Construction of Student Employee Performance Appraisal System based on School Enterprise Cooperation

Fangping Ma

Nanning Normal University Taizhou College, Taizhou, Jiangsu, 225300, China

157047905@qq.com

Abstract

In order to improve the matching degree between higher education and vocational needs, colleges and universities improve the quality of talent training through school enterprise cooperation and deepening the integration of industry and education. The management evaluation mechanism of campus enterprises directly affects the development trend of industry education integration, so the performance evaluation system of student employees in campus enterprises is very important. In view of the problems existing in the current school enterprise student employee performance appraisal system, such as lack of incentive, disconnection from strategic objectives, unscientific appraisal tools, lack of attention by senior managers and weak internal supervision, KPI method is adopted from the setting of performance appraisal indicators and indicator weights The improvement of implementation process and safeguard measures reconstruct the performance appraisal system of school enterprise student employees, improve the performance appraisal level of campus enterprises, and promote the in-depth development of the integration of industry and education.

Keywords

School Enterprise Cooperation; Student Staff; Performance Appraisal; KPI.

1. Introduction

The report of the 19th National Congress of the Communist Party of China clearly pointed out that socialism with Chinese characteristics has entered a new era. Under the background of the new era, deepening the integration of industry and education, school enterprise cooperation and striving for more high-quality resources to participate in school running activities are the new direction of China's higher education development. Therefore, many colleges and universities promote the reform of talent training mode by deepening school enterprise cooperation. In the process of promoting teaching reform and training of applied talents through school enterprise cooperation, we have cultivated applied talents to meet the needs of the talent market, and formed the school enterprise cooperation concept of "enterprise as the platform, student employment as the goal and professional ability training as the guidance". The school enterprise cooperation mode is mainly to cultivate students' professional skills. How to evaluate students' professional skills is the performance evaluation system of students' employees. Comprehensively analyze the current performance appraisal system of student employees in schools and enterprises, combined with the relevant theories of performance appraisal and the development reality of schools and enterprises, put forward targeted improvement suggestions, optimize the design of performance appraisal scheme, make student employees realize their strengths and weaknesses in work, and improve them, so as to improve work performance and achieve their expected goals, So that the performance of the whole organization can be improved accordingly.

2. Current Situation of Performance Appraisal of Student Employees in Schools and Enterprises

2.1. Performance Appraisal is a Mere Formality

Schools and enterprises generally conduct training on the combination of skills and knowledge for new employees at the beginning of the semester, conduct a simple personnel assessment in the middle of the semester, and assess their work performance at the end of the semester. At present, there are three indicators for the performance appraisal of student employees in schools and enterprises: workload, work order omission and monthly customer complaint rate. Because the completion of work tasks takes a certain time, even if the attendance rate is not an indicator of student employee performance appraisal, the number of work and working time should be guaranteed. The survey found that although performance appraisal exists, it is only a mere formality and does not play any incentive role for employees.

2.2. Unscientific Performance Appraisal Tools

The unscientific performance appraisal tools of school and enterprise student employees lead to the neglect of the principle of transparency in the current performance appraisal system. It is mainly reflected in two aspects: first, the participation of employees in performance appraisal is low. The supervisor is usually responsible for the performance appraisal of student employees, and the superior can directly determine the performance appraisal results of subordinates, resulting in strong subjectivity in the performance appraisal results. The daily assessment and evaluation of student employees are in the hands of customers, and there is almost no opportunity to appeal to customers for unreasonable reasons. Second, the KPI coefficient is opaque. In campus enterprises, the KPI coefficient is mainly based on the 24-hour workload completed by student employees and the 72-hour master on-site solution rate. However, the KPI coefficient of employees is not indicated, and employees do not know the composition of their own KPI. Therefore, the assessment process is lack of openness, which is easy to frustrate employees' work enthusiasm.

2.3. The Feedback and Application of Assessment Results are not in Place

First, the application of the assessment results is not in place. There is no salary incentive according to the assessment results. The assessment results will not have any impact on employees' salary and post promotion. They just take it as the basis for employees to pay bonuses, and do not pay attention to the employees themselves, resulting in the reduction of employees' work enthusiasm and affecting the working atmosphere of the enterprise. Second, the performance feedback is not in place, which does not enable employees to find their own advantages and disadvantages from the performance appraisal results, and can not help employees improve performance and realize life value, so that the performance appraisal can not be carried out smoothly.

