

# Causes and Analysis of the High Turnover Rate of Counselors in Private Higher Vocational and Technical Colleges in China

**Zhang Ruixue**

Education and Human Development, Universiti Pendidikan Sultan Idris, Tanjung Malim, Malaysia

**Email address:**

121503471@qq.com

**To cite this article:**

Zhang Ruixue. Causes and Analysis of the High Turnover Rate of Counselors in Private Higher Vocational and Technical Colleges in China. *Higher Education Research*. Vol. 6, No. 4, 2021, pp. 78-85. doi: 10.11648/j.her.20210604.11

**Received:** June 21, 2021; **Accepted:** July 8, 2021; **Published:** July 15, 2021

---

**Abstract:** Counselors in China Higher Vocational and Technical College are mainly responsible for educating and guiding students' behavior and moral standards, correcting some students' behavior and strengthening students' legal consciousness. Counselors are good teachers and helpful friends of students' quality education. The characteristics of counselors as important educators cannot be ignored. But in reality, the assessment, evaluation, promotion, salary adjustment and other aspects of higher vocational colleges still favor front-line teachers and researchers, while the counselors are ignored. This practice has damaged the professional confidence and enthusiasm of counselors, which is an important reason for the high dimission rate of counselors, which has aroused the attention of many educators. In this context, as early as 1999, there appeared a lot of academic papers on the analysis and research of the high dimission rate of counselors in private vocational colleges. The high turnover rate of counselors in private higher vocational and technical colleges in China has seriously affected the teaching quality of the schools, as well as the students' behavior and moral norms during the school period. The purpose of writing this article is to study how to solve the problem of high dimission rate of counselors in private vocational colleges through detailed data and systematic demonstration. At the same time, it is scientifically demonstrated that as the director of students' quality-oriented education, the counselor has the characteristics of the implementer of education. Using the method of big data analysis, we come to the conclusion that counselors are important implementers of students' quality-oriented education, and counselors also play an important role in cultivating students' good moral quality. This point of view is affirmed in the article, the counselor's position is irreplaceable.

**Keywords:** Counselor, Important Implementers of Education, There Is No Substitute

---

## 1. Introduction

Due to the sudden changes in living environment and crowd range, the newly enrolled students in private higher vocational and technical colleges have undergone tremendous psychological changes, which have caused various unstable factors and unexpected events on campus, and seriously affected the reputation and image of the school and society.

At present, domestic experts and scholars began to study the causes and solutions of this phenomenon in 1999. The research in related fields is divided into the following parts: (1) Counselors do not give timely psychological intervention to students with mental health deficiency, which leads to students' emotional instability and then forms interpersonal

communication obstacles. By April, 2021, 3856 academic papers have been retrieved through the Internet, libraries and newspapers, which study the interpersonal barriers caused by freshmen's emotional instability in higher vocational colleges. (2) The neglect of counselors by administrative decision-makers and senior managers in private higher vocational and technical colleges leads to the high dimission rate of counselors. As of April 2021, a total of 1,123 academic papers on "the neglect of counselors by administrative decision-makers and senior managers leads to the high turnover rate of counselors" were searched in libraries and newspapers through the Internet.

From the analysis of the above two sets of data, it can be seen that in this research field, there are still no more people to

study and discuss the phenomenon of high turnover rate caused by the administrative decision-making of private higher vocational and technical colleges and the neglect of counselors by senior managers. Only 1,123 academic papers on "the high turnover rate caused by the administrative decision-making of private higher vocational and technical colleges and the neglect of counselors by senior managers" have been published, and the data is obviously lower than the research on interpersonal obstacles caused by students' emotional instability.

Due to the continuous progress of global science and technology, the continuous development of various computer software, and the increasing means of psychological intervention, the research on psychological intervention in interpersonal barriers is getting deeper and deeper, and the academic achievements in this field are constantly updated. However, people ignore a common fact, that is, no matter how advanced the research results of interpersonal barriers are, no matter how many ways to solve students' interpersonal barriers, they need to be completed by counselors in schools.

If the counselor group is always in a flowing state in school, it is impossible to effectively complete the psychological intervention and correct psychological construction for students, that is, people often say that they attach importance to theoretical research and neglect the application of theory in practical work. In view of the above situation, the author of this paper will devote himself to in-depth research and discussion in the field of "the high turnover rate of counselors in China's private higher vocational and technical colleges", so as to quickly spread the academic achievements to the application fields.

