



**RESEARCH ON THE CONSTRUCTION AND MANAGEMENT OF  
ECHELON TALENT IN GROWING ENTERPRISES  
—CASE STUDY ON  
MAI LEITE NC TECHNOLOGY LIMITED COMPANY**

**YU LI**

**6117195010**

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**Thematic Certificate**

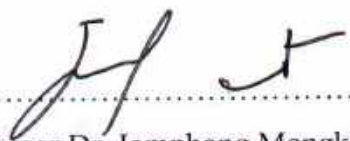
**To**

**YU LI**

This Independent Study has been approved as a Partial Fulfillment of the Requirement  
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Advisor:  Date 3 / 8 / 2020

( Dr.Li Zhang )

  
.....  
(Associate Professor Dr. Jomphong Mongkhonvanit)

Acting Dean, Graduate School of Business Administration

Date 5 / 8 / 2020

## Abstract

**Research Title:** RESEARCH ON THE CONSTRUCTION AND MANAGEMENT OF ECHELON TALENT IN GROWING ENTERPRISES —CASE STUDY ON MAI LEITE NC TECHNOLOGY LIMITED COMPANY

**Researcher:** Mr. YU LI  
**Degree:** Master of Business Administration  
**Major:** International Business Management

**Advisor:** .....

( Dr.Li Zhang )

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The in-depth development of market economy and the a new round of economic adjustment makes talent become the core competitiveness of enterprises, especially for high-end equipment enterprises, construction and management where talent is the fundamental requisite for long-term development of enterprises. Companies are now in a period of rapid growth, and its echelon talent management is vitally important.

This paper discussed the relevant concepts and connotations to echelon talent construction in the form of literature review, explains the competency theory mainly applied in this study, and explored the relationship between echelon talent construction and competency model. Based on field research and the data obtained through questionnaires, this paper analyzed the basic situation, industry status and corporate strategies adopted by the company. Next, it studied the current state and

problems of echelon talent construction and management in the company. The results revealed the following points : (1) according to management talent, marketing talents and technical talents, the company initially establishes the competency model for those crucial positions, constructs the qualification system, and carries out career planning for crucial employees; (2) The problem arising from echelon talent construction in the company was reflected in five aspects : (1) The decision-maker lacks understanding of the importance attached to echelon talent construction. (2) The high-level talent reserve was inadequate; (3) The structure of team talent was unreasonable; (4) The scientific planning of echelon sequence was absent; (5) The career development channel of post-prepared talents was not perfect.

Given the problems with the construction and management of echelon talent, this paper reconstructed the selection competency index of management talent, professional talent and technical talent through a competency questionnaire analysis. Then, it proposed a training program targeted at echelon talent, including the construction of reserve echelon talent, the source of reserve talent, the selection procedure, and the implementation of the talent training programs. Finally, according to the results of the study, this paper puts forward four suggestions on the talent echelon construction and management of the company. It was suggested: (1) to establish an expert review committee; (2) to improve the training mechanism; (3) to improve the selection mechanism, and; (4) to promote and innovate the incentive mechanism.

**KEYWORDS:** Echelon talent, Construction management, Competency model, Talent training





## 摘要

题目： 成长期企业人才梯队建设管理研究—以迈雷特数控技术有限公司为例  
作者： 李昱  
学位： 工商管理硕士  
专业： 工商管理  
导师： .....

  
..... (张力,博士) .....

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市场经济的深入发展和新一轮经济调整的开始使得人才成为企业的核心竞争力，特别是对于高精尖设备企业而言，人才建设、人才管理更是使企业得以长期发展的必备基础，迈雷特公司目前处于快速成长期，其人才梯队管理显得十分重要。

本文首先以文献综述的形式谈论了人才梯队建设的相关概念和内涵，同时说明研究中主要运用到的胜任力理论，并探讨人才梯队建设和胜任力模型的关系。通过对实地调研和问卷获得资料进行整理，对迈雷特公司的基本概况、行业现状以及公司战略进行分析。然后研究了公司人才梯队建设管理的现状和问题，研究结果表明：(1) 迈雷特公司针对管理类人才、营销类人才以及技术类人才初步建立了关键岗位的胜任力模型，同时建立了任职资格体系，并为骨干员工进行了职业生涯规划。(2) 迈雷特公司的人才梯队建设问题体现在五个方面，一是决策层对人才梯队建设的重要性认识不足；二是高层次人才储备不足；三是人才队伍结构不合理；四是缺乏对梯队序列的科学规划；五是后备人才职业发展通道不完善。

针对迈雷特公司人才梯队建设管理存在的问题，本文通过胜任力问卷分析重构了迈雷特公司管理型人才、专业型人才、技术性人才的选拔胜任指标。其次给出了梯队人才培养方案，具体包括后备梯队人才建设、储备人才来源以及甄选程序、人才培养方案实施。最后本文根据研究的结果，提出了迈雷特公司人才梯队建设管理的四点意见，一是设立专家评审委员会；二是健全培养机制；三是完善选用机制；四是完善及创新激励机制。

关键词：人才梯队建设管理 胜任力模型 人才培养

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# Chapter 1

## INTRODUCTION

### 1.1 Research background

With the deepened economic globalization and the start to a new round of economic adjustment, improving core competitiveness has become a goal that many companies continue to pursue. Whether a company can grow in a healthy and rapid way, human resources are not only its core competitiveness, but also a decisive factor ( Yang Hao, Song Lianke, 2013 ). A powerful enterprise is able to survive a competitive environment and grow, which is partly because of the scale of construction to expand its organization and the continued expansion of the company's business scope. There are a large number of enterprises that can adapt to the **post** Talent ( Bai Xuyun, Fan Guilian, 2014 ). At this stage, the market system has changed unpredictably, and the flow of talent has become increasingly common, which will not only have an inevitable impact on the long-term development of enterprises, but also cause enterprises to face common problems, for example, the gaps in actual management, staff shortage, and so on. Besides, the human resources department finds it difficult to attract talents. In the process of allocating and selecting talents, corporate managers also feel the impact caused by the lack of talents on the enterprise, thus resulting in insufficient development potential for the enterprise. In the meantime, the loss of existing talent will also cause a partial loss of its technology, and even lead to the situation that talents is not connected. These problems will impede the further development of the company ( Xie Ruhuan, 2019 ).

At present, the state encourages the focus on the development of sophisticated

equipment. The policies "Made in China 2025", Industry 4.0, and intelligent manufacturing have presented manufacturing companies with great opportunities of development ( Yang Shuangya, 2018 ). Mayrett is an equipment manufacturing enterprise established in 2016. It has been three years before the initial stage of the venture. At present, the company is at a stage of rapid growth and has invested in an industrial park. The subsequent expansion of the scale is mainly premised on technical research and development as well as skilled workers. In the development of the company, it is active in embracing the current 5G technology, artificial intelligence, Internet of Things technology, etc., as a result of which the demand for relevant R&D and skilled workers is quite strong.