3. Construction of School Enterprise Student Employee Performance Appraisal System

Key Performance Indicators (KPI) are determined according to the enterprise's strategic objectives and management priorities. They are mainly used to assess the work performance of employees. They are a quantifiable or behaviourable systematic assessment system. Its establishment can provide basis for employee performance appraisal, improve employee work performance, guide the consistency of individual, department and organizational objectives, establish a management system combining incentive and restraint, promote the realization of enterprise strategic objectives and improve the core competitiveness of enterprises. KPI method is a quantitative assessment method, which can avoid the subjective influence of human

factors to a certain extent. On the basis of post analysis, combined with post responsibilities and annual work tasks, use KPI method to find out some quantitative indicators reflecting work needs. By determining the index weight and standard, it can be used for reference, comparison and scoring in the implementation of performance appraisal. Therefore, the KPI method is used to reconstruct the performance appraisal system of school and enterprise student employees.

3.1. Setting of Post Assessment Indicators

Campus enterprises are generally equivalent to a department of the enterprise, and the employees are student employees. In order to ensure that the organization strives for the same strategic goal, the KPI of individual employees should be decomposed from the objectives of their department. At the same time, the KPI indicators should be determined according to the job competency and job description. Department level KPI indicators can be designed according to the four dimensions of the balanced scorecard, but they should conform to the actual situation of the Department. For example, the customer dimension can set KPI indicators such as customer return visit rate, customer turnover rate, timely complaint handling rate, new high-quality customers and customer satisfaction [1]. After the design of department level performance appraisal KPI indicators is completed, it is necessary to decompose and refine the post level KPI indicators, and analyze the performance contribution factors of each post to department level KPI indicators. For example, the KPI indicators of student employee customer complaint post can be refined from the aspects of customer complaint resolution speed, customer complaint resolution satisfaction rate, etc.

3.2. Setting of Index Weight

The setting of KPI performance indicator weight can accurately reflect the work priorities of student employees, and enable student employees to give priority to completing the work with higher weight indicators, because the greater the weight proportion, the higher the degree of importance, which requires employees to pay attention, so as to distinguish the primary and secondary work. The weight factor judgment method can be used to set the weight of KPI indicators. Each member of the assessment team compares the KPI indicators in pairs to obtain the statistical results.

3.2.1. Weight Factor Judgment Method

First, form an assessment and evaluation team. The group is composed of 2 principals of campus enterprises and 3 representatives of excellent students and employees.

Second, formulate evaluation index factor judgment table.

Third, the assessment team fills in the weight factor judgment table. The four point system is used to compare the row factor and column factor.

Fourth, count the weight factor judgment table filled in by each team member. The specific statistical methods are as follows:

① Calculate the score of each line of evaluation index;

$$D_{iR} = \sum_{i=1}^{n} a_{ij} \quad (j \neq i)$$

n——Number of evaluation indicators

aij——Index score value when evaluation index I is compared with evaluation index J

R——Expert serial number

② Calculate the average score of the evaluation index;

$$P_i = \sum_{R=1}^{L} \frac{D_{iR}}{L}$$

L——Number of experts

③ Evaluation index weight calculation

$$W_i = \frac{P_i}{\sum_{i=1}^{n} p_i}$$

3.2.2. Determination of Index Weight

Count the weight factor judgment table filled in by each team member to obtain the statistical results, that is, the index weight. Reasonably setting the proportion of KPI index weight is conducive to the person in charge to correctly guide the student employees, promote the student employees to reasonably arrange their work, and obtain the assessment results in a fair, fair and open assessment method, so as to further stimulate the enthusiasm of employees and encourage the working cultural atmosphere of Campus enterprises.

3.3. Evaluation of Assessment Results

The performance score is the individual performance appraisal score.

Performance appraisal score = campus enterprise supervisor score * 30% + school professional teacher score * 25% + ordinary performance score 30% + team leader score 10% + colleague score 2% + self score 3%.

3.4. Classification of Performance Levels

The performance grade of student employees is determined according to the ranking of performance scores within the campus enterprise. The performance grade is divided into five grades, from high to low, which are a (excellent), B (good), C (up to standard), D (to be improved) and E (unqualified). The grade and distribution proportion are: a ≤ 20%, a + B ≤ 60%, C + D + e ≥ 40%.

