Problems and Countermeasures in the Open Recruitment of Public Institutions

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Abstract. As a vital channel for talent introduction in public institutions, open recruitment is an effective means to strengthen the construction of talent teams and promote the rapid development of these institutions. With its policy that evolves with the times, fair and unified organization, and standardized and orderly processes, open recruitment in public institutions ensures fairness, justice, and transparency in the talent recruitment process. However, as the era progresses, issues in the open recruitment of public institutions have gradually emerged, and there is an urgent need to improve various aspects such as recruitment conditions, examination formats, talent introduction channels, and post-appointment management. This paper deeply analyzes the characteristics and existing problems of open recruitment in public institutions and puts forward corresponding optimization strategies to improve the efficiency and quality of recruitment, aiming to help public institutions reach a new level of development.

Keywords: public institutions, open recruitment, optimization strategies

1. Introduction

Talented individuals are the key to the development of endeavors in the new era. Attracting, nurturing, and effectively utilizing talent is central to the mission of public institutions as they strive to provide technical services and contribute more to the public good. In a sense, the construction of talent within public institutions is inextricably linked to their future and destiny. In the face of an increasingly fierce economic market competition, public institutions must place a high priority on talent team building, clearly recognizing the important value and advantages of talent in administrative management and professional technical research to ensure basic survival and long-term development.

Open recruitment by public institutions is a crucial pathway for talent acquisition and an effective method for talent procurement. The quality and efficiency of open recruitment efforts directly affect the quantity and quality of talent, thereby influencing the development of public institutions. Therefore, public institutions should view open recruitment from a holistic perspective, fully understanding its importance and necessity. They should focus on building recruitment-related systems, clarify recruitment needs and conditions, unify standards for selecting and employing personnel, and fulfill their responsibilities diligently. Comprehensive consideration and assessment should be conducted to ensure that the recruitment, selection, and employment are carried out in a fair, just, and open manner. This will ensure that the talent meets the staffing needs of the public institutions, aligns with their future development goals, and provides a solid human resource guarantee for the efficient operation of the institutions.

2. Importance of Open Recruitment in Institutions

Open recruitment is an effective way for public institutions to replenish their ranks with "fresh blood" and increase the reserve of potential leaders. It not only meets the needs of government affairs management but also provides human resources for professional technical research. It is an efficient, crucial, and reliable means of human resource security in the operation and development of public institutions.

During their operation and development, public institutions inevitably face issues such as an aging talent pool and talent attrition. Moreover, as the times evolve, there may be inconsistencies between the talent and the development needs of the institutions. This necessitates the timely addition of professionals in relevant fields, the adjustment of talent strategies, and a focus

on optimizing the talent structure. Actively seeking harmony between organizational strategies and talent strategies is essential to fully leverage the inherent value of talent and enhance the core driving force for the development of public institutions.

3. Characteristics of Open Recruitment in Establishments

There are some common features in the open recruitment of institutions, which are not limited by the industry in which the institution is located, the source of funding, institutional specifications and other aspects of the conditions, but show a certain regularity and consistency.

3.1. Recruitment Policy That Keeps Pace with the Times

Open recruitment of institutions has always been in accordance with the principles of openness, equality, competition and meritocracy, and the relevant departments will take into account the characteristics of economic development, industrial demand, supply and demand of talents and other characteristics, and introduce the corresponding recruitment policy, highlighting the characteristics of the policy of keeping abreast of the times, and effectively drive employment and promote the high-quality development of the economy. For example, the policy relating to the open recruitment of project personnel can, on the one hand, promote grass-roots construction, encourage and attract university students to go to the grass-roots level and where they are needed, so as to contribute to grass-roots construction, and on the other hand, it can also promote the cultivation of talents, so that, while accumulating grass-roots experience, they can be given relaxed conditions in the open recruitment, with a view to matching them to new career paths. Another example is the gradual increase in the number of positions for college graduates over the past two years, which has effectively eased the employment pressure on fresh graduates and college graduates in the career-selection period, and provided more employment opportunities and choices for talents. With the times of open recruitment policy is not only to promote employment "timely rain", but also allows institutions through open recruitment to obtain more outstanding talent, is able to meet the supply and demand for talent and effective means.