In November 2015, China's Ministry of Education revised and published the Regulations on the Construction of Counselors in Ordinary Colleges and Universities. In the new regulations, it is obvious that there are stricter standards for the access mechanism of counselors' posts, and the construction of counselors' teams is also more detailed and quantitative. However, there are still some private higher vocational and technical colleges that have wrong ideas about the orientation and understanding of the counselor team. Because most of the students in higher vocational colleges have not reached the undergraduate admission line, it is an indisputable fact that the quality of cultural courses is low. On the premise that some students have insufficient learning motivation, loose organizational discipline and no correct world outlook, some schools have muddled along and perfunctory the quality education of students in school, and mistakenly think that counselors should do their duty as long as they fulfill the responsibility of "nanny" and keep students from accidents.

Due to the marginalization of counselors in some private higher vocational and technical colleges, the enthusiasm of counselors has been greatly reduced, and the job of counselors has been objectively despised, which makes counselors unable to complete the task of teaching in the role of "nanny", and can't intervene in the teaching of students' correct outlook on life, values, and good behavior standards at ordinary times, which greatly affects the benign construction of study style, class style

and ideological style. At the same time, it has seriously affected the stability of the counselor team, and the work enthusiasm of counselors has also suffered a huge blow. Take private higher vocational and technical colleges as an example: the mobility of counselors is unimaginable, and some counselors resign after six months to less than one year. No matter whether the student management work after the resignation of counselors is taken over by other counselors in office or by new counselors, students will feel a sense of psychological and spiritual loss, and students and their parents will feel a sense of trust with their former counselors. Especially, freshmen get along with counselors every day and talk about everything, just like family members. Suddenly, the former counselors who get along day and night "leave without saying good-bye", which will make students feel a lack of security and uncertain sense of belonging. As a result, some students and their parents have a sense of alertness and strangeness to the new counselor, and some students have serious psychological problems due to the resignation of the former counselor.

Counselors are an indispensable link in the management system of university students in China. The instability of the counselor team directly leads to the instability of the school itself. Therefore, it is absolutely impossible for private higher vocational and technical colleges to pay no attention to the construction of counselors. It is urgent to build a team of college counselors with high political quality and strong professional ability.

China's national education administrative departments have requirements for closing, suspending, merging and transferring higher vocational and technical colleges whose enrollment rate and employment rate of graduates are not up to standard. Therefore, there are objective pressures in higher vocational colleges. In this paper, the author acknowledges the common viewpoints, and makes an in-depth analysis of the data of the divergent and controversial viewpoints, so as to demonstrate why the counselors in higher vocational colleges are an important part of school stability. Higher vocational colleges should objectively and fairly recognize that counselors are the main body of development with the times.

How to prove that counselors in higher vocational and technical colleges have important educational implementer functions, we must study the distribution and quantity of higher vocational and technical colleges in China, and the different characteristics of counselors in higher vocational and technical colleges in different regions in student management. These different implementation of student management lead to different students' qualities and differences in employment rate after graduation. The following article starts from the regional distribution and characteristics of national higher vocational and technical colleges.

## 2. Regional Distribution and Data of China's Higher Vocational and Technical Colleges

According to the latest list of national colleges and

universities published on the website of the Ministry of Education of China, as of June 30, 2020, there were 3,005 colleges and universities in China, including 2,740 ordinary colleges and universities, including 1,258 undergraduate colleges and 1,482 higher vocational and technical colleges; There are 265 adult colleges and universities. This list does not include institutions of higher learning in Hong Kong, Macao and Taiwan [1].

There are four higher vocational and technical colleges established in accordance with the Vocational Training Council Ordinance, including the Hong Kong Institute of Vocational Education (IVE), the Hong Kong Institute of Knowledge and Design (HKDI), the Hong Kong Institute of Higher Technology Education (Thei) (undergraduate college) and the Caijin Institute of Higher Education (SHAPE).

There are 3 technical colleges of higher vocational education recognized by the Macao Special Administrative Region Administrative Regulation No. 26/2003 and Macao Higher Education Bureau, including Tourism College, Macao Jinghu Nursing College and Macao Security Forces Higher School (training police officers and fire officers) [2].

According to Taiwan's education administrative department, there are 41 two-year vocational and technical colleges in Taiwan Province, which are commonly known as secondary vocational colleges (equivalent to higher vocational and technical colleges in mainland China).

