

The situation analysis on market-oriented selection and employment of talents in power grid business

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Abstract. Talent is the "first resource" for state-owned enterprises to achieve high-quality development. Only by following the law of market economy can we realize the optimal allocation of talent elements and play the maximum value. The government has repeatedly stressed that it should not only introduce local talents from regions, but also seek all development talents, use good talents without sticking to one pattern, and gather talents from all over the world. The construction of market-oriented selection and employment mechanism is an important measure to implement the reform of state-owned enterprises. It is of great significance to improving the market-oriented operation mechanism of SOEs, stimulating the development vitality and endogenous impetus of SOEs, and promoting the high-quality development of SOEs. From the perspective of internal and external reform and development situation, this paper analyses the new requirements and challenges of the reform of state-owned enterprises and the market-oriented selection and employment of power grid business, and further clarifies the direction and policy requirements of the construction of the market-oriented selection and employment mechanism. The importance and necessity to promote market-oriented selection and employment mechanism are comprehensively and systematically expounded.

1 Introduction

The reform of state-owned enterprises puts forward new and higher requirements for market-oriented selection and employment. Market-oriented selection and employment mechanism is an important measure to implement the reform of state-owned and state-owned enterprises (SOEs). The Three-year Action Plan for SOEs Reform (2020-2022) further clarifies the need to improve the market-oriented operation mechanism and comprehensively promote market-oriented selection and employment. Market-oriented selection and employment is a market-oriented process of human resource allocation, including a management closed-loop composed of market-oriented selection, assessment, incentive and exit [1]. The construction of market-oriented selection and employment mechanism is to establish a mechanism in which the market plays a basic role in the allocation of human resources and effectively adjusts it. It is of great significance to improve the market-oriented management mechanism of state-owned enterprises, stimulate the development vitality and endogenous power of state-owned enterprises, and promote the high-quality development of state-owned enterprises. Market-oriented selection and employment measures, such as competitive selection, tenure system and contractual management, professional manager system construction, positive incentive, final adjustment, and incompetent exit, have been widely promoted and implemented in state-owned enterprises, providing

strong support for power grid business to deepen the market-oriented selection and employment mechanism construction [2].

State Grid Corporation of China (State Grid) has continuously strengthened the construction of market-oriented operation mechanism, achieved remarkable results and faced new challenges. With the in-depth development of "one body and four wings" layout, new and higher requirements are put forward for business development and the ability and quality of leading cadres. It is urgent to establish and improve a market-oriented selection and employment mechanism to provide talent support and sustained motivation for long-time development [3]. As it stressed on many occasions, "To strengthen the construction of cadres. Focus on the goal of 'four excellent and five excellent', adhere to the correct orientation of selecting and employing people, and select the best and strengthen the leading bodies at all levels. To carry out the first term assessment of the leadership team of the secondary unit, and promote rewards and punishments, and be able to go up and down." It points out the direction for establishing and perfecting the market-oriented selection and employment mechanism [4].

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2 The requirements of the reform of state-owned enterprises on the selection and employment

The reform of market-oriented management mechanism of state-owned enterprises has made the direction and requirements of market-oriented selection and employment increasingly clear, and the practice of reform has become increasingly rich, which has laid a solid foundation for power grid business to deepen the construction of market-oriented selection and employment mechanism.

2.1 Market-oriented management mechanism reform requirements

The reform of state-owned enterprises has advanced in depth, requiring to further deepen the market-oriented mechanism of selecting and employing people to stimulate the vitality of the talent team. "People" is the most important productive force, the core factor that affects the vitality of state-owned enterprises, and the key and foundation to improve the modern corporate governance structure. Deepening the construction of market-oriented selection and employment mechanism is an important part of promoting the reform of market-oriented management mechanism and perfecting the modern enterprise system with Chinese characteristics. Because the system and mechanism are not flexible enough, it is difficult for state-owned enterprises to effectively meet the market demand in selecting and employing people, which seriously restricts and hinders the development vitality of state-owned enterprises. With the deepening of the reform of state-owned enterprises, the requirements for the construction of market-oriented operating mechanism are becoming more and more urgent, and new and higher requirements are put forward for the market-oriented selection of people.