4. Implementation Guarantee of School Enterprise Student Employee Performance Appraisal System

4.1. Create a Strong Cultural Atmosphere for Performance Appraisal

As the essence of internal accumulation, corporate culture has an invisible guidance and influence on performance management. Enterprise culture can play an important role in the construction of enterprise performance appraisal system. If the corporate culture can't make the students and staff identify with it, then the students and staff's work enthusiasm is not high, and they can't make emotional commitment to the enterprise, then the performance appraisal can't play a role. Therefore, creating a strong performance appraisal culture atmosphere and establishing a performance appraisal culture recognized by all are the problems that senior managers of enterprises must focus on. First of all, campus enterprises should establish a popular corporate culture and make performance appraisal play a better role. Managers need to have a correct view of performance appraisal, establish the concept of people-oriented, encourage equal treatment, and let employees feel the managers' attention and support for performance appraisal; Secondly, employees need to establish the awareness of performance as employees, so that employees can understand that the purpose of assessment is to help them clarify their own shortcomings, improve them, and improve their personal working ability, so as to understand and accept the assessment contents and standards, form a good working atmosphere, and realize the unity of individual interests and enterprise interests; Finally, employees need to actively spread the performance appraisal culture and create a consistent and respectful and service performance appraisal cultural atmosphere for all employees, so that the appraisal culture can be recognized and respected by employees.

4.2. Improve Performance Communication Channels and Methods

Effective communication between managers and employees can provide convenience for the smooth implementation of performance appraisal. In the stage of performance planning, managers can strengthen the interaction and communication with employees and participate together, which is conducive to the formulation of performance plans suitable for employees' personal development; In the performance coaching stage, managers should timely understand and help solve the difficulties encountered by employees in their work, and help employees achieve performance goals; In the performance feedback stage, the manager should help the employees analyze the reasons for the completion or unfinished work, actively encourage those with good completion, on the contrary, help the employees find the reasons for the unfinished work from many aspects, and finally discuss the solutions with the employees according to the reasons. During the implementation of the system, various problems may be encountered. It is necessary to communicate with employees in time to understand the actual operation of the evaluation system and solicit their opinions and suggestions, so as to better improve the performance evaluation system. Performance communication can be improved from the following two aspects. First, establish a benign communication mechanism within the company. Communication mechanisms can be established through two communication channels, formal communication channels and informal communication channels, so as to understand employees' ideas and enhance the effect of performance appraisal; Second, we can improve the performance communication channels and methods and implement the performance communication system from the perspective of performance management process, assessment indicators and corporate culture. Through the standardization of the system, senior managers and all employees understand the importance of performance communication, let performance communication penetrate into the work and life of supervisors and student employees, cultivate their communication awareness, and increase the number of performance communication and performance interviews, so as to help employees improve their work performance.

4.3. Improve the Performance Appeal Mechanism

If employees have doubts about the performance appraisal results, they can take the initiative to ask the supervisor for performance appeal. The performance appeal system of campus enterprises can include the right to consult the evaluation results and the right to appeal. After publishing the performance appraisal results, campus enterprises can consult the quantitative index statistical results in the appraisal. If students and employees have objections to their own appraisal results, they can raise objections to the supervisor and ask for appeal, and the supervisor must accept it. If they do not accept it, they must give reasons. If employees do not accept it, they can contact the human resources department of school enterprises by telephone for appeal. The main process of performance appeal is: submit a written appeal (including name, Department, appeal matters, reasons and evidence) to the supervisor, and the supervisor submits it to the school enterprise human resources department. After the school enterprise human resources department determines to accept it, it will immediately notify the supervisor, and the supervisor will inform the employee that it has been accepted. After acceptance, first rule out whether there are errors in the assessment results due to poor review. If so, publish the changes and notify the employees. If not, conduct the investigation through meetings, on-site visits and other effective methods, with a time limit of one week, and then hold an internal meeting to discuss, publish the verification results, and then notify the employees of the results [2]. The performance appeal system can create a relatively fair working environment for employees, so that employees can put forward their own ideas and avoid employees' inner dissatisfaction with the enterprise.

5. Conclusion

Using KPI to optimize the performance appraisal system of student employees in campus enterprises, decompose the strategic objectives of the enterprise to the individual employees, and improve the personal work performance of employees, so as to achieve the established business objectives of the organization and realize the strategic objectives of the enterprise, which has important guiding significance for the development of campus enterprises.

References

[1] Xue Neng. Setting and implementation strategy of performance appraisal indicators for small and medium-sized enterprises from the perspective of KPI [J]. Business news, 2021 (09): 138-139.

[2] Yan Jinyang Research and optimization of performance appraisal system of discipline inspection organs in Bayannur City [D] Inner Mongolia University, 2011.

[3] Li Genxi. Optimization design of performance appraisal system of company B [D]. Zhengzhou University, 2017.