To sum up, there are 1530 higher vocational and technical colleges in mainland China, Hong Kong, Macau and Taiwan Province.

According to China's demographic data in 2020, as of the end of 2019, the total population in Chinese mainland exceeded 1.4 billion, and there were 1,482 higher vocational and technical colleges, that is, an average of 944,669 people in Chinese mainland owned one higher vocational college.

According to Xinhua News Agency, Hong Kong, August 13, 2020, the Census and Statistics Department of the Hong Kong SAR Government announced on the 13th that the provisional population of Hong Kong in mid-2020 was 7,509,200, which remained roughly unchanged compared with that in mid-2019 [3]. According to this figure, an average of 1,877,300 people in Hong Kong own a higher vocational and technical college.

According to Xinhua News Agency, Macao, May 11, 2020, the data released by the Statistics and Census Bureau of the Macao SAR Government on the 11th shows that as of the end of March this year, the total population of Macao reached 696,100, increasing by 16,500 people on a quarterly basis, mainly due to the fact that before the new immigration measures came into effect on February 20, some foreign employees who were not originally living in Macao moved to live in Macao [4]. According to this figure, an average of 232,033 people in Macao have a higher vocational and technical college.

According to the statistical results of the historical population data of Taiwan Province's internal affairs management department in 2020, the total population of Taiwan Province is 23,600,900, including Taiwan Province Island, Penghu, Jinmen and Mazu. According to this figure, an

average of 575,632 people in Taiwan Province have a higher vocational and technical college.

From the above numerical analysis, there is still a huge demand and gap in the labor market for graduates of higher vocational and technical colleges who focus on practical ability and emphasize practical teaching characteristics. Only through economic transformation can the economy develop sustainably. On the premise of such a huge population in China, the employment rate of higher vocational graduates is the most important factor for social stability. Higher vocational and technical colleges can educate, train and train more graduates who meet the needs of the human market, and counselors are an important part in this process.

### 3. The Current Situation of Counselors in China's Higher Vocational and Technical Colleges

In real life, no matter in any industry or post, people hope that their work will be recognized and supported by the society. However, in reality, people's understanding of counselors in higher vocational and technical colleges and the importance and correct understanding of counselors' roles and posts are greatly deviated or even wrong. It is generally believed in the society and in higher vocational and technical colleges that counselors are the "nannies" of students, and the responsibility of counselors is to ensure that students do not "make trouble" or "make big mistakes", which is actually a great mistake and danger. As we all know, the teaching and teaching plans of professional courses in any school are formulated in advance, which are relatively fixed (the teaching contents should not be changed at will) and restrictive (the unity of teaching materials) compared with quality education. However, with the development of society and the constant changes in the economic transition period, quality education constantly adds new contents and puts forward higher standards.

The school measures and tests the students' achievement level in cultural courses by supervising and measuring the results through the small exams, big exams, final exams and graduation exams in the classroom. Compared with quality education, it can be done by any form of quantification. But quality education can't use any physics or geometry method to supervise and measure (weigh? Measure the volume? Measuring distance?). In reality, the whole process of "good and bad", "high and low" and "success or not" of quality education results of middle school students in school is completed by the counselor group affiliated to the Student Affairs Office by means of administrative management.

The workshop director who implements staff management and production in a 100-person workshop of an enterprise should also be equipped with a deputy director, and there should be a full-time team leader under the workshop director to work together to complete staff management and production. However, in reality, the student groups faced by counselors in implementing student management and quality education are very large, ranging from hundreds to thousands.

The workload is very large and indescribable, and the complicated affairs are unimaginable to outsiders. Counselors are engaged in students' management education. These managed students have different social and family backgrounds, and the educational level before entering school is too different. To manage this complex student group, counselors are required to have humanistic knowledge, be familiar with relevant laws and regulations, and have knowledge backgrounds such as social psychology, educational psychology, humanistic care psychology and educational management, otherwise it is difficult to control and manage higher vocational students.