From the perspective of policy requirements, it has been repeatedly proposed in the documents of deepening the reform of state-owned enterprises, the "Double Hundred Enterprises", the demonstration action of scientific reform and the reform of mixed ownership, etc. In 2020, the Operational Guidelines for Implementing the Tenure System and Contracted Management of Managers in Double Hundred Enterprises and the Operational Guidelines for Implementing the Professional Manager System in Double Hundred Enterprises further clarified that it is necessary to implement the tenure system, contractual management and professional manager system of managers.

From the practical point of view, in order to establish a market-oriented selection and employment mechanism and really activate the vitality of cadres and workers, it is urgent to promote the organic combination of the principle of the Party governing cadres and the market-oriented selection and employment method, promote the market-oriented transformation of enterprises with the marketization of "people", truly take marketization as the goal of the reform of state-owned enterprises throughout

all management work, take the promotion of the core competitiveness of enterprises as the core, fully implement the tenure system of managers and contractual management, actively explore the professional manager system, and accelerate the construction of market-oriented management mechanism through the market-oriented selection of talents [5].

2.2 To meet the requirements of building a world-class enterprise

Benchmarking to build a world-class enterprise requires to comprehensively improve its management ability and accelerate the construction of market-oriented selection and employment mechanism. The 19th National Congress of the Communist Party of China clearly proposed to cultivate world-class enterprises with global competitiveness, and the Fifth Plenary Session of the 19th Central Committee once again emphasized accelerating the construction of world-class enterprises. On June 13th, 2020, the Notice of the State Council State-owned Assets Supervision and Administration Commission (SASAC) officially issued "On Launching the Action of Improving World-class Management" (No.39 [2020] of SASAC) clearly stated that by 2022, key state-owned enterprises will basically form a modern state-owned enterprise management system with Chinese characteristics, which is complete, scientific, standardized and efficient. It is the foundation of enterprise development, and the construction of talent team is the core and purpose of human resource management in state-owned enterprises.

At present, State Grid has formed a talent selection mode based on graduate recruitment and internal training, but it lacks the experience of further promoting talent selection in a market-oriented way. As one of the 11 world-class demonstration enterprises established by the State-owned Assets Supervision and Administration Commission of the State Council, State Grid urgently needs to further change its management mode, strengthen the benchmarking of human resources management, and enhance its ability to select and employ people scientifically. On the one hand, we should adhere to the synchronous planning of human resources management with strategic goal and business development. By giving full play to the role of the market, continuously exploring and innovate around the core links of human resources acquisition, allocation, utilization, retention and development, State Grid could improve the supporting role of human resource to the strategic goal; On the other hand, it is necessary to improve the market-oriented selection and employment mechanism. Through expanding the channels for talent introduction, focusing on the tenure system of managers and contractual management, actively exploring the professional manager system, State Grid could further speed up the establishment and implementation of the market-oriented employment system based on labour contract management and centered on post management. Only by strengthening the market-oriented selection of talents, optimizing the talent allocation and team

structure, stimulating the value and vitality of talents, promoting the orderly flow of talents, meeting the needs of the development of talents, can State Grid improve the market-oriented management ability and level of enterprises, and enhance the market competitiveness of enterprises [6].