3.2. Fair and Uniform Recruitment Organization

Open recruitment of institutions is generally organized by personnel management departments at all levels, competent departments or their own units, and the organization is generally entrusted to qualified third-party agencies to establish a large number of scientific test question banks and examiner banks, and the examination process adopts the form of randomly selected questions and examiners, so as to achieve a high degree of confidentiality of the content of the examination and a high degree of unity in the evaluation method, which can fundamentally guarantee the fairness of open recruitment of institutions, and give the employers the opportunity to obtain more excellent talents through the recruitment of talents, which is an effective means to meet the demand and supply of talents. Recruitment of fairness, to provide a reliable platform for employers to examine the comprehensive ability, evaluation of comprehensive quality, to attract more attention and apply for employment, to achieve the purpose of introducing high-quality talent.

3.3. Standardized and Orderly Recruitment Process

Public recruitment of staff by institutions, generally in accordance with the application and qualification examination, written tests, qualification review, interviews, physical examination, inspection, publicity, filing and other aspects of the recruitment process is standardized and orderly, the recruiting unit will be strictly in accordance with the requirements of the implementation of the programme and the announcement to carry out the implementation of the various processes of recruitment, the relevant aspects of the announcement will be announced in advance on the designated website, so that the whole process of openness, fairness and impartiality, effectively avoiding problems with the process affecting the overall situation, and to avoid problems with the process. Avoid the process problems affecting the overall recruitment efficiency and quality.

4. Problems in the Open Recruitment of Institutions

4.1. Recruitment Conditions are not Reasonable Enough

Recruitment conditions are set to determine the overall quality of open recruitment of institutions is a key link, recruitment conditions set up reasonably or not and the efficiency of open recruitment of institutions and the quality of work has a close relationship [1]. In the open recruitment process, if from the beginning of the recruitment conditions are not set up scientifically, unreasonably, not combined with the actual work and the actual source of students, then, the subsequent recruitment work will be greatly restricted and constraints, and even encounter the plight of the recruitment of people. For example, some units do not consider the actual needs of the work in setting the recruitment conditions, and then set the educational requirements as "postgraduate and above". However, in reality, some jobs may not necessarily be completed by postgraduates only, and this

requires research and argumentation in the light of the actual work, so as to reach a reasonable conclusion. If the recruitment conditions are not in line with the actual requirements of the job, it is not only a waste of human resources, not to give full play to the maximum advantage and value of talent, but also unfair to other candidates, because of academic qualifications rather than the ability to be blocked out of the door. Then take a water conservancy grass-roots units, for example, its individual stations are located in remote, difficult working conditions, special job attributes, need to engage in the field, high altitude, water-related operations, water level, flow and other tests, if the professional setup of such positions is too harsh, will greatly limit the number of applicants, resulting in the position is difficult to achieve the opening ratio, which leads to job loss.

4.2. Recruitment Test Form is not Flexible Enough

Career open recruitment examination usually contains a written test, interview two test links, part of the urgent shortage of talent positions can be exempted from the written test, only through the interview for selection. Generally speaking, the written test will include general knowledge, verbal comprehension, numerical reasoning, logical judgement, data analysis, article writing and other modules, which can test the candidate's ability in various aspects, such as basic knowledge, logical thinking ability, general reasoning ability. Interviews are structured in which candidates for the same position answer the same questions, and examiners make scores and evaluations by observing their verbal expressions, behavior and demeanor. The above written test and interview form is usually more fixed, or even "rules to follow", therefore, after years of summary and groping, many counselling institutions put forward the so-called "answer skills", "kill skills "is also increasingly mature, candidates in the written examination and interview before the class learning is increasingly popular, but the resulting drawbacks are also gradually revealed. Written tests and interviews undeniably has a selection value, most of the candidates are in line with the original intention of the selection, but there will be some candidates by specializing in the ability to test, stand out in the selection, but in the actual work of the "unloading camouflage", or the lack of hands-on practical skills, or the lack of interpersonal skills, or little knowledge of professional knowledge, so all these things, reduce the quality of public recruitment. All this reduces the quality of open recruitment and fails to play an effective complement to the vacancies in the talent pool. It can be seen that the examination form of inflexible, unscientific, will cause problems in the public recruitment of institutions, the current form of examination in favor of general knowledge, universal, lack of professional testing, not fully integrated with the qualifications required by the post, not fully reflect the actual needs of the post, may lead to the problem of the late man-gang matching degree is not high.