However, there are some major shortcomings in respect of internal team talent construction for the company. The technical core is limited to the company founder and some technical consultants. The main heads of the company departments are not well-educated and are not proficient at marketing team building. At present, the company has started to integrate the three subsidiaries, which drives the demand for talents. However, the company has no clear methods and measures in place for talent echelon construction, and the state of human resources in the company cannot meet the needs of enterprise development. Therefore, this paper focuses on Mai Leite to study its human resources construction scheme, which is of practical value.

## **1.2 Research significance**

### **1.2.1 Theoretical significance**

At present, the research on talent echelon construction both at home and abroad is actually abundant, and is mainly focused on theoretical research and case

studies. In case studies, the selected research object is usually a relatively mature enterprise. Such enterprises usually have in place a set of methods for building talent echelon. However, there are relatively few companies choosing the growth period to conduct research. In the meantime, the growth period of enterprises often starts from scratch in the construction of talent echelon. For example, the Myret Company studied in this article has just started the construction of talent echelon. Therefore, the research in this article is considered to be more representative, thus enriching the theory of talent echelon construction in the growing enterprise to a certain extent. Besides, it provides literature support for future research, which is of certain theoretical significance.

### **1.2.2 Practical significance**

This article takes Mayrett as an example, analyzes the current state and existing problems of the company with regard to talent echelon construction, and proposes the talent echelon construction measures and safeguards. This is purposed for the Mairer company that has not yet carried out talent echelon construction. With the "Made in China 2025 under the policy impact", there have been many similar Mai Leite 's CNC manufacturing companies. There are also short-board research paper on the construction personnel echelon of talent on their team building also has some Guiding significance, so that this research shows certain practical value in practice.

### **1.3 Research content**

In this paper, Mai Leite CNC Technology Co., Ltd., is exemplified to study the current situation of gradient construction management personnel. The company aims to give people the optimization proposed measures before echelon of management. On the whole, this study consists of three parts.

( 1 ) NC Mai Leite's profile

The overview study of Mayrett is mainly purposed to analyze the company for its basic organizational structure, products, corporate culture, industry overview and the development strategy adopted by the company.

( 2 ) Analysis of the status quo and problems arising from the construction of the talent echelon in Mayret CNC

It is mainly to study the basic situation of talent echelon construction in the company, and the problems with talent echelon construction.

( 3 ) Construction and reconstruction of the talent echelon of Mairret CNC

It is aimed at addressing the problems with talent echelon construction and management, and at reconstructing a better echelon talent selection and echelon talent training program.

#### **1.4 Research and Innovation**

The innovations studied in this paper are mainly reflected in two aspects. One is to select companies in the growth stage for research. At present, the research on the construction of talent echelon in academia mainly focuses on relatively mature enterprises, with few studies focusing on the construction of talent echelon in growth enterprises. The other is that in the case analysis, it is only close to the theory and has a good combination with the theoretical part.



## **Chapter 2**

### **LITERATURE REVIEW**

#### **2.1 Talent echelon construction**

##### **2.1.1 Connotation and role of talent echelon construction**

To people not out of stock, work in order to carry out a smooth and orderly transition proceeds, the successor to the people for effective training and exercise, so that talent into full play the role, is the inevitable choice for the enterprise, only so that these successors will be able to quickly take over the former Work ( Zhang Haiou, 2015 ). This creates different levels of talent, while talent level is generally high and low as on a ladder, which is called talent that ( Zhang Suning, 2017 ). Building its essence is to establish a talent that sets the flow of operational personnel selection, assessment, create, enhance, rule mechanism applied ( Zhang Qi, 2017 ). The main role played by talent echelon construction is manifested in three aspects. One is to ensure that the company's talents are free of faults. Mining excellent human resources training and exercise at the same time is not only conducive to improving the innovative capacity of these talents, but also beneficial to constantly expand the company's talent pool to achieve its strategic objectives. When there is a vacant position in the company, it can ensure that two or three successors will emerge. The second is to ensure that the candidates who are prepared to take over have more competence than their predecessors, and that the work can be smoothly carried out. Thirdly, it helps promote a positive image of the company for attracting top talents ( Zou Tian, 2016 ).

##### **2.1.2 Methods of building talent echelon**

The methods of talent echelon construction mainly include :

A is to establish a post-level diagram. The establishment of job hierarchy chart is vitally important. It determines which positions are critical to the company. The key positions or core positions are the main targets for talent echelon construction, to clarify the methods for determining core key positions, based on which a hierarchy of core positions is developed ( Zhang Qianxue, 2018 ).

The second is to assess the talents and evaluate their development ability. According to the key or core position hierarchy chart, the key or core talents are identified, and then the development ability is evaluated. There are two main aspects to evaluate. The first is work performance. The second is to evaluate the competence of its quality model based on whether the core position is competent ( Zeng Xiaoyan, 2018 ). The key to evaluating these two aspects lies in how to establish the key position competency model and determine its evaluation method. This is the focus and difficulty of the entire plan initiation and training. Finally, based on the evaluation results concerning these two parts, a nine-grid pattern formed by talent development is drawn, to clarify the position coordinates of employees on the way ( Zhou Lei, 2018 ).

The third is to develop key talents and implement talent development plans. The development ability of key talents is evaluated to make an evaluation report. According to the report and the current resource investment made by the company, a company development and a training plan are formulated, which is specifically for the key talents in the company ( Andrie, 2014 ). The plan encompasses the key talent development ability assessment situation and overall analysis, the use of key talents, promotion, exchange of jobs, learning and other relevant

suggestions. Through the implementation of talent development plan, the purpose of talent training can be achieved, based on which a talent echelon is formed ( Guest, 2017 ).

The fourth is about tracking, reaction, feedback, adjustment, and organization. During the implementation of the talent echelon construction plan, the entire process is tracked, response is made according to the situation, based on which adjustment is made to the feedback, internal management is enhanced, and internal communication is improved. Meanwhile, improvement measures, planning and adjustment are carried out according to the practicality. The next step can be implemented smoothly ( Chen Ming, 2016 ).

### **2.1.3 Relevant theories of talent echelon construction**

#### **( 1 ) Demand hierarchy theory**

Maslow's hierarchy of needs was first proposed by Jaborá Han Maslow, who is well known as an American psychologist. The theory divides human needs into five levels. These levels actually reflect the needs of people at different stages, including physiological level, security level, social level, respect level, and self-realization. The model is similar to a ladder ( Cai Xiaojing, 2017 ). This theory was put forward by Maslow in the paper "Human Incentive Theory" in 1943 and has now become an essential part of the theory on humanistic science.