The quality of students in a school is good or bad, high or low, which will seriously affect the school spirit and class spirit. These students come from different regions in China and have different customs, different family backgrounds and great differences in family economic abilities. Facing these three groups of students with different customs, family backgrounds and economic abilities, counselors need to use strong comprehensive knowledge to organize and guide them to be integrated with each other. However, these humanistic, psychological and management knowledge should have a long process of accumulation and reserve, and in this process of accumulation and reserve, counselors should also accept new ideas and new knowledge that are constantly changing. The accumulation and reserve of counselors' knowledge must be supported and guaranteed by the higher administrative departments of the school by administrative means. Counselors are the bridge of communication between schools and students. Among teachers, counselors are the most familiar with students. However, the counselor group is very mobile in the school, which is always in an unstable state. Even a few counselors have left before getting familiar with the students, which makes the bridge between the students and the school always in a "Isolation". From the above situation, this unstable group of counselors can't guarantee the sacred mission required and given to counselors in the Regulations of the Ministry of Education on the Construction of College Counselors, and it is even more difficult to realize the educational policy of running schools with high quality and educating people with high level.

#### **4. Diversity and Importance of Instructors' Teaching Methods in Higher Vocational Colleges**

##### ***4.1. Higher Vocational and Technical College Students Have Weak Self-discipline, but Some Students Have Active Thinking***

Higher vocational and technical colleges need the number of students to support the survival and development of the school, so they have done vivid work in many aspects such as enrollment planning, organization, publicity, etc. The enrollment area is wide (facing enrollment from all over the country), the source of students is deep (from the countryside

to cities at all levels), and school promises that students will be responsible for recommending employment places to enterprises after graduation. This kind of enrollment is unmatched by ordinary colleges and universities. In the face of many ordinary undergraduate colleges, it is very attractive to recruit students who have failed in the competition. This approach determines that higher vocational students have great differences in source complexity and individuation and active thinking. These vocational college students have low scores in pre-school culture classes, lack of comprehensive knowledge, poor organizational discipline and weak self-discipline, and because these vocational college students are more active in thinking and relatively unstable in behavior. In the face of the cultivation and improvement of the comprehensive quality of this part of higher vocational students after entering school, it must be organized, implemented, guided and implemented by the backbone of college students' ideological and political education and counselors of daily ideological and political education and management of college students.

With the development of economic transition and the continuous transformation of science and technology industry, higher vocational and technical colleges also need to face the social changes, constantly adjust their specialty settings and constantly expand enrollment. However, with the continuous expansion of enrollment, "problem vocational college students" are becoming more and more common, and they are characterized by diversity and complexity. Faced with such a new situation, counselors also need to spend a lot of time and energy to update their previous knowledge of humanities, educational psychology and educational management at their own expense. In the process of knowledge updating, the spirit of tireless work and hard work of the vast number of counseling groups can be regarded as a model for their peers. Facing the "new problems", it is obvious that counselors adopt "new methods" to manage students, so as to greatly improve the overall comprehensive quality of higher vocational students. However, there are still a small number of counselors who can't keep up with the changes of the times in dealing with students' problems. Facing the student management work of "taking care of one hundred students", it is easy to remember the students who usually behave well and behave poorly, but they often can't remember the majority of "low-key" students. Due to the frequent departure of counselors, the school has to change counselors frequently, which brings bad consequences: when vocational college students are facing graduation, counselors can't remember all the students' names completely, and some counselors can't update the knowledge about student management in time for the characteristics of vocational college students in the era of "only children" and "fewer children", and still adopt the traditional "teacher-centered" blunt management means, but ignore the students' dominant position, and Can not give students more ideological communication and psychological counseling When dealing with and solving students' problems, some counselors can't achieve the principle of fairness and justice, but "weigh" students who have a good relationship

with themselves or look pleasing to the eye, and some counselors have a blunt attitude and lack of patience when dealing with students' problems, which affects the effect of comprehensive quality education.

#### **4.2. Characteristics and Causes of Students in Higher Vocational and Technical Colleges in the Age of only Child**

China implemented the national policy of family planning in the 1960s. Under this background, most families with only children and families with fewer children are still the main ones. Although these families are cared for by the state, society, families, most parents of students can't treat the family education of only children correctly, and stubbornly push the public opinion of student education to society and schools. Up to now, there is still no systematic education system and teaching materials for the world outlook and life values of the only-child students in China. Because there is no systematic education project for the only-child students and with strong characteristics of the times, most parents' love for the only-child students has evolved into unrestrained love and even reached the degree of doting [5].