4.3. Insufficiently Diversified Recruitment and Talent Attraction Channels

Public recruitment for institutions generally takes a uniformly structured approach, with examination announcements published on personnel examination-related websites, selection of personnel through qualification, written examinations, interviews, medical examinations, inspections and other procedures, and employment on the basis of total scores from highest to lowest. On the one hand, the written examination of the public recruitment of institutions will generally be carried out in a unified manner, therefore, candidates can only choose one of the multiple eligible positions to participate in the examination, and this choice is almost always based on the lack of mutual in-depth understanding of the basis of the candidates do not have the channels to learn more about the basic situation of the employing unit, the employing unit also does not have channels to understand the candidate's realistic performance, coupled with the fact that if not ultimately be employed, then the Candidates also almost no room to choose again, to a certain extent, it can be said that the choice will determine the outcome, and this choice, almost "blind election". On the other hand, the open recruitment of institutions generally requires candidates to be no older than 35 years old, some high-level talents with senior titles and doctoral degrees or above are rejected, therefore, employers often can not obtain high-level talents through the channels of open recruitment of institutions, resulting in a lack of technical core strength in the process of talent team building. At present, not many institutions carry out recruitment through campus recruitment, headhunters, on-site recruitment, etc., failing to adopt diversified channels for the introduction of talents, making it difficult to obtain talents with strong comprehensive abilities in various aspects.

4.4. Lack of Professional Capacity-Building after Recruitment

Candidates recruited openly to institutions are generally solid in terms of basic knowledge, logical thinking, and presentation skills, but are more deficient in terms of professional knowledge, work ability, and attitude and responsibility. Therefore, post-recruitment professional capacity building is an essential part of the process. However, many units do not provide appropriate pre-service training for their personnel after recruitment, or the content of the pre-service training is not targeted to help new recruits quickly into the work, resulting in some new recruits entering the role of slower and adapting to the work of the process is longer, so as to affect the overall efficiency and quality of the unit's work.

5. The Optimization of Open Recruitment of Institutions

5.1. Reasonable Setting of Recruitment Conditions

Reasonable setting of recruitment conditions is the basis for the smooth implementation of open recruitment in institutions. Only recruitment conditions and positions to achieve a scientific and reasonable degree of matching, in order to ensure the matching of recruiting personnel and positions, so as to achieve the basic goal of being able to recruit people.

To reasonably set the recruitment conditions, first of all, we must organize the unit's job demand department, human resources department and other relevant departments to carry out job analysis, sorting out the functional responsibilities, on the one hand, we must make each position and all the functional responsibilities match, on the other hand, we must set the person by the post, in order to determine the job vacancies, analyze the characteristics of the position, the hierarchy, in order to determine the job requirements. Secondly, we should do extensive research and specific understanding of the relevant university professions, and find out the relevant professions corresponding to the required positions, especially pay attention to some of the similar professions, such as environmental engineering and environmental science, digital media technology and digital media art, etc., and grasp the degree of match between them and the positions when setting up the professions. Thirdly, for some special posts, such as posts with remote locations, difficult working conditions and complex working environments, the recruitment threshold should be appropriately lowered under the premise of ensuring that the work tasks can be carried out normally, the recruitment conditions should be set as broad as possible, and a lower opening ratio or no opening ratio should be set, so as to avoid the situation where such posts are reduced because of failure to reach the opening ratio, and the situation of not being able to recruit people occurs.

5.2. Innovative Recruitment Test Formats

Innovative recruitment test form, different units can be based on the characteristics of different positions, to develop the open recruitment mode in line with the unit's own characteristics, as far as possible to maintain the flexibility and diversity of open recruitment [2].

First of all, in terms of the written test, the question bank can be established in accordance with the job level, job category and job characteristics, and the question bank should have the characteristics of multi-number, multi-speciality and multi-update, so as to be able to ensure the testing needs of each position. In terms of job level, for basic jobs, the test form is more oriented to test the basic qualities, while for high-level talents, it is necessary to pay more attention to the consideration of work ability and project experience, therefore, the urgent need of high-level talents can be exempted from the written test, and professional assessment in the interview. In terms of job categories, for managerial positions, it is important to focus on their overall thinking, verbal expression and other aspects of the test, for professional and technical positions, professional knowledge and skills need to be placed in an important position. In terms of job characteristics, such as teaching positions and medical positions, there are high requirements on the personality and psychology of the candidates, so psychological tests and personality assessment-related contents can be added to the examination format to avoid the adverse effects of employing some people who are not suitable for the profession.

