



## Change Management for TVET and competency based TVET management

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## Part I Change Management for TVET



- 1. Historical development of management for TVET
- 2. Characteristics of Management Reform for TVET

### 1. Historical development of management for TVET

- 1.1 After the founding of the People's Republic of China:  
the multisectoral management phase (1949-1978)
- a pattern of multisectoral management
- jointly **managed** and **governed** by the central authorities in charge of various industries, large-scale factories and mining enterprises, the MOE, the Ministry of Labor, and local governments, presenting a clear slice feature.



### 1. Historical development of management for TVET

- 1.2 After the reform and opening-up: dual-sector management phase (1978-end of the 20th century)
- to further clarify the attribution of the management of secondary vocational and technical schools——
- Article (6) of Part II of the *Notice of the CPC Central Committee on forwarding the documents of the National Labor and Employment Conference* on August 7, 1980
- stipulating that the management system of **vocational schools** is dominated by the **education departments**, with the cooperation of the labor department; and **technical schools** are dominated by **labor departments**, with the cooperation of the education department



## 1. Historical development of management for TVET

- 1.2 After the reform and opening-up: dual-sector management phase (1978-end of the 20th century)
- On October 7 of the same year (1980), the State Council approved and forwarded the *Report on the structural reform of secondary education* to MOE and the State Administration of Labor,  
↓
- emphasizing that the leadership and management system of technical and secondary vocational schools remain unchanged.
- TVET is managed by the two departments

## 1. Historical development of management for TVET

- 1.3 Since the 21st century: Inter-ministerial Joint Conference System for TVET
- On June 4, 2004, the State Council approved to establish an inter-ministerial joint conference system for TVET, leading by the Ministry of Education, consisting of seven departments
- seven departments: MOE, the Development and Reform Commission, the Ministry of Finance, the Ministry of Personnel, the Ministry of Labor and Social Security, the Ministry of Agriculture, and the Poverty Alleviation Office of The State Council.

## 1. Historical development of management for TVET

- 1.3 Since the 21st century: Inter-ministerial Joint Conference System for TVET
- the convenor of the joint conference: the Minister of Education
- members of the joint conference: the relevant persons in charge of each member unit

## 1. Historical development of management for TVET

- 1.3 Since the 21st century: Inter-ministerial Joint Conference System for TVET
- In October 2005, the State Council issued *Decisions of the State Council on Vigorously Developing Technical and Vocational Education and Training*,
- in November a national conference on TVET was held.
- "local governments at the county level and above should also set up a joint conference system for TVET".

## 1. Historical development of management for TVET

- 1.3 Since the 21st century: Inter-ministerial Joint Conference System for TVET
- On November 27, 2018, the former inter-ministerial joint conference system for TVET was upgraded to be under the State Council,
- the convenor of the joint conference: the Vice Premier of the State Council
- nine subordinate agencies of the State Council
- the Ministry of Education as the lead unit

## 1. Historical development of management for TVET

- 1.3 Since the 21st century: Inter-ministerial Joint Conference System for TVET
- In 2022, the newly issued *Vocational Education Law of the People's Republic of China* codified the inter-ministerial joint conference system of vocational education under The State Council, clarifying the statutory duties of state departments and central and local governments.

## 2.Characteristics of TVET Management Reform

- 2.1 Coordination and hierarchical management by local governments under the unified leadership of the central government
- In October 1991, the State Council promulgated the “*Decisions on Vigorously Developing TVET*” (No. 16 of the Office of Teaching and Vocational Education [1991])
- —made detailed provisions for the management of TVET

## 2.Characteristics of TVET Management Reform

- 2.1 Coordination and hierarchical management by local governments under the unified leadership of the central government
- the State Education Commission is responsible for :
  - the general policy, coordinating the work related to TVET among various departments, and deploying and guiding the reform of TVET;
  - the State Planning, Labor, Personnel and Finance Departments : the job of talent demand forecast, sources of funds, employment of graduates and TVET management, in accordance with the division of responsibilities;
  - the development of TVET lies in the localities, and the key lies in the cities and counties.
- Local governments have the right to carry out the necessary coordination and decision-making with regard to TVET.

## 2.Characteristics of TVET Management Reform

- 2.1 Coordination and hierarchical management by local governments under the unified leadership of the central government
- Article 11 of *The TVET Law of the People’s Republic of China* , promulgated in 1996, stipulated that
- The administrative management of vocational education shall be under the unified leadership of the State Council, which shall be responsible for the overall management of vocational education within the country. The administrative management of vocational education shall be under the unified leadership of the State Council, which shall be responsible for the overall management of vocational education within the country.
- Local governments shall coordinate the supervision and evaluation of vocational education in their respective administrative areas

## 2.Characteristics of TVET Management Reform

- 2.2 The management system of hierarchical management, local oriented, government coordination, and social participation
- From 1998 to 2000, the government successively issued three policies:
  - *Decisions of the State Council on Adjusting the Management System of Schools Affiliated with Departments* (No.21 document of State Council [1998]),
  - *Decisions of the State Council on Further Adjusting the Management System and Layout Structure of Schools Affiliated with State Council Departments (Units)*(No.26 document of State Council [1999])
  - *Implementation Opinions on Adjusting the Management System and Layout Structure of Schools Affiliated with State Council Departments (Units)* (No.13 document of General Office of the State Council [2000]).