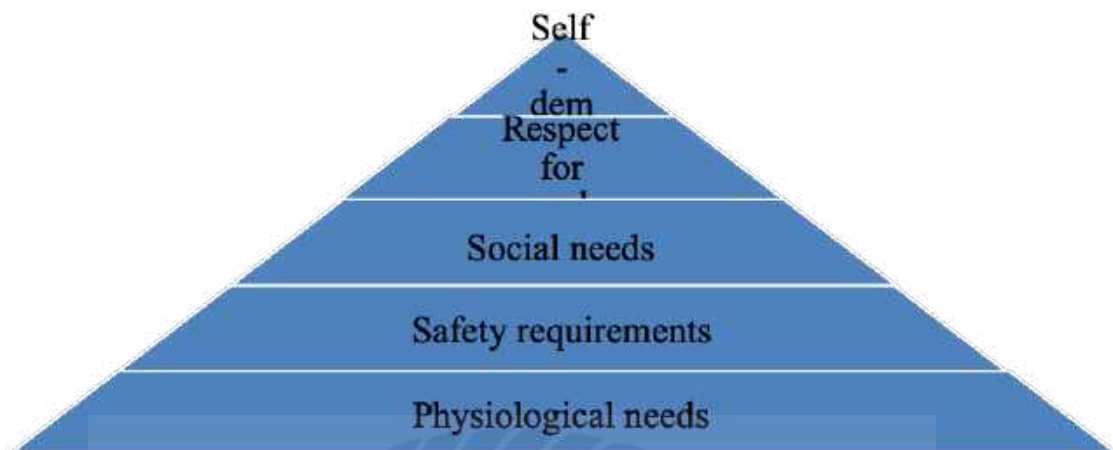


Figure 2-1 Requirements hierarchy model

Among them, physiological needs are the most basic ones, and only when the physiological needs are met can the human physiological function be performed normally. In the view of Maslow, only when physiological needs are met to the extent that they can survive can other needs incentivise people to act (Feng Junguo, Qi Hui, Gao Heyuan, 2017). As far as human resources are concerned, meeting the physiological needs of employees is effective in increasing employees' wages, improving related benefits and working conditions, and extending the rest periods (Li Rui, 2016). Security requirements are higher-level requirements than physiological requirements. As indicated by Maslow, the pursuit of safety is the fundamental need of the organism, while the effect organs and feelings are the carriers of safety seeking. In the meantime, when the safety needs are satisfied, the motivational factors will cease to be effective. As far as the company is concerned, it is absolutely necessary to emphasize the relevant rules and regulations, and to ensure the occupational security and medical care of employees, unemployment insurance, as well as the improvement of related retirement benefits (Lin Hai, 2018). Once again, there is an emotional need. As senior animals, everyone expects mutual care. This kind of demand is more detailed and advanced. If you want to meet the emotional needs of employees, you can make more communication

between company staff and enhance opportunities for friendship. For example, organizing cultural activities, sports competitions, and the gatherings of colleagues to encourage the establishment of healthy, harmonious, civilized, and friendly relations among colleagues ( Xu Qingyou, 2018 ).

The need for respect represents a higher level of emotional need. Their abilities, achievements and social status are recognized by the public. While social respect is the demand that people generate after reaching a certain stage ( Xu Bin, Xinan, 2015 ). Specifically, it can be divided into internal and external respects. Internal respect refers to human self-esteem, which is the self-confidence with strength in different situations. External respect means that one wishes to receive public recognition. The same is to have a high social status. It can have sufficient authority to convince the public, respected by everyone even look up to ( William. Roseville, 2017 ). According to Maslow, satisfying people's respect needs can not only make individuals full of self-confidence, but also full of enthusiasm for the society. Besides, it can also make them realize personal values and thus achieve their own goals in life. In order to meet the respect needs of employees, public recognition and rewards, as well as the issuance of honor certificates to individuals are effective in meeting the needs for individual respect. Workers can also set up Hall of Fame to stimulate self-confidence of workers and passion for the work ( William. White Durham, 2016 ). Finally, there is a need for self-actualization. The needs at this level are the highest for people's needs, which not only reflect a person's ideals and goals, but also maximize the individual's level, improve the ability to deal with problems, enhance the competence for his own job, and develop the ability to match his own ability. Thus, this has reached the level of self-realization ( Yu Chunhong, 2012 ). Maslow believes that all roads lead to



Rome, and that there are different ways to achieve self-realization value. Everyone has a different way to achieve self-worth. Therefore, people must do the work that suits their abilities, so that they can make themselves happy. At the same time, one can gradually develop potential in work. For the company, in order to realize the self-realization of employees and even surpass their needs, the employees with outstanding skills or special skills should be assigned to the specific work tasks appropriate for their personal abilities. Cumbersome coping strategies leave room for subordinates to work ( He Wei, Long Lirong, 2012 ).

According to Maslow's hierarchy of needs, in respect of the human resources department, understanding the needs of employees is the greatest inspiration to us from the hierarchy of needs, which is also an important prerequisite for motivating employees. At different levels and in different periods, the needs of employees in different fields are fundamentally different, which means they have certain differences that are constantly changing ( Lin Jing, Cai Jianming, 2018 ). It requires the management department to organize regular investigations for understanding what the unmet needs of employees are, so as to provide targeted incentives.

## ( 2 ) Two Eighth Theory

Pareto thinks, in any of the things, the most significant thing accounts for only 20% or so, while the remaining 80%, despite being the majority, is secondary, which is known as the twenty-eight law ( Wang Zhihua, 2004 ). The law of twenty-eighth originated from the research work of the famous Italian economist Pareto. In the 19th century, Pareto found out that a large proportion of the wealth flowed to the wealthy accounting for a small minority of people. Li ( Yang Yingfang, 2012 ). This relationship of laws not only exists in other countries, but also

presents a stable relationship in mathematics. Thus, Pareto's law concluded that society 20% of the wealthy mastered 80% of the wealth. That is to say, the distribution of wealth in society is clearly imbalanced. In fact, the 28th law has become the abbreviation of the imbalanced relationship among many unbalanced things in life. From a statistical perspective, the probability of being accurate to 20% and 80% is extremely low, and the things represented by the 28th law are not necessarily certain. It is a ratio of 20% to 80%. What needs to be emphasized here is that the law emphasized by the 28th Law is 20% of the minority, rather than 80% of the majority.

In the development of an enterprise, management problems have plagued most enterprises, including the inefficiency of work and the floating of human resources, which has caused the cost of human resources to rise year by year, thus leading to heavy burdens and difficulties for enterprises. Coupled with the severe brain drain, this will significantly weaken the core competitiveness of the enterprise while making it a very passive situation in a fiercely competitive market ( Wang Junling, 2011 ). In particular, the problem of leaving 20% of core employees has caused a severe disruption to corporate managers ( Chen Qiang, 2019 ). The core staff includes a large number of professional and technical personnel. Staff is frequent to affect the flow of the enterprise to a significant extent, especially the excellent performance of the core staff and expertise in the professional and technical personnel turnover, which will cause irreparable loss ( more than vanadium, 2019 ). Therefore, if there are core talents and professional and technical personnel who want to leave, they must try their best to stay. If they have decided to leave, scientific separation management shall be carried out. The construction of the talent echelon can ensure that the vacancies are filled in time, and that the work can be completed quickly and smoothly. Thus, that is

the average for workers 80 percent of the part, and the first certainty is that the frequency of occurrence of turnover behavior is relatively much smaller. If there is a redundancy situation companies that 20% of professional personnel is the core of human resource managers must first ensure that the left ( Wan Lili, 2015 ).

