, but also faces unprecedented challenges. It is undeniable that we are a big education country, but there are still problems in many aspects such as teacher literacy, education methods, education management, etc. This requires us to move from simple quantitative growth, scale expansion to connotative development, and strive to become an education power. Step forward. s the backbone of the reform and development of colleges and universities, the middle-level leading cadres of universities have a heavy responsibility and a glorious mission.

2. The Practical Dilemma of the Evaluation and Evaluation of Middle-Level Leading Cadres in Colleges and Universities and the Useful Exploration of S University

In recent years, universities have generally attached great importance to the assessment of middle-level leading cadres, and have done a lot of useful explorations in establishing and improving the evaluation of middle-level leading cadres, and gradually optimized the assessment indicators, assessment methods, and application of results, and further strengthened the construction of cadres. However, due to various subjective and objective reasons, there are still some problems that need to be improved and solved. The specific manifestations are: methods and indicators are not scientific enough, qualitative components are much larger than quantitative components; there is a tendency to focus on the end of the year, and dynamic assessment is not in place; Insufficient assessment, not targeted enough; insufficient feedback on assessment results, inadequate use of results.

S University is a key university for the construction of "double first-class" in the Ministry of Education. In recent years, it has carried out some useful explorations in the evaluation and evaluation of middle-level leading cadres.

First, establish and improve the assessment system and improve the evaluation indicators. Formulate a number of assessment and evaluation methods; set up a party leader, the head of the school, the deputy head of the school leadership, and the school's leadership evaluation team; gradually established a three-in-one comprehensive evaluation system consisting of daily assessment, annual job assessment (in-unit evaluation) and annual performance assessment (performance evaluation). In the indicator setting, morality, energy, diligence, performance, and integrity are the first-level indicators, and 11 concise and clear secondary indicators and three interpretive enumeration-level three-level indicators are set. The evaluation grades are divided into

⁴ Engels, Principles of Communism [Z], Selected Works of Marx and Engels, 2nd Edition, Vol. 1, p. 243.

excellent, competent, and basic. Competent and incompetent.

The second is to innovate the daily assessment methods and fill in the shortcomings of the dynamic assessment. S University regards daily assessment as an important way to conduct regular assessments. The assessment indicators consist of 10 first-level observation points and 20 second-level observation points. The examination subject is changed from a previous assessment department to a “1+N” multi-assessment subject composed of 26 functional departments of the school. It can conduct regular dynamic assessment of middle-level leading cadres in all aspects and at various angles.

The third is to explore differential assessment and classify and sort. According to the post level, the positive and decentralized assessments are carried out in terms of annual performance, mainly in different aspects of the assessment subject, the emphasis on horizontal and vertical evaluation, and the vertical evaluation of deputy. According to the unit category, the middle-level leading cadres are sorted according to the discipline college (hospital), the functional department of the agency, the business entity and other units. According to the development of the discipline, the college will be sorted according to the four categories of literature, science, engineering and medicine.

3. The Realization Path of the Evaluation System for Middle-Level Leading Cadres in Colleges and Universities

Combining with the real dilemma faced by Chinese universities and the useful exploration of S University, this paper proposes to explore and construct the evaluation system of middle-level leading cadres in colleges based on the competency framework.

3.1 What to Test?

First, clear the objectives of the assessment, and implement the "good cadres" standard. According to the requirements of “good cadres”, it is set as a first-level indicator, and according to its connotation and extension and the objective reality of colleges and universities, it is refined and decomposed into quantifiable and operable secondary indicators or tertiary indicators. In the setting of assessment indicators, close to the university's career development goals, reform priorities and school-running characteristics, as well as core social functions such as personnel training, scientific research, results transformation, social services, cultural heritage, etc.

The second is to subdivide the assessment targets and implement accurate and differentiated assessments. Clarify the work objectives, scope and characteristics of middle-level leading cadres at different levels, different categories and different positions, and implement differentiated assessment on the basis of sub-assessment targets. According to the level of duties, it is divided into formal and deputy positions; according to the nature of the unit, it is divided into subject-based colleges, teaching and research-oriented units, security-oriented departments, economic target units, and other units; according to the characteristics of the posts, it is divided into secretaries and deans. Student Deputy Secretary, Associate Dean of Teaching, Vice President of Research, etc.

The third is to highlight the guiding role and strengthen the performance evaluation. The guiding role is the clear attribute and ultimate goal of the cadre assessment work, adhere to the cause of the cause, highlight the practical results, and encourage the cadres to actively act. Focus on assessing the performance of major events, key tasks and key periods, and the ability to solve complex problems and deep contradictions.

3.2 How to Test?

First, adhere to the principles of scientific norms and openness in the assessment process. Strictly assess the work procedures, publish the assessment notice in advance, publish the assessment object, assessment form, assessment content, assessment requirements, etc. within a certain scope; issue work summary materials in advance, conduct democratic evaluation through on-the-spot debriefing, written debriefing, etc. The negative list is analyzed and judged; the statistical evaluation results are summarized, and the preliminary opinions of the assessment are formed; the assessment work leading group is approved and the results are reviewed and archived one by one.

Second, in the assessment method, adhere to the principle of unity of process orientation and goal orientation. Adopting the assessment methods of daily assessment, job assessment and performance assessment, through in-depth accountability, democratic assessment, negative list tracking documentary, democratic life meeting, research visit, key work supervision, etc., in-depth examination of the assessment object in peacetime Performance and important work, performance during key periods, etc.

Third, in the assessment method, adhere to the principle of combining qualitative and quantitative, rigid and flexible. According to whether the assessment indicators are quantifiable, rational and quantitative methods are used reasonably. In the specific assignment, for the specific situation of the assessment indicators, the rigid assessment method of the standard value method and the dichotomy method can be adopted, or the flexible assessment method of the expert scoring method can also be adopted.

3.3 How to Use the Results?

First, adhere to the combination of objective data and effective analysis, and scientifically judge the results of the assessment. Comprehensive statistical analysis of the results of daily assessment, job evaluation, performance appraisal, the overall assessment results and individual assessment results of the special case study, objective analysis and grasp of the political performance, performance ability, responsibility of the middle-level leading cadres as a situation, innovation ability, suitable for the post Situation, mass recognition, style performance, integrity and self-discipline, and comprehensive consideration of collective performance and individual performance, work basis and resource endowment, development stage and subjective efforts, work nature and display level, dominant performance and implicit performance, Short-term results and long-term benefits.

The second is to adhere to the positive incentives and the reverse constraints, and use the assessment results reasonably. According to the assessment situation, according to the principle of similarity at the same level, the middle-level leading cadres are assessed as different times, and the assessment results are announced within a certain scope. Adhere to the principle that the assessment results are closely linked with the interests of the assessment targets, and form the general orientation of the positive incentives of the cadres, and the assessment results will be promoted and approved, the salary promotion, the reward performance release, the professional grade evaluation, the evaluation evaluation, and the governance. The accountability of the accountability, the ability to hang up the hook, and the results of the assessment into the cadre personnel file.

The third is to adhere to the feedback one by one and the precise policy, and feedback the results in a timely and effective manner. The results of the assessment should not only be fed back to the leaders of the school or the main person in charge of the unit, but should also be fed back to the assessment targets. They should not only affirm the results, but also point out the problems and propose improvement requirements, so that the assessment targets themselves should be clear about what they should pay attention to and need to improve and improve. Guide middle-level leading cadres to carry forward their achievements, improve their deficiencies, and better loyalty to their duties and roles, and truly make assessment an important basis for the selection, adjustment, encouragement, and restraint of cadres.

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