## 2.Characteristics of TVET Management Reform

- 2.2 The management system of hierarchical management, local oriented, government coordination, and social participation
- The management of secondary vocational and technical schools was shifted from ministries and enterprises to the local education administrative authorities.
- Subsequently, a large number of these schools implemented the above policy based on territorial principles.

## 2.Characteristics of TVET Management Reform

- 2.2 The management system of hierarchical management, local oriented, government coordination, and social participation
- On August 24, 2002, the State Council issued “ *Decisions on Vigorously Promoting the Reform and Development of Vocational Education* ”,
- specifies the macro-control system for vocational education: under the leadership of the State Council, it would implement hierarchical management, local oriented, government coordination, and social participation .

## 2.Characteristics of TVET Management Reform

- 2.2 The management system of hierarchical management, local oriented, government coordination, and social participation
- “Decisions of the State Council on Accelerating the Development of Modern Vocational Education”, issued in 2014, gradually improved the management system of hierarchical management, local oriented, government coordination, and social participation.

## 2.Characteristics of TVET Management Reform

- 2.2 The management system of hierarchical management, local oriented, government coordination, and social participation
- Article 6 of 2022’s *TVET Law of the People’s Republic of China* :
- Vocational education is coordinated by the government, hierarchical management, local oriented, industry guidance, school-enterprise cooperation and social participation.

## 2.Characteristics of TVET Management Reform

- 2.3 Central and local interaction, regional cooperation under the joint conference system

| contents                            | Before 2018                       | Since 2018  |
|-------------------------------------|-----------------------------------|---|
| the convenor                        | the minister of MOE               | the Vice Premier of The State Council   |
| Number of participating departments | seven                             | nine  |
| main functions                      | coordination and research of TVET | coordinated and upgraded out policies, deliberating the regulations and major policies for TVET, soliciting opinions and suggestions from the National Vocational Education Guidance and Advisory Committee, supervising and inspecting the implementation of relevant policies and measures on TVET. |

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- **Part II**
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## Contents

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- 4. Funding input for NVSC

## 1.The characteristics of the management organization for skills competition

- NVSC? <http://www.nvsc.com.cn/>



## 1.The characteristics of the management organization for skills competition

- NVSC ?
- **National Vocational Students Skills Competition**
- launched and led by the **Ministry of Education** , and participated by multiple departments, including relevant departments of the State Council, industries, people's organizations, academic and local organizations.
- a **public welfare and national comprehensive skills competition** for vocational school students,
- **held every year.**

## 1.The characteristics of the management organization for skills competition

- dated back to year 2005, when MOE signed an agreement with Tianjin Municipal government ——
- Tianjin : the first **national pilot zone for TVET reform**
- a great decision : a **national vocational skills competition be held annually** for the presentation of achievements in TVET.
- Tianjin has been identified as **the main and permanent venue** of the skills competition.

## 1.The characteristics of the management organization for skills competition

- in June, 2008 , the first NVSC was held successfully,
- A consensus that “ **general education has Gaokao, vocational education has competitions** ” has been formed in the whole society.
- So far this year, the NVSC has been held for **15 consecutive years** ,
- a beautiful brand of China's TVET.

## 1.The characteristics of the management organization for skills competition

- **1.1 A competition led by the Ministry of Education and jointly organized by multiple departments**
- The first NVSC was held in Tianjin in 2008, co-sponsored by **11** organizations including the Ministry of Education and the Tianjin Municipal Government.
- The number of competition organizers in 2012: 23
- in 2022: 27
- in 2023: 31
- **highlighting the universality and popularity of the competition**

## 1.The characteristics of the management organization for skills competition

- **1.2 “One main +N sub-venue” pattern**
- In 2012, ten sub-venues were set up outside the main venue of Tianjin, forming "**One main +N sub-venue** " competition venue pattern.
- In 2023, the number has increased to 23.

## 1. The characteristics of the management organization for skills competition

### 1.3 Organizations Framed level by level

- a nationwide, level by level competition framework, including national, local and school [competition organization system](#)
- The competition has **four** levels of organization:
  - Competition organization,
  - Subdivision organization,
  - Organization of competition items,
  - the organization of the competition institutions.