The enlightenment of the 28th theory for enterprises is that they cannot view the problem equally. Whether it is in the operation of the enterprise or in the management of personnel, it is necessary to seize the minority that occupies a key position (Yang Jia, 2017 ). As the 20% customers bring 80% profit to the company, it is essential to strengthen the service for building a stable relationship with it. Business leaders should focus their attention on the main problems that need to be solved and solve key projects. In human resource management, we must classify different types of employees, and combine the 28th theory to perform well in the job placement, salary level and other management aspects of the employees, especially for the 20% of core technical talents.

### ( 3 ) Two-factor theory

In 1959, the famous American psychologist Herzberg formally proposed the two-factor theory. The theory clearly indicates that the main influencing factors in the performance of enterprise employees can be divided into satisfaction factors and dissatisfaction factors (Xiao Yun, Hu Jiayi, 2009 ). The so-called satisfaction factor means that the factors that enable people to feel motivated and satisfied are generally associated with the work itself, including achievements, appreciation, the challenges posed by the responsible work itself and the promotion of employees and so on. If these factors are met, it will strongly motivate employees. Conversely, it will not produce positive emotions if they are not satisfied. Motivating factors can stimulate

employees' work enthusiasm and improve labor productivity significantly ( Zhang Kai, 2004 ). The unsatisfactory factor, also called the health care factor, refers to the opinions that easily cause employees to have opinions or dissatisfaction. The dissatisfaction factors mainly include company policies, compensation, labor protection, working environment and interpersonal relationships among colleagues, etc. Satisfying these factors can eliminate the negative emotions that cause employee dissatisfaction. However, it will not motivate employees to carry out further positive behaviors ( Shi Xin, 2013 ). If the health-care factors cannot be met, employee dissatisfaction will arise. In severe cases, the negative emotions of laid-off work will be even worsen. However, it is worth noting that once the health care factors are improved, no matter how they are improved, it is difficult to satisfy employees. Consequently, it is difficult to further stimulate the enthusiasm of employees. Such health care factors as working environment, job promotion space, interpersonal communication, and salary are all necessary conditions for maintaining the mental health of employees. Although they cannot be motivated, they can play a good preventive role.

Two-factor theory focuses on: only incentives can bring satisfaction to workers, and health factors can eliminate people's discontent, but it will not allow people to be satisfied ( Liu Yicheng, 2015 ). In the company's management application, it is necessary to analyze and divide each factor, as well as to clarify the incentive or health care factors. Therefore, it is necessary to reasonably adjust the proportion of incentive factors and health care factors in human resource management (Ji Xiaoli, Ling Ling, Zeng Yan, 2007 ). For the employees responsible for sales, their wages are comprised of the base salary and the commission of sales. The health care factor is the basic salary, while the commission is an incentive factor. The reason why the salary is

lower and the commission is higher for the salesperson is that they need to be motivated to improve sales performance ( Wang Li, 2015 ). The principle is to first ensure that the guarantee factors are basically satisfied, and then to further satisfy the motivation factors of the employees, so as to maximize the motivation of the employees.

In practical applications, a combination of material and spiritual encouragements can be applied to maximize the enthusiasm of employees ( Dai Xinrong, 2014 ). Not only should attention be brought to health care factors for avoiding the negative emotions of employees, the rational use of incentives shall be ensured to stimulate employees' work enthusiasm. The relevant methods can be divided into direct satisfaction and indirect satisfaction. From the perspective of direct satisfaction, it is first to provide more performance opportunities to employees, so as to obtain more job accomplishment and job satisfaction ( Zhang Qifei, Li Ciping, 2010 ). The second is to allow employees to acquire new knowledge and skills in the course of their work, thus giving them a sense of responsibility. This factor of internal encouragement is the main motivation for supporting employees to work and can play a long-term incentive role. From the perspective of indirect satisfaction, employees can be promoted and rewarded with material rewards for their excellent work performance ( Yin Xiru, 2018 ). However, this method needs to be adopted with caution. It is best to link rewards to work performance and company benefits, for setting up a direct connection. Otherwise, this material encouragement will become a health care factor, which makes it difficult to exert incentive effects.

## **2.2 Competency Theory**



### 2.2.1 Research origin of competency theory

In 1975, David McClelland, a well-known human resources expert and a professor at Harvard University, formally proposed the concept of "competency". Competency enables the characteristics of employees to be classified. To be specific, they are divided into: the achievements of outstanding achievements in general, while the image of employees, value, overall quality can be further subdivided, as long as they can be quantified, and the ability to distinguish between good and general Individual efficacy characteristics can be used as a measure of competence ( Zhao Haitao, 2009 ). The connotation of competence is not only purposed to distinguish the excellent from the ordinary, but also involves a broader meaning and connotation. In a broad sense, competency includes three dimensions: career, behavior and strategic integration. This is a comprehensive measure, rather than a single one.

In 1970, the US State Department believes, selected on the basis of intelligence factors on the FSIO capacity ( Foreigner Service information officer ) is not ideal. Many of the best people felt very disappointed with their performance. In this context, Mark picked Bo ( MAKAOBOLEN ) was invited to the department, to design an effective method to predict the actual performance. In the course of the project, Dr. McLeland suggested the key theories and techniques for competence research. In 1972, Mark picked Bo ( MAKAOBOLEN ) published a paper: testing capabilities rather than intelligence. In the paper, it was indicated that traditional intelligence and ability tests are ineffective in judging employees' professional achievements. In addition, these tests are unfair to ethnic minorities ( Dong Bo, 2016 ). It is believed that certain factors, such as personality, intelligence, and values, can determine the performance of work. In practice, however, the initial desired results have yet to be

achieved ( Wang Fucheng, 2009 ). Therefore, he emphasized returning to reality, starting with first-hand information, and directly digging out personal and behavioral characteristics that can truly make difference to job performance, for improving organizational efficiency, promoting social progress and making substantial contributions (Liu Bo, 2012 ). He calls this kind of personal and behavioral characteristics that directly affect him as a person capable of performance. The ability to determine over process requires two basic principles. Firstly, a significant area division is whether job performance is the sole criterion of judgment. Secondly, whether the ability to differentiate analyzing the relationship between performance and performance ( LV work will, 2013 ).

### **2.2.2 The connotation of competence**

Considering operability, relevance, and systemic factors such as competency, it can be defined as: personal characteristics of managers to objectively measure in a particular organization, jobs, cultural atmosphere, and to exhibit features predictable. Competency refers to the characteristics that individuals steadily possess in order to achieve expected performance ( Wang Shuangyan, 2015 ). These characteristics are specifically divided into: knowledge, image, thinking, mentality, mobility, skills and other content. There are several types of competence research institutions. One is a state-owned scientific research institution represented by the Academy of Social Sciences, the second is a Sino-foreign joint venture research institution represented by Burt Consulting, and the third one is a foreign research institution represented by human resources, also known as HRM. Compared to state-owned scientific research institutions in academic, foreign research institutions are more pragmatic and more concerned about the future. Specifically, the competence trait structure includes three types, namely:

individual characteristics, behavior characteristics, and situational conditions.