Only-child vocational students have the following characteristics; I take "I" as the center in school. Most of the time, I don't take into account the ideas of my classmates, classmates in the same dormitory or others. I have a strong subjective consciousness. I don't easily accept other people's criticism in my study and life. In the process of accepting others' criticism, I have more sophistry than objective and rational attitude, and even care about other people's criticism. In the process of arguing, I will also talk about "fallacies". Some students are spoiled at home, and comfortable family life makes the only-child students lazy and lack of diligence. After entering school, the only-child students are self-respecting, unwilling to cooperate with their classmates, and lack the spirit of cooperation among their classmates. In school, once encountering difficulties, they often complain about others, have no responsibility, don't understand others, but want others to understand themselves more, don't talk about dedication, and only ask for it. However, the only-child group of higher vocational students also has distinct characteristics of the times [6].

This group of students with characteristics of the times is extroverted, high-profile, open-minded, quick in learning and understanding new things, strong in hands-on ability, advanced in thinking, and dares to insist on their own unique opinions regardless of success or failure. The independence of the only child in will characteristics is obviously higher than that of the non-only child. The only child has distinct characteristics and attributes of the times in intelligence characteristics, intelligence, desire for knowledge and flexibility. Most of the only children are cheerful and lively, with high self-confidence threshold and obviously high performance threshold. Once the only-child students are commended, they will greatly stimulate the excitement of their central nervous system, and quickly show their psychological transformation into the pursuit of higher goals.

#### **4.3. Causes and Analysis of Students' Dependence on Counselors**

When vocational college students first enter school, they will have a lot of discomfort in school life, psychological doubts and various problems that need to be solved. However, faced with many professional culture teachers, many school administrative staff and students from different personalities and family backgrounds, they cannot accurately locate who to talk with or from whom to get understanding and help. It happens that our education system has established the status and mechanism of counselors, so that students can get in touch with counselors as soon as they enter school. Counselors are undoubtedly the people they trust most. Some students have come into contact with counselors in their long-term school life and even become dependent on counselors [7]. In school, counselors are regarded as their own family and relatives, and they can talk about anything. Some students even confide family conflicts and confusion to counselors in order to get help, and even some students are depressed because of their parents' marriage. They will also "vent" this private conversation, which is purely internal affairs, to counselors. In the process of "venting", they get psychological counseling and psychological construction from counselors, and students quickly get out of depression. Some students have no correct outlook on life and love because of their age. These students can't clearly realize that love is a matter for two people, not "unrequited love". Some students who fail in love still tend to commit suicide or even take risks. Once this kind of situation or "symptom" appears, the counselor will be the first to stand up, painstakingly, patiently and meticulously do the ideological work of the students, and quickly remove the students from the shadows.

Students' sense of dependence and belonging gained from counselors in school life for a long time will disappear because of the sudden departure of counselors, and they will feel depressed and at a loss. There is no trust in new counselors, especially students with psychological problems, who will reject contact with new counselors. Students' trust in the new counselor is reduced. The replacement of counselors will make the students with problems lower their trust in counselors and make it difficult to open their hearts again. Most of the students in higher vocational colleges are far away from home, and they stay in school, and only choose to go home during the summer and winter vacations. In unfamiliar environment, their sense of belonging basically comes from counselors, whose sudden departure will reduce their sense of belonging and security to the school.

At present, higher vocational and technical colleges still carry out their work with the talent training scheme as the guiding basis of professional talent training and the class as the basic activity unit. Therefore, class management is an important part of school education and teaching management and is implemented by counselors, which is also an important method to realize the school-running idea and quality [8]. The effectiveness of class management has a direct impact on the implementation of talent training programs and the quality of

talent training in colleges and universities. In the counselor team, each counselor should formulate the corresponding management mode and training plan according to the professional talent training plan of each major and the learning characteristics of the students in the class. If the former counselor leaves his post and the new counselor takes over, it will inevitably lead to changes in the old and new management modes and training programs, and there will inevitably be omissions in the process of handover between the old and new counselors. Students study in school for a short time (three years compared with four years of undergraduate course). The frequent changes of talent training plan and counselors undoubtedly add artificial difficulties to students' life planning and study, which leads to the decrease of talent training quality.