## 1. The characteristics of the management organization for skills competition

- **1.4 A competition with the concept of openness and acceptance**
- In 2012, the competition invited more than **500** foreign students from nearly **40** **countries** to participate in and watch the competition.
- <http://news.enorth.com.cn/system/2012/06/27/009527869.shtml>

In 2015's NVSC, foreign students from more than **50** **countries** and regions participated in exhibition competitions and other activities.



## 1. The characteristics of the management organization for skills competition

- **1.4 A competition with the concept of openness and acceptance**
- In 2022, the first World Vocational College Skills Competition( **WVCSC**) was held in Tianjin and Jiangxi venue. A total of **293** colleges and universities, **988** contestants and **489** instructors from **107** countries and regions in Asia, Africa, Europe, South America and North America participated in the competition and performance competitions.

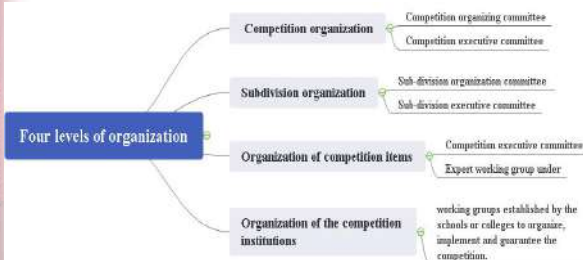


2022年首届世界职业院校技能大赛获奖名单的 [通知](#)



## 2. Organization and functional divisions of NVSC

- The competition has **four** levels of organization:



## 2. Organization and functional divisions of NVSC

- **2.1 Competition Organization**
- **2.1.1 Competition Organizing Committee**
- the highest leading decision-making body of NVSC, its **responsibilities** are:
  - a. Determine the positioning, principles and organizational form of the competition.
  - b. Design the competition system arrangement
  - c. Examine and approve the competition plan
  - d. Finalize the scope of the competition and its implementation plan.
  - e. Publish the annual competition announcement.
  - f. Guide to carry out the competition
  - g. Finalize and publish the final results of the competition, etc.

## 2. Organization and functional divisions of NVSC

- **2.1 Competition Organization**
- **2.1.2. Competition Executive Committee**
- the executive body of the NVSC.
- It works **under the leadership** of the competition organizing committee and is responsible for the organization and management of the competition.

- a. Formulate the competition management system
- b. Formulate the sub-division plan
- c. Organize the competition application and selection
- d. Finalize the rules and regulations of the competition.

(to be continued)

## 2. Organization and functional divisions of NVSC



- 2.1 Competition Organization
- 2.1.2. Competition Executive Committee
- (continued)
- e. Validate the organization of the competition, review the qualifications of the executive committee, experts, referees, supervisors, and arbitrators and determine the specific personnel.
- f. Be responsible for the use of the department's capital funds and social donations of monetary funds, and in charge of supervision and performance appraisal according to regulations.
- g. Coordinate the concurrent activities of the competition.
- h. Supervise competition zones in summarizing and filing information related to the competition.
- i. Hire a legal counsel to review the legality of the rules, procedures, and fund management of the event, and be responsible for handling relevant legal affairs.
- j. Make an annual summary of the competition.

## 2. Organization and functional divisions of NVSC



- 2.1 Competition Organization
- 2.1.2. Competition Executive Committee
- The office of the Executive Committee of the Competition is responsible for the daily management of the competition
- The Executive Committee of the Competition has set up a **fund management committee**, which is responsible for reviewing the budget (final) account of the public operating expenditure of the event and the budget (final) account of the subsidy fund of the specific competition submitted by the Office of the Executive Committee for the reference of the Executive Committee's decision-making.

## 2. Organization and functional divisions of NVSC



- 2.2 Organization of the NVSC Sub-Region
- 2.2.1 Sub-regional Organizing Committee
- The sub-regional organizing committee is the leading decision-making body for the organization of events in each sub-region, responsible for overseeing the various tasks and fund utilization related to hosting the competition in the sub-region.
- The sub-regional organizing committee has one director, typically appointed by the vice provincial-level (planned cities can be vice-municipal level) leader in charge of education at the hosting location.

## 2. Organization and functional divisions of NVSC



- 2.2 Organization of the NVSC Sub-Region
- 2.2.2 Sub-regional Executive Committee
- The sub-regional executive committee operates under the leadership of the sub-regional organizing committee and is responsible for the specific organization of events in the sub-region. The sub-regional executive committee has one director.

## 2. Organization and functional divisions of NVSC



- 2.2 Organization of the NVSC Sub-Region
- 2.2.3 Conditions and Requirements for the Selection of Sub-regional Organizations
- 1) The application unit must be the education department (Education Commission) of provinces (autonomous regions and municipalities directly under the Central Government), and municipalities separately listed in the plan and the Xinjiang Production and Construction Corps.