2.3 Reform process of market-oriented selection and employment mechanism in central enterprises

The reform process of the market-oriented selection and employment mechanism of central enterprises continues to accelerate, which urgently requires to further expand the market-oriented selection and employment objects and scope, innovative means and methods. Positive progress and remarkable results have been made in the reform of the market-oriented mechanism for selecting and employing people in central enterprises. According to the "High-quality Development Report of Central Enterprises (2021)" issued by the State-owned Assets Supervision and Administration Commission, during the "Thirteenth Five-Year Plan" period, five central enterprise group companies carried out the pilot of tenure system and contractual management of managers, and the pilot of professional manager system, and 40 central enterprises formulated the relevant system of professional managers, and 977 subsidiaries employed a total of 4,344 professional managers; 119 listed companies controlled by five central enterprises have effectively implemented equity incentives, including 22 new ones in 2020, covering nearly 18,000 core talents. Since 2021, the three-year reform of state-owned enterprises has been accelerated, and by the end of June, more than half of the tasks have been achieved. A series of important progress has been made in accelerating and improving the market-oriented operating mechanism, which has greatly enhanced the vitality and endogenous power of enterprise development and improved the quality and efficiency of enterprise development. As of July 30th, 92% of central enterprises and 74% of local level enterprises have established tenure system and contractual management system for sub-enterprise managers, up by 28.3% and 19.7% respectively compared with 2020. At the enterprise level, the labor contract signing rate of senior managers reached 52.9% and 50.2% respectively. The number of people openly recruited by central and local state-owned enterprises accounted for over 95% of the total. A new upsurge in the reform of state-owned enterprises has taken place, a number of difficulties have been solved.

The reform situation puts forward new and higher requirements for the scope, method and progress of market-oriented selection and employment. The exploration and practice of various state-owned enterprises in market-oriented selection and employment also provides a large number of reference models and rich practical experience for State Grid to accelerate the construction of market-oriented selection and employment mechanism. As the main force and vanguard of the reform of state-owned enterprises, State

Grid urgently needs to further promote the construction of market-oriented selection and employment mechanism, and provide "State Grid Sample" for the construction of market-oriented operation mechanism of state-owned enterprises [7].

3 "One Body and Four Wings" Development Layout Requirements for Market-oriented Selection and Employment of State Grid

The development layout of "one body and four wings" is the deepening, promotion and development of strategy, and is the strategic guideline for the State Grid's high-quality development. The development layout of "One Body and Four Wings" clearly proposes to vigorously promote the development of "Four Wings" business, actively and steadily develop financial business, vigorously develop strategic emerging industries, steadily expand international business, and optimize the development of supporting business. In general, in the face of the complicated development situation, to realize the business development goal of "one body and four wings" is a heavy task and a heavy pressure. It is necessary to give full play to the value of management, talents and other elements, break down institutional barriers with management innovation, and drive business development with talents.

3.1 Market-oriented business development

The market-oriented business of State Grid is expanding rapidly, and it is urgent to enrich the high-level, specialization and professional market-oriented talent team and enhance the talent attraction and guarantee ability. The "One Body and Four Wings" development layout puts forward higher requirements for the "Four Wings" business positioning and development goals. Among them, in the process of accelerating the integration of industry and finance, the financial business pays great attention to risk prevention and control and compliance management, and it is in urgent need of market-oriented business talents and financial risk control and legal compliance talents who are familiar with the power grid business; In the process of building core competence and accelerating the formation of industrial clusters, strategic industries urgently need to supplement a large number of technical talents who are familiar with power grid business and new energy, big data, artificial intelligence, chips and other emerging fields, and provide sufficient talent support for their technology research and development and market development; In the process of international business development, we are faced with an increasingly complex international situation, and there is an urgent need for international and local professionals who are familiar with international rules and have multicultural backgrounds; The support industry mainly focuses on business areas such as scientific research support, energy Internet technology, service guarantee and soft power

construction. It is urgent to enrich scientific research and professional technical personnel and enhance service support capabilities. With the deepening of the development layout of "One Body and Four Wings", we are faced with some practical problems, such as insufficient attraction of high-level talent shortage, optimization of talent team structure, weak talent retention ability, etc. The current talent reserve and supply are difficult to support and meet the requirements of "Four Wings" business development and business expansion. It is urgent to further strengthen the selection of market-oriented talents, improve the differentiated market-oriented selection mechanism of "Four Wings" talents, effectively revitalize the internal talent market, attract external high-quality talents, and speed up the creation of high-quality talent teams.