## **5. Unreasonable Salary and Chaotic Job Responsibilities Lead to High Turnover Rate of Counselors**

### ***5.1. It Is Wrong to Reduce the Operating Cost of Enterprises by Lowering the Salary Standard of School Counselors***

Private higher vocational and technical colleges basically run in the mode of enterprise management, which will pursue the maximum benefit and profit of enterprises, which will be shown by pursuing the minimum investment and cost of enterprises. This is understandable and correct in economics. However, in the process of pursuing the minimum investment and the minimum cost operation of enterprises, private higher vocational and technical colleges think that there are many people who can reduce the salary standard and welfare benefits of school counselors, which is proved to be unscientific and extremely wrong and dangerous by practice. According to the operating rules of enterprises, the tuition income standard of private higher vocational and technical colleges is much higher than that of public colleges, and the number of students is not obviously less than that of public ordinary universities. It can be clearly reflected in the financial books of higher vocational and technical colleges that huge income is far greater than expenditure. Public opinion also thinks that private higher vocational and technical colleges have great profits, otherwise no entrepreneur will set up higher vocational and technical colleges. However, private higher vocational and technical colleges often delay or delay the payment of the current month's salary and lower the original welfare standard, which is due to the following reasons: Higher vocational and technical colleges have long failed to have a correct understanding of the counselor team, and mistakenly believe that the counselor is the role of "nanny", which is to give students "care for the home". The above practices and wrong understanding have greatly hurt the counselor's self-esteem and work enthusiasm. Compared with the number of staff in other positions in the school, the number of counselors is small, and the "voice volume" is small. Some reasonable, reasonable and compliant requirements put

forward by counselors can not get timely feedback from the school management, or even no news. It is an indisputable fact that counselors are vulnerable groups in schools. When schools formulate various guidelines and policies, they tend to lean toward front-line teachers, whose salary income is obviously higher than that of counselors. The low salary income of counselors is only a superficial phenomenon, and the salary income of a person and a group essentially represents the degree of recognition and recognition of this person and this group.

Private higher vocational colleges lack of discipline in the use and management of counselors. The common practice in higher vocational colleges is that as long as they can hook up with students, whether they are within the responsibilities and authorities of counselors or not, they are all arranged for counselors to complete, resulting in disorganized job responsibilities of counselors, which objectively increases the mental pressure and fatigue that counselors should not have. In this case, counselors are tired of running and coping with the tasks assigned by various administrative departments of the school, which makes them feel that they are not energetic and physically exhausted.

Private higher vocational colleges lack long-term planning for the construction of counselors, misinterpret the Regulations on the Construction of Counselors in Ordinary Colleges and Universities formulated by the Ministry of Education, and fail to carry out the job responsibilities of counselors according to laws and regulations. Some private vocational colleges have become slogans on the wall for re-education of counselors and going out for further study. Counselors can't go out full-time to study and learn advanced management methods that keep pace with the times and change from other schools, which leads to the inability of counselors to improve their own quality and delay in updating their knowledge, and As a result, students' management methods are backward and not accepted by students. Even if counselors' professional study organized in schools goes on for a long time, it will also lead to the degradation of the "recent reproduction" function of biology. Counselors can't get material affirmation and spiritual recognition for their heavy work. In the low wage income and lack of respect from schools, there will be "centrifugal force" between counselors and schools in the long run. In this situation, it is not surprising that the team of counselors is unstable and the turnover frequency is too high.

### ***5.2. When the School Is Short of Funds, the First Choice Is to Delay the Payment of Staff Salaries, Which Is very Wrong***

Some private higher vocational colleges blindly pursue big, foreign and comprehensive schools at the initial stage of their establishment, which leads to excessive bank loans. In the later stage, there is no reasonable planning and demonstration for school infrastructure construction, and no experienced experts and scholars are hired to study and plan together during the construction process. Most of them are investment "bosses" who go their own way according to their own ideas.

As a result, the school infrastructure is extremely unscientific and the utilization rate is not high. At the same time, a large amount of funds are wasted. Occasionally, the infrastructure is built and demolished, and the phenomenon of wasting funds is also occurred. Due to the continuous adjustment of macro economy and the continuous increase of downward pressure transmission, the operational difficulties of bank loan customers in various places have intensified, the credit risks have been continuously exposed, and the loan risk management and control situation has become increasingly severe. Some banks not only increased the absolute amount and proportion of non-performing loans on book, but also according to the actual risk status of loans and the five-level classification requirements, the actual non-performing loans were far larger than the book amount. The emergence of these problems and difficulties seriously affects the quality of bank assets, the core regulatory indicators, and the erosion of profit margins, which affects the operating efficiency [9]. In this case, it is more difficult for private higher vocational colleges to borrow money again through banks, and they can only adopt the wrong methods of tearing down the east wall to make up the west wall, lowering the salary standard of school staff, stopping some welfare benefits, and even defaulting on employees' wages. These wrong policies have seriously affected the stability of the faculty and staff, and are also an important reason for the high turnover rate of counselors in higher vocational and technical colleges.