Individual characteristics represent what a person can do, namely the "power" of ability. It was demonstrated that, for the individual, their servants property reflects the deeper characteristics, and even decisions about their behavior and way of thinking influence, and thus are to be estimated by the characteristics and evaluation of the ability of employees. Specifically, individual characteristics are divided into knowledge, skills, self-concept, traits, and motivation. These abilities jointly determine the overall quality of an employee. The core motivation is a person's personality, which touches the depth of the personality. It is difficult to train and allocate and continue ( Xue Qin, 2013 ).

Behavioral characteristics reflect what people do. It represents the role played by employees' skills, knowledge, motivation, etc. That can play in a fixed scenario. In fact, this kind of behavior may appear again after the same scene is encountered. Capability-related behavioral characteristics refer to key behaviors that can produce a good performance in the similar scenarios ( Zhao Shuming, Du Juan, 2007 ).

Situational conditions reflect competence in specific work environments. In fact, the competency model used differs among different cultures, industries, and positions, so that it is necessary to match competence with positions, organizations, and industries ( Zhou Zhiqian, 2016 ).

### **2.2.3 Competency model**

Feature model:

( 1 ) Iceberg model

The iceberg model refers to identifying the difference in performance of each individual's quality, which is divided into explicit and hidden. That is to say, on the iceberg and below the iceberg, the surface refers to the " above the iceberg ", and the deep hidden refers to "below the Iceberg " ( Gao Mingwei, Wang Yuting, 2012 ).

Among them, knowledge and skills are visible, relatively superficial and clear, floating on the water. In comparison, self-concept, characteristics and motivation are hidden in the deep and central part of the personality hidden under water. Its hidden features play a direct decisive role in human behavior. McClelland mentioned in his theory that the icebergs on the ice are basic qualities and basic requirements for competence. Nevertheless, they cannot distinguish between excellent performance and people with average or consistent performance (Wu Ye, Xiong Yongqing, 2010 ). The part of the underwater iceberg can be called a differential feature, which is a key factor in distinguishing outstanding people from general mediocrity. In spite of this, there are still interactions between different personal traits.

( 2 ) Onion model

The core elements of the onion model include motivation, personality, self-image, values, social roles, attitudes, knowledge and skills ( Yan Ming, 2017 ). Competency is the sum of personal abilities and behaviors behind work ability. Each selection is for one or more capabilities, as a result of which the effectiveness and efficiency of the selection process will increase. Competency-based evaluation and selection involve the discovery, development, arrangement and adaptation of evaluation and interview methods, which is conducive to generating

correct recruitment decisions and is the most suitable candidate for vacant recruitment ( Sun Jing, 2012 ). Companies are frequent to use iceberg models for describing how competencies are structured. Apparent abilities are characterized by knowledge and skills. These factors are easy to find on the water.

Social roles, self-concepts, personality traits and motivations represent the characteristics of abilities, attitudes and consciousness that are difficult to explore and describe in the water. These recessive and recessive characteristics play a decisive role in the performance of each employee. Among them, "the upper part of water", including basic knowledge and skills, is the most important aspect of human resource management. They are relatively easy to change and develop, so that it is easier to identify the results ( Zhai Jinzhi, 2015 ). The "underwater part" includes internal driving forces, self-image, personality and values, which are at the bottom of the iceberg and are difficult to assess and improve. In terms of talent selection, however, this part has the largest predictive value. In the meantime, this is also the core connotation of the "underwater iceberg theory" and is supposed to be further explored.

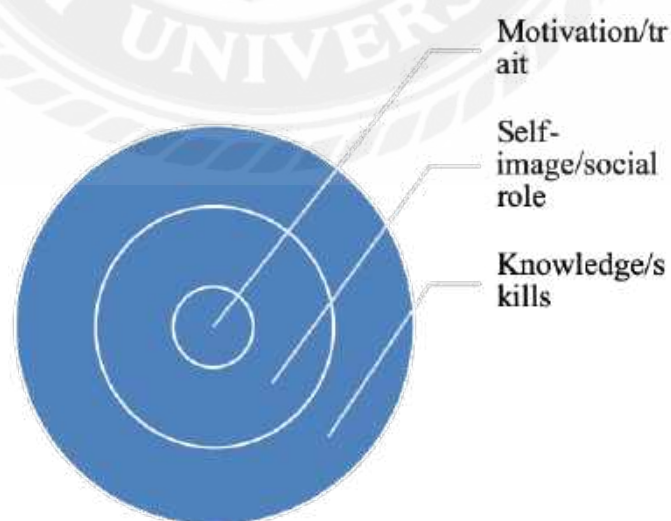


Figure 2-2 Onion model

Onion model building method :

With the development of the times and the intensification of competition among enterprises, the management of enterprises is required to be more scientific, comprehensive and systematic. It is essential to build a "competency model library". The construction of a competency model usually requires a combination of three methods.

The first one is induction. The competency model based on specific behavior is referred to as induction. It can better get closer to the practicality of the enterprise and produce a good effect. In the developmental process, however, it takes time and energy as support, with special behavioral event interview skills required (Chen Xiaojuan, 2014). The essence of derivation is logical deduction. The corresponding steps are as follows. Firstly, it has to determine the company's strategy, vision and so on. Secondly, the role and responsibilities of the position are understood. Thirdly, capabilities are enhanced. The advantage of this method is that the competency model has a clear logic and is closely related to the strategy and value of the company. The drawback is the lack of specific behavior, which may cause a deviation from the reality.

The revised law provides a simple way to construct a competency model. Usually, professional consultants propose competence projects based on preliminary understanding of the organization and general competence survey. Then, employees are selected according to the ability requirements. Finally, the competency model is determined. The advantages of this method are high efficiency and low cost, which makes it effective in introducing the concept of competence (Yu Cuifang, 2019). There is no ability to invest a lot of money in the development of the

competency model. The disadvantage is that there are many common factors that are not too closely associated with the specific culture and strategy of the company.

Generally speaking, a combination of multiple methods are applied to build a competency model, which is because the use of one method is overly simple and limited.

Construction process :

The construction of a complete competency model involves three steps: rank and order division, ability and quality factor extraction, and ability and quality factor rating.

The first step is to rank and order. The competency model is premised on a clear hierarchy and order. "Professional" means two or more positions and requires a collection of all positions that are simple, difficult, heavy, and with different qualifications, but are essentially similar ( Liu Xiaogang, Liu Ying, 2009 ). In short, a grade represents a specialized occupation ( such as management level, operation level, etc. ). "Sequence" refers to the integration of those positions with the same or similar professional qualifications in the existing organizational structure into a type of working group. Each sequence involves a unique combination and description of the ability structure. Classification and ranking are purposed to develop different career experiences to indicate the direction of career development of employees.