Second, in the interview session, according to the characteristics of the post can be taken more diversified interview methods, such as leaderless group discussion, situational simulation test, skills and operational ability assessment, etc., the interview examiner in the process of observing all aspects of the performance of the candidates, it can be a comprehensive assessment from multiple perspectives. Even if the form of structured interview is still used, professional topics can be added to the interview questions according to the characteristics of the unit, so as to test the professional ability of the candidates.

5.3. Broadening Recruitment Channels to Attract Talents

The institutions should actively broaden the recruitment channels, scientific innovation talent recruitment mode, effectively smooth talent recruitment channels, constantly improve the selection mechanism, continuously improve the quality of recruitment, and better meet the talent needs of the institutions [3].

On the one hand, it is necessary to actively carry out publicity activities to broaden the recruitment channels, actively seek long-term cooperation with universities, go into colleges and universities, go into the job fair, combined with the characteristics of the institutions to produce recruitment promotional materials and job descriptions, arrange presentations in the relevant colleges and universities before the registration of the public recruitment and pay attention to strengthening the effective communication and exchange with the job seekers [4], so that not only can you learn about the latest student data and characteristics of the universities and colleges, and determine the precise This not only can understand the latest student data and characteristics of colleges and universities, accurately determine the direction and scope of recruitment, and improve the efficiency of public recruitment, but also can show the image of the unit, answer questions and solve puzzles for job seekers, thus improving the attractiveness of the unit.

On the other hand, it is necessary to actively explore new talent attraction channels in conjunction with the actual development of the institution. For the urgent shortage of high-level talents, institutions should further increase the construction and use of green

channels, relax the recruitment conditions, simplify the recruitment process, pay attention to talent training, enhance the attractiveness of talents, through the introduction of high-level talent channels, the introduction of rich scientific research results, mastery of new science and technology, with cutting-edge theoretical knowledge of professional and technical personnel, the establishment of a team of high-level talent, so that the development of the institution can play a role in the development of the institution. be able to play the key role of top-level designer, academic instructor and technical leader in the development of the institution.

5.4. Emphasis on Post-Recruitment

To improve the quality of the recruitment process, the post-recruitment process is also very important and must be given high priority. Only by making a serious summary after recruitment and learning from experience can we make the future recruitment workflow better and the quality of recruitment more secure. In the post-recruitment summary, we should do a good job of statistical analysis of the number of recruits, the quality of personnel, etc., and make a comprehensive assessment and analysis of the personnel's academic qualifications, professions, work experience and other indicators, to clarify whether the supply and demand for personnel meets the expectations, and analyze the reasons for failure to meet the expectations and improve, and continuously enhance the scientific and rational nature of the recruitment work. In addition, it is especially important to focus on the analysis of posts cancelled due to the failure to meet the opening ratio, with the aim of finding out the reasons for their cancellation and avoiding them in the process of setting up posts in the future.

For newly recruited talents, post-employment work mainly refers to the attention and cultivation of talents. For basic talents introduced through open recruitment, timely pre-employment training should be arranged, pre-employment training not only includes theoretical knowledge, more should include practical guidance, practical guidance should be relevant to the work, closely follow the actual, so as to enable new recruits to fully understand the content of the work, quickly adapt to the new role, and actively involved in the new work. The introduction of high-level talent, we must pay more attention to, dare to let go of the burden, so that talent has a platform for entrepreneurship, to stimulate the talent can as, have as, will as, to create conditions for the growth and maturity of talent.

6. Conclusion

Human resources are the first productive force, the core competitiveness of talents is increasingly prominent, and the open recruitment of institutions is a fundamental way to introduce talents [5]. Open recruitment of institutions in the organization and process of openness, fairness and justice, and can closely follow the employment situation, the development of scientific and reasonable recruitment policy, in effectively alleviating the employment pressure at the same time, can increase human resources for institutions, the introduction of high-quality talent to provide an effective way for the development of institutions to provide a strong boost. Combined with the actual work in recent years, the open recruitment work of institutions still has room for improvement and perfection, and needs to further increase innovation, constantly explore new modes and methods, continuously improve the recruitment system and process, and actively attract outstanding talents to effectively meet the needs of institutions for selecting and employing people, improve the core competitiveness of institutions, and promote the development of institutions to the good.

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