### ***5.3. Harmfulness of Mutual Borrowing and Misappropriation of Funds Within Enterprise Groups***

Most private higher vocational and technical colleges operate under the mode of large-scale education groups, and the original intention of their group education programs is also for profit. The sources of their school-running funds are complex and changeable, and there is a lack of scientific and reasonable management and control mechanism in the process of running private higher vocational and technical colleges. The high and low book funds seriously affect the principle that the salaries of faculty and staff are paid on time and according to standards. Some education groups even manage them in a family-style way, and regard the financial revenues and expenditures and funds of schools as their own money bags. Simple and rude management of school operation. At present, governments at all levels have continuously increased financial support for private higher vocational and technical colleges, and the original financial management system and situation have not met the management requirements under the new situation. In view of the above situation, a set of financial management system that keeps pace with the times must be formulated [10]. Only in this way can the healthy and upward development of the school be guaranteed, and only in this way can the self-esteem and professional enterprising spirit of all faculty members be guaranteed.

According to statistics, 98% of higher vocational and technical colleges are groups composed of logistics enterprises, transportation enterprises, chemical enterprises and cold chain enterprises. As long as there are various groups

of enterprises operating in different industries, there will be the phenomenon of inter-group borrowing and mutual appropriation of funds. Often, within the group operation, most educational institutions are in a "weak state". Once other enterprises in the group lose money or the capital turnover cannot open up the urgent need for funds, the top management of the group first thinks of borrowing or misappropriating funds from educational institutions. As a result, the book funds of higher vocational and technical colleges are insufficient and short in the current month, resulting in the wages of all employees in the school not being paid or in arrears in time. There is no clear timetable for when to reissue them. In reality, we are living in an information age, with a wide range of information sources and a large amount of information, and the internal financial information of the school is almost in a "transparent state", so it is impossible to achieve "watertight". Once the faculty and staff of the school learn that the wealth they have worked so hard to create has been misappropriated by other enterprises within the group, this will seriously affect the teaching enthusiasm of the majority of faculty and staff, further aggravate the instability of the teachers' group and increase the turnover rate of counselors. This kind of financial management thinking and practice of private higher vocational colleges has greatly hit the enthusiasm of the faculty and staff and greatly increased the "centrifugal force" of the faculty and staff [11]. The consequences of doing so have also caused great psychological damage to counselors who have been "marginalized". The overloaded student management work also makes the counselors physically and mentally exhausted, and finally they have to leave their posts to get rid of them. Once again, we call on the group-type enterprises not to misappropriate the funds of higher vocational colleges for other enterprises when they cannot guarantee the normal salary and welfare standards of the faculty and staff in higher vocational colleges. Such regulations must be raised to the legislative level, and laws and regulations should guarantee the normal salary and welfare of the faculty and staff in higher vocational colleges.

## **6. To Ensure the Stability of the Counselor Team, We Must Administer According to Law**

Professionalization of counselors is not only the need of personal career orientation of counselors, but also the need of the country and the sustainable development of students' quality education in the economic transition period. In terms of personal career orientation, only by taking the road of full-time and specialization [12] can counselors complete the sacred mission entrusted by the state to higher vocational education.

According to the problem and phenomenon of high turnover frequency of counselors in private higher vocational and technical colleges put forward in this paper, this paper puts forward a thorough solution, and strongly suggests that

the administrative department of education should legislate to ensure the stability of counselors. The legislative provisions should propose that (1) in the counselor group of private higher vocational and technical colleges, 30% of the counselors' salary standards and benefits should be consistent with the standards of public higher vocational and technical colleges in the same region, and they should not arbitrarily default and delay the payment of counselors' salaries. (2) It is necessary to have the same opportunities as front-line full-time teachers in the school evaluation, evaluation, promotion of professional titles and salary adjustment, so as to fully guarantee the legitimate rights and interests of counselors, and further affirm the importance and irreplaceable of counselors in higher vocational colleges.