With regard to the specific classification, the principle of similarity can be applied to determine the classification of the work by analyzing the corporate value chain. For example, with the value chain of petroleum refining and petrochemical



enterprises analyzed, all positions of the enterprise are classed into three levels: management, technology and business services. Based on the similarity between capability and quality requirements, sequence division can be determined using two methods, which are business category and responsibility comparison. For example, on the basis of preliminary judgment of job capabilities and qualities in accordance with the job description, all positions under corporate management are divided into middle management sequence, financial management sequence, understanding ability, IVE management sequence and production management procedures ( Shi Tao, Chen Jin, 2012 ).

Hierarchical division is not only the foundation and focus of corporate post management but also the premise for the competency model. Through the classification of professional departments, employees can be provided with the appropriate career development guidance. In addition, the sequence can be used to clarify the ability and quality of each position for achieving the differentiation of staff management.

The second step is to refine the elements of ability and quality based on grade and sequence.

A complete competency model consists of three parts, which are core competence, general competence, and professional competence ( Wang Xiangfen, 2013 ). Firstly, the quality factors of core competitiveness must be refined. Based on the company's core values, corporate culture and strategic vision, core competitiveness requires all employees to have the requisite capabilities and qualities. The core competitiveness and quality elements can be extracted through industry common analysis, enterprise data analysis and enterprise survey ( Zhou

Lei, 2018 ). The second one is the order of extracting the general ability quality elements. The extraction of general competency elements can be further divided into three steps. The first one is to combine the responsibilities of the post and rely on the competency dictionary to establish a competency base suitable for the target company. The second one is to determine the quality of preliminary ability for each series through questionnaire surveys, behavioral event interviews, and expert discussions. The third one is to determine the general ability and quality of each series through expert evaluation or group discussion. Finally, there is a necessity to improve the sequence of professional abilities. "Professional ability" is referred to as the special role, ability and quality required for performing work ( Zhou Wei, Quan Yani, 2018 ). In general, professional competence is determined by specific positions. First of all, the professional competence quality foundation of each position is determined through interviews, job descriptions, responsibility analysis and other methods. Then, full communication is made with the experts to discuss, select, supplement and adjust the professional qualities that need to be possessed. The position possessed ultimately determines the professional competence of each sequence ( Tan Qiwei, Zhang Jianhua, 2018 ).

On this basis, the core factors including professional ability, core ability, and comprehensive ability are suggested qualitatively, and the model items of the abilities and qualities required are constructed for different positions.

The third one is to rate the job competence and quality factors.

Firstly, the elements of different abilities and qualities are defined, while their behavioral characteristics are described in different ways. They are classified into different levels, for example, the performance of "teamwork" at the elementary, as

well as intermediate and advanced levels. The leveled description aims at standardizing employee ratings. Among them, core competency and general competency are differentiated by the ability and quality characteristics of 1, 2, 3 Ge levels and 4 Ge level. For example, the "communicative ability" level 1 of general competency is called "basic communicative competence": speaking or writing to grasp the main points; expressing opinions and transmitting information is basically concise; not interrupting others' conversations; listening to others and asking questions to determine the analysis and judgment of the speaker. The classification and description of professional competence is based on the level of knowledge or skill and the complexity of dealing with the problem. It can be classed into different levels, such as learning, guidance, application and experts. For example, "mentoring level" is explained as "the ability to master a certain aspect of the use of knowledge, processes, or tools; to be able to use this knowledge to handle challenging and complex things; guide a small group of teams to demonstrate this knowledge, etc. "Finally, we will score the abilities and qualities of each position and determine the grade standards for the abilities and qualities of each position. For example, a post core competitiveness of the "honest and trustworthy" level is " 2 ", "predictable capacity" is the general level of ability and quality " 1.5 " professional competence is " 3 " level ( Sun Kang, 2016 ).

After the above steps are completed, the construction of the competency model is basically over.

### **2.3 Relationship between talent echelon construction and competency model**

Competency model represents a new concept proposed in recent years with the continuous improvement of human resource management theory and practical

ability. The competency model is specifically defined as a centralized representation of a position in an organization or enterprise, to fulfill the requirements of this responsibility according to its responsibilities and requirements ( Jin Zhou Yong, Zhang Lijun, Deng Chao, 2017 ). It can indicate what kind of ability the person in this position needs to have for performing the duties of the position. At the same time, human resource managers or position linear managers can provide employees with career development guidance based on the model, clarify the professional skills that employees should master in the existing positions, and develop appropriate comprehensive capabilities. In the meantime, the model can also provide not only career planning for relevant staff but also a basis for human resources training.

Usually, the competency model referred to by people is the competency model under different claims. Competency mainly reflects the concept of quality, which represents the characteristics and qualities of people capable to perform well in a specified position ( Hou Suping, 2015 ). For different organizations and different job positions, the requirements for the quality of employees are different, even though the requirements for the comprehensive quality of employees in the same company and the same position will be different. The competence of employees is also different. Therefore, the sum of the competence of a particular task role is called the competency model ( Deng Zuoming, 2011 ).

The first one is to clarify the core competencies and define the quality, while the second one is to implement the status of the competence level, and to select benchmarking talents. The third one is to collect data by interviewing behavior events and other methods. The fourth one is to analyze the data. The fifth one is to design the

core competency model for each job category, thus guiding enterprises on establishing a capability evaluation system and applying the capability model in the recruitment process through "four-dimensional dialysis" interview technology ( Supamane, 2011 ). The selection capability model is the core element of talent selection.

Consulting companies apply the competency model to not only the design of their training courses, but also the evaluation of business capability elements in performance management. The tutoring company combines the quality model with the salary system. Through our consultation, the company's income : Work arrangement : According to the needs of business development and the ability level of employees, the flexible arrangement of the work assigned to employees can ensure the best match between "person" and "position", which makes "people-oriented" and "post" "Adaptation" achievable ( Jabbar, 2015 ).

Combined with the actual needs of the core competency model, employee training is purposed to assess the strengths and comprehensive qualities of existing employees, identify the differences between employees and positions, and then design training courses in a targeted manner for ensuring the adaptation and improvement of employees and positions ( Jay, 2009 ). In the process of work, employees should provide timely feedback on employee performance in combination with their performance. While ensuring the improvement of employee performance, they should give full play to their enthusiasm about work. Salary management combines the employees' own qualities and work attitudes to determine the appropriate salary while maximizing the incentive effect of the salary system. Professional development involves the professional training provided to employees in specific positions to

ensure that suitable personnel are trained for the future development of the company.

## **2.4 Main factors influencing the construction of talent echelon**

### **2.4.1 Macro environmental factors**

#### **( 1 ) Economic environment**

The changes in the economic environment and the development of the economic cycle have caused a profound impact on the development of enterprises, which will indirectly affect the construction of the company's talent team, which is because the economic development cycle will affect the talent supply structure ( Sun Jingbing, Jia Shijie, Hu Qingjiang, 2012 ). Therefore, when talent development plans are developed, enterprises must give full consideration to not only the current and future development of the overall economic form, but also the stage of development of the enterprise for clarifying the employment needs and personnel training goals, based on which a suitable talent training system can be developed to save corporate resources and maximizes the value of talent resources.