3.2 Driving and traction ability of performance appraisal

The implementation task of the "one body and four wings" is complicated and arduous. It is necessary to consolidate the management responsibilities of all levels of management and enhance the driving and traction ability of performance appraisal. Promoting the development layout of "One Body and Four Wings" involves a wide range, arduous tasks and far-reaching influence. It requires to optimize performance appraisal, build an appraisal system of "decomposing objectives layer by layer and transmitting pressures layer by layer", and decompose business performance objectives at the company level into unit performance, department performance, and then individual performance, and make good use of performance appraisal baton. The achievement of the performance appraisal goal depends on the cadres who are led by the enterprise leaders and middle and high-level managers. By optimizing the performance appraisal of enterprise leaders, speeding up the construction of professional manager system, and implementing the tenure system and contractual management of managers, we can enhance the traction of performance appraisal to the management and improve the market-oriented management level of the management team. To focus on promoting the development layout of "One Body and Four Wings", highlight the differentiated and accurate scientific assessment, improve the assessment methods, strengthen the process control, strengthen the application of results, and give full play to the guiding role of assessment in promoting the company's high-quality development. By strengthening the term management and contractual management of the management, perfecting the market-oriented assessment of cadres and employees, establishing and perfecting the assessment system in line with the development layout of "one body and four wings", scientifically setting assessment indicators and assessment methods, and rationally using the assessment results, the objectives of "one body and four wings" can be implemented layer by layer through assessment.

3.3 Marketization incentive mechanism

It is the business development of "one body and four wings". It is necessary to speed up the improvement of the market-oriented incentive mechanism and fully stimulate the vitality of talents. Talent team is the solid foundation and important guarantee for enterprise management and development, and it is also the key for State Grid to speed up the implementation of the "one body and four wings" development layout and realize the strategic objectives. It is necessary to fully stimulate the vitality of talent team, so that State Grid can become a highland for gathering and developing all kinds of high-level talents, and promote the development of first-class enterprises with first-class talent team. Market-oriented salary incentive is an important means to encourage talent officers to start their own businesses. In the process of implementing the development layout of "one body and four wings", State Grid urgently needs to speed up the improvement of salary incentive mechanism that is in line with the market, optimize and improve the performance salary system, make overall use of various medium and long-term incentive methods, encourage and support knowledge, technology, management and other production factors to participate in the distribution effectively, and fully stimulate the vitality of all kinds of talents. By strengthening positive incentives, we can increase the attraction to high-level market-oriented talents, stimulate employees' potential, enhance employees' work enthusiasm and enhance the vitality of the workforce; At the same time, the leadership team and project team that have made outstanding contributions to the development of "One Body and Four Wings" through market-oriented salary incentives will give timely rewards and encouragement, create a good atmosphere of striving for excellence and entrepreneurship, further enhance the talent retention ability, and inspire all cadres and workers to make unremitting efforts to achieve the strategic goals [8].

4 Conclusion

Currently, with the deepening of the reform of state-owned enterprises and the implementation of the strategic goal, the market-oriented selection and employment is facing new challenges and opportunities. The change of internal and external environment requires State Grid to accelerate the construction of market-oriented selection and employment mechanism, innovate the mechanism and means of talent selection, and lay a solid foundation to implement the strategy of strengthening enterprises with talents. In the process of building "a world-leading energy internet company with Chinese Characteristics" in an all-round way and promoting the development and layout of "one body and four wings", the party group of State Grid attaches great importance to the construction of the mechanism of selecting and employing talents, and regards it as an important starting point to stimulate business vitality and innovation vitality. With the in-depth development of the "one body and four wings" layout, new and higher

requirements are put forward for business development and the ability and quality of leading cadres. It is urgent to establish and improve a market-oriented selection and employment mechanism to provide talent support and sustained motivation for the power grid business development.

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