## 2. Organization and functional divisions of NVSC



- 2.2 Organization of the NVSC Sub-Region
- 2.2.3 Conditions and Requirements for the Selection of Sub-regional Organizations
- 2) The application must have relevant experience in organizing competition activities, adhere to the competition philosophy, follow the competition system, and obey the leadership of the NVSC organizing committee and executive committee.

## 2. Organization and functional divisions of NVSC



- 2.2 Organization of the NVSC Sub-Region
- 2.2.3 Conditions and Requirements for the Selection of Sub-regional Organizations
- 3) The industries involved in the applied competition items should be the local pillar, advantageous, characteristic industries, or those already included in the regional "Five-Year Plan" for key development, and the industry should be able to provide strong support for the competition. The scope of applied competition items is limited to those planned for the year competition sub-regions.

## 2. Organization and functional divisions of NVSC



- 2.2 Organization of the NVSC Sub-Region
- 2.2.3 Conditions and Requirements for the Selection of Sub-regional Organizations
- 4) Develop open competition hosting plans and event promotion plans. The open competition plan should include inviting foreign students, teachers, industry representatives, and other relevant personnel to observe and experience the competition.

## 2. Organization and functional divisions of NVSC



- 2.2 Organization of the NVSC Sub-Region
- 2.2.3 Conditions and Requirements for the Selection of Sub-regional Organizations
- 5) The sub-region should refer to the organizational structure and set up Sub-regional organizing committees, executive committees, and its offices, to be responsible for the organization and implementation of the competition. The chairperson automatically becomes a member of the corresponding competition organizing committee and executive committee.

## 2. Organization and functional divisions of NVSC



- 2.3 Event organization
- Each event of the NVSC has set up an Event Executive Committee (regular events, industry-specific events), with an expert working group.
- Each event organization shall be established after the approval of the Executive Committee of the Competition.
- The Event Executive Committee operates under the leadership of the Competition Executive Committee, and is coordinated and guided by the Executive Committee of the respective regional competition.

## 2. Organization and functional divisions of NVSC



- 2.3 Event organization
- The primary responsibilities include:
  - a. Be fully responsible for the preparation and implementation of the competition.
  - b. Preparing the budget (final) of the competition and supervising the implementation of the competition budget and the use and management of the funds.
  - c. Recommending members of the event Expert working group, judges and arbitrators to the Competition Executive Committee.

(to be continued)

## 2. Organization and functional divisions of NVSC



- 2.3 Event organization
- The primary responsibilities include:
  - (continue)
  - d. Managing the competition's showcase, experience, and promotion activities.
  - e. Coordinating the security work of the competition.
  - f. Implementing the transformation of competition resources.
  - g. Conducting annual summaries of the competition.
  - h. Implementing other work arranged by the Division Executive Committee.

## 2. Organization and functional divisions of NVSC

### 2.3 Event organization

- The primary responsibilities include:
- The **event expert working group** operates under the guidance of the Event Executive Committee, and is responsible for the technical work of the event, such as the compilation of technical documents, competition question design, Competition venue design, competition consultation, analysis and technical review of competition performance, resource transformation, referee training, etc., and is responsible for competition showcase experience.

## 2. Organization and functional divisions of NVSC

### 2.4 Competition Hosting Institutions

- The hosting institutions of the NVSC operate under the guidance of the Regional Executive Committee and the Event Executive Committee, and is responsible for the specific guarantee and implementation of the events. The main duties include:
    - a. Implementing competition venues and infrastructure in accordance with the technical plans of the competition.
    - b. Collaborating with the Competition Executive Committee to organize and manage the competition and hospitality.
- (to be continued)

## 2. Organization and functional divisions of NVSC

### 2.4 Competition Hosting Institutions

- (continue)
- c. Assisting the Regional Executive Committee in promoting the competition.
- d. Maintaining order at the competition venues and ensuring the safety of the event.
- e. Participating in the preparation and management of the competition budget, executing budget expenditures, and delegating audit of the financial income and expenses to an accounting firm.
- f. Responsible for archiving competition process documents and reporting post-competition data.

## 3. Policies and regulations for the NVSC

- **Policies and regulations are important parts of NVSC.** MOE has made many Policies and regulations. The following are some of them:
  - *Regulations for open, clean and fair NVSC, 2016* .
  - Constitution of NVSC, 2021
  - *The Fund Management Measures of NVSC, 2022*
  - *The Implementation Plan of NVSC (2023-2027)* , 2023

## 4. Funding input for NVSC

- *The Fund Management Measures of NVSC, 2022*
- In order to **strengthen and standardize** the fund management of the NVSC, **improve** the efficiency of the funds of the competition, and **ensure** the fair and smooth progress of the competition, MOE made this regulation.
- Article 3: The competition funds management adheres to the **principle** of "unified planning, hierarchical management, multiple raising, targeted investment, special funds, special account accounting, strict economy, pay attention to performance".