#### **( 2 ) Political law**

Though political and legal factors mainly affect large and medium-sized enterprises, the impact on small enterprises is relatively weak. Therefore, when talent development strategies are developed, companies must give full consideration to the size of their companies and exercise policies to set up a talent team ( Zhang Miao, 2014 ).

#### **( 3 ) Population quality**

The location of the company has a considerable impact on the construction of its

talent team, which is because the talent structure and resources in different regions are starkly different. Therefore, when human resources planning is carried out, companies must consider the needs for corporate growth. On the other hand, local talent resources must be taken into account as well ( Liu Haiyan, 2013 ). In the meantime, consideration shall be given to the age factor of human resources, since employees of different ages differ significantly in salary, career development, etc.

#### ( 4 ) Regional culture

Different regions have different cultural characteristics, which in turn will affect the culture and values of the enterprises in that region. In some cases, it even influence the management of human resources ( Yang Yong, Li Rui, 2011 ). However, this effect is mostly indirect. In the north, the social network pays more attention to the factors related to interpersonal communication, while the social network in the south pays more attention to the legal system. Therefore, when human resources are planned, regional culture must be factored in.

### **2.4.2 Micro-environmental factors**

#### ( 1 ) Industry characteristics of enterprises

There are substantial differences in the degree of competition and industry environment of different industries, which also determines the differences in corporate management models (Meng Jianhua, Hu Yan, 2015 ). The CNC industry is an important industry to not only national economy but also people's livelihood. It is mainly characterized by large investment scale, strong professionalism, and long investment recovery period. It is due to these characteristics that there is a need to have a professional talent team and professional technology for the CNC industry. To achieve long-term development goals, only by simultaneously planning the talent



team from these perspectives can a strategy consistent with the company's development be developed.

#### ( 2 ) Enterprise development strategy

The corporate strategy represents the goals that the enterprise plans to achieve in a period of time in the future. After the strategic goals are formulated, however, appropriate implementation measures must be put in place to ensure that the goals can be achieved ( Yang Shao Pei, 2010 ). In order to realize the continuous improvement of the performance for Mayret CNC Technology Company, it is necessary to start from the perspective of service quality improvement and combine the company's long-term development strategy with human resources planning for ensuring the matching between talent strategy and corporate strategy.

#### ( 3 ) Corporate culture

Corporate culture is regarded as an invisible factor for a company, and it has a significant influence on the company. If a company develops a good corporate culture, then employees will have common values and work together for the realization of corporate goals, corporate cohesion and innovation. The capabilities will be enhanced, and the uncertainty faced by the company's human resources strategy will be reduced accordingly ( Wang Liheng, 2017 ).

### **2.4.3 Factors affecting the internal structure of the talent echelon**

The so-called talent echelon structure refers to the composition and combination of various parts of an enterprise talent team, that is, the proportion and combination of different echelon personnel, mainly including the number of employees, the number of leadership, organizational structure, the correlation between various organizations

and so on. ( Yang Zhiqin, 2010 ).

In fact, the structure of the enterprise talent echelon has a direct impact on the future development of the enterprise. Besides, it is also a significant factor for whether the enterprise can preserve a competitive advantage in the future market competition. As the talents of different echelons have certain differences in terms of professional knowledge, skills, intelligence and values, it is necessary to carry out the integration and overall planning of these factors for realizing the value of the echelon of talents, optimizing the allocation of human resources in the enterprise, fulfilling the value of talents, and promoting long-term development for the enterprise ( Yang Qing, Ji Xiaodan, Zhang Yannan, 2008 ).

There are various influencing factors for the corporate talent echelon, which can be roughly categorized into two types. Firstly, explicit factors mainly refer to the employee's job title, age, education, professional, etc. These explicit indicators directly reflect the quality of the employee team. Secondly, the hidden factors are mainly to guide employees' psychological quality, personality, team awareness, etc. Though these indicators are usually difficult to quantify, they tend to have a considerable impact on the construction of talent echelon. In some cases, they even determine corporate cohesion ( Jiao Jinfang, 2003 ). The talent echelon structure required by enterprises is different depending on the exact developmental stages. Therefore, the construction of talent echelon shall be constructed as a dynamic process, and the talent structure should be flexibly adjusted to the stage of the enterprise for digging out the high value of high-quality talents to serve corporate development.

## **Chapter 3**

### **RESEARCH METHODS**

#### **3.1 Determination of research methods**

##### **3.3.1 Literature analysis**

Literature analysis refers to a large number of relevant domestic and foreign literature searched through such platforms as HowNet, Baidu Academic, and School Libraries, with "Talent Management", "Competency Theory", and "Talent Construction" as the keywords. It is to read and analyze the main theories, research methods, and research conclusions of the current research, and then obtain the basic theories, research methods, and research frameworks of this research. In the meantime, understanding is gained of the current research status, for the study to be conducted on the basis of previous research.

##### **3.3.2 Field research**

To ensure the analysis is feasible, both interviews and observations were conducted with the employees and managers working for Mayret CNC Technology Company, to understand the company regarding its basic situation, developmental history, corporate culture, organizational structure, human resources management, and main products. In other cases, the purpose is to make targeted suggestions on the design of talent echelon management for the company.

##### **3.3.3 Questionnaire survey**

As one of the main survey methods applied to collect first-hand information, questionnaire survey provides a crucial tool required for information collection and

data acquisition. In this article, questionnaire survey was conducted to collect the opinions held by Mayrett employees on personnel mobility, talent echelon management and construction.

### **3.2 Qualitative description of the research object**

#### **3.2.1 Overview of Mairret**

Mai Leite was founded in November 2012, with a registered capital of 1200 million yuan. As an intelligent manufacturing overall solution provider with advanced core control technology, it represents a key supporting enterprise of intelligent equipment in Guangdong Province. In 2017, it was granted various honors, for example, the national innovation and entrepreneurship competition "strong military hard technology" professional competition (photoelectric integrated unmanned intelligent equipment), 2018 China Innovation and Entrepreneurship Competition Guangdong Advanced Manufacturing Growth Group Name, the third-class prize of 2018 China Innovation and Entrepreneurship Competition National Finals Advanced Manufacturing Growth Group. The company owns new R&D institutions such as the Intelligent Control Technology Research Institute and the Provincial Engineering Technology Center established by overseas experts and Changjiang scholars. The innovation and breakthroughs achieved by Marrett in "National Lightweight Rapid Prototyping Precision Mold Manufacturing Technology" as well as its innovative contributions to the core control system of major gear equipment, founder Lin Shoujin won the 2017 Innovation Talent Promotion Plan of the Ministry of Science and Technology of the People's Republic of China The title of "Leading Talent in Technology Innovation and Entrepreneurship".

The company has mastered the relevant core technologies to industrial Android intelligent control system as well as integrated software and hardware control technology, to integrate a variety of core control algorithms, multi-axis linkage motion control technology and industrial mathematical simulation system platform, as well as achieved many other breakthroughs in key common technologies. Technical indicators have reached the international advanced ranks. It has undertaken a number of provincial science and technology projects, with special scientific and technological funding granted. It owns 67 intellectual property rights, including 1 international and 19 authorized inventions.