Some public opinion affirmed the practice that the national education administrative department should set up special laws and regulations to guarantee counselors, and thought that this move fully demonstrated the government's clear attitude of guaranteeing political treatment and welfare treatment of counselors in private higher vocational and technical colleges according to law. "Teacher Law" clearly endows teachers with the right to receive labor wages on time and enjoy the welfare benefits stipulated by national policies [13]. However, it is not enough to show the attitude of "being responsible". We must take practical actions to investigate those responsible for failing to protect the counselor's treatment according to law, so that the implementation and protection of the counselor's legitimate rights and interests and treatment can no longer stop at "expressing and paying attention", and the legislative provisions for protecting counselors can be implemented.

## 7. Conclusion

Under the new situation that China is facing the revolution of science and technology industry and the constant adjustment of economic structure transformation, counselors are a group responsible for graduates' employment guidance and rational planning, and also an important tutor for students' quality education. However, higher vocational colleges can't correctly understand the importance of counselors' posts for a long time, and they are "marginalized" by schools. The workload of counselors is heavy and cumbersome, and they can't give respect to counselors scientifically and legally, which will greatly hurt counselors' professional sense and work enthusiasm in the long run. Nowadays, the one-child era has a tendency to gradually transition to the "fewer children era". In higher vocational and technical colleges, the quality education of students in these special times, the cultivation of behavioral norms and the employment planning and guidance of graduates are mainly supervised and implemented by counselors using administrative means in peacetime, which determines the particularity, importance and irreplaceability of counselors. The viewpoint of this paper is only for academic discussion, and I hope to work with people in the same industry to study

how to improve and ensure the stability of counselors in private higher vocational and technical colleges.

## References

- [1] Liying the Ministry of Education issued a list of national colleges and universities [Z] "China net"-(<https://n.eastday.co>) July 9, 2020.
- [2] Zhang ruixue "Research on the Development Opportunities and Students' Employment of Higher Vocational Education Colleges in Guangdong-Hong Kong-Macao Greater Bay Area" [J] Science Journal of Education October 2020 ISSN: 2329-0900 Volume 8 Number 4-5, 2020 Science Publishing Group, USA.
- [3] Census and Statistics Department, HKSAR Government "Hong Kong has a population of over 7.5 million in mid-2020" [N] Network (<https://dwq.people.cn>) August 13 (th), 2020.
- [4] Statistics and Census Bureau of Macao SAR Government "The total population of Macao has exceeded 690 thousand, and the number of foreigners living in Macao has increased" [N] Southeast Network-"Network" (<http://news.fjsen.co>) May 11 (th), 2020.
- [5] Zhang ruixue "Research on the involvement of humanities in physical education and its strengthening" [Z] People's Education Publishing House "People's Education Network" [www.pep.com.cn](http://www.pep.com.cn) December 2015.
- [6] Zhang ruixue "Application and development of humanities in physical education" [J] Science Innovation ISSN: 2328-7861 Volume 3 Number "Publishing Group, USA" June 2020.
- [7] Fu Junmei "On the Importance of College Counselors Work" [Z] Paper net, China. <https://www.xzbu.com/2/view-7753508.htm>.
- [8] Sun jiandong "On how to do a good job in the education and management of higher vocational students" [J] Contemporary Educational Practice and Teaching Research 10 (th), 2015.
- [9] Dao kebaba "Analysis on the general characteristics and causes of current venture loans of rural commercial banks" [Z] Internet document resources (<http://www.doc88.com>).
- [10] Luxiaohao "Thoughts on strengthening the financial management of private schools" [Z] How Net Full-text Periodical Library ([www.cnki.com.cn](http://www.cnki.com.cn)) Internet document resources -May 2019.
- [11] Long zhezhou "On the Causes and Countermeasures of the Loss of Counselors in Higher Vocational Colleges" [C] Journal of Changsha Vocational and Technical College of Commerce and Tourism-Article No.: ISSN1006-656X August 2014.
- [12] Yangjufen "Probe into the influence of counselor's departure on students in private higher vocational and technical colleges and its Countermeasures" [J] Learning and popular science No. 37, 2019.
- [13] Hu yan "Suggestions on the legislative protection of the legal protection of university teachers' rights in China" [C] Journal of Wuhan Business Service College. Volume 27, No. 2, 2013.