The main products offered by the company include CNC gear full range outfit, feed and biomass chain mold processing equipment, tire molds deep hole drilling equipment, etc., of which a variety of products have been exported to the United States, Germany, Switzerland, Italy, Japan, Korea and other 26 developed countries. Besides, its products have been widely used in military, aerospace, engine injectors, crankshafts, valves, tire molds and some military equipment and other key fields.

The company advocates the innovative concept of "hardware building platform, software defines the world, and data drives the future", with the focus placed on the research of the core control system of intelligent manufacturing. In addition, it focuses on the research and development and production of intelligent flexible production platforms with independent AI control systems as the core, giving products, machines, processes, systems and other links are loaded with perception, cognition, understanding, and decision-making capabilities to create an open ecological platform for the entire industry chain.

As an advanced manufacturing enterprise, Marrett is in a precarious situation. Although many machine automation production lines are spectacular, they are lacking in overall software planning and scheduling system. They are brainless automations. On the one hand, they cannot fully demonstrate the integrity of the machine. On the other hand, they lack core control technology and competitiveness. Mairet is independent in developing the core control "brain, aiming to build its own core competitiveness, make the machine increasingly intelligent, and create the unique advantages to Mairet in terms of products and industrial layout. Elevated to a new height, it brings users a better manufacturing experience.

As a high-tech enterprise, the company pays attention to technological innovation and the building of talent team. The company has created a scientific research team and technical consultant team made up of overseas returned doctors, local technical experts in the field of automation, university professors who have been engaged in research on automation for many years, doctoral supervisors and other highly skilled talents. Moreover, it has maintained long-term technical exchange and cooperation with many well-known institutions both at home and abroad.

At present, the design institute of Mairet CNC Technology Co., Ltd. and Mairet CNC Equipment Company, of which the design research institute is responsible for research and development, mainly involves lathe research and development, electrical research and development, Lijia research and development and application engineering, with the responsibility for the comprehensive management department. The part of Mairet CNC Equipment Company is relatively complicated, including marketing department, sales department, after-sales service department, quality assurance department, resource department, plan execution

department, logistics department, machining department and finance department. department, process department, human enterprise department manufacturing department

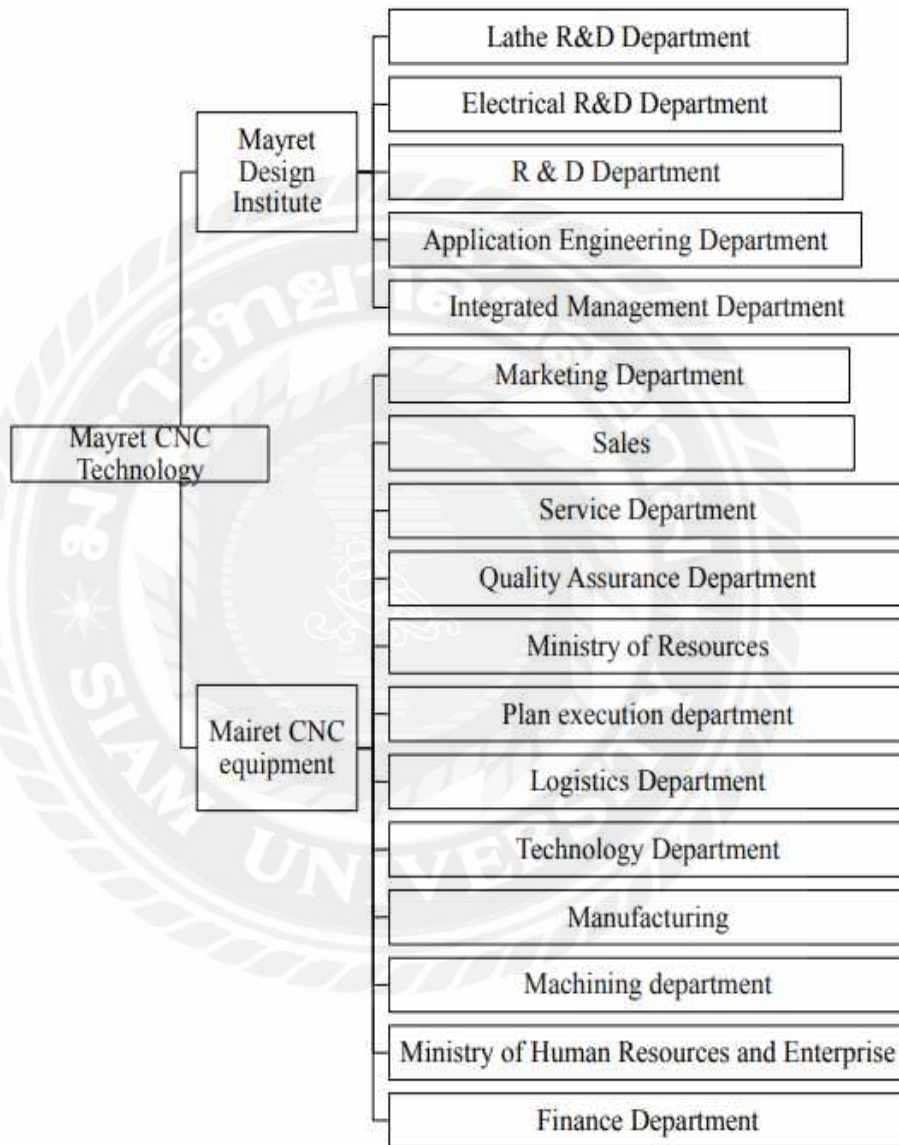


Figure 3-1 Organization Structure of Myret CNC Technology Co., Ltd.

After years of development, the company has owns seven varieties of products, including CNC hobbing machine, CNC internal cyclone milling machine,



CNC hobbing and milling machine, internal cyclone milling machine, and CNC gear milling machine, as detailed in Table 3-1.

Table 3-1 Main Products of Myret CNC Technology Co., Ltd.

Product Category	product name
CNC hobbing machine	6 axis CNC hobbing machine
	7 axis CNC hobbing machine
	8 axis CNC hobbing machine
CNC internal cyclone milling machine	4-axis CNC internal cyclone milling machine
CNC hobbing and milling machine	4 axis CNC hobbing and milling machine
Internal cyclone milling machine	4-axis internal cyclone milling machine
CNC gear milling machine	5 axis CNC gear milling machine

### 3.3.2 Mai Leite company's industry overview

#### ( 1 ) Industry division

CNC machine tool refers to an automatic machine tool complete with a program control system. The control system is capable to logically process the program specified by the control code or other symbolic instructions before decoding it, so that the machine tool operates and processes the parts. According to the 2017 "National Economic Sector Classification and Code" developed by the National Bureau of Statistics, CNC machine tools are classified as metal processing machinery manufacturing in the general equipment manufacturing industry in China ( National Bureau of Statistics Code 34) (342). CNC machine tools can be classified depending on technological applications, movement methods and control methods, as shown

in Figure 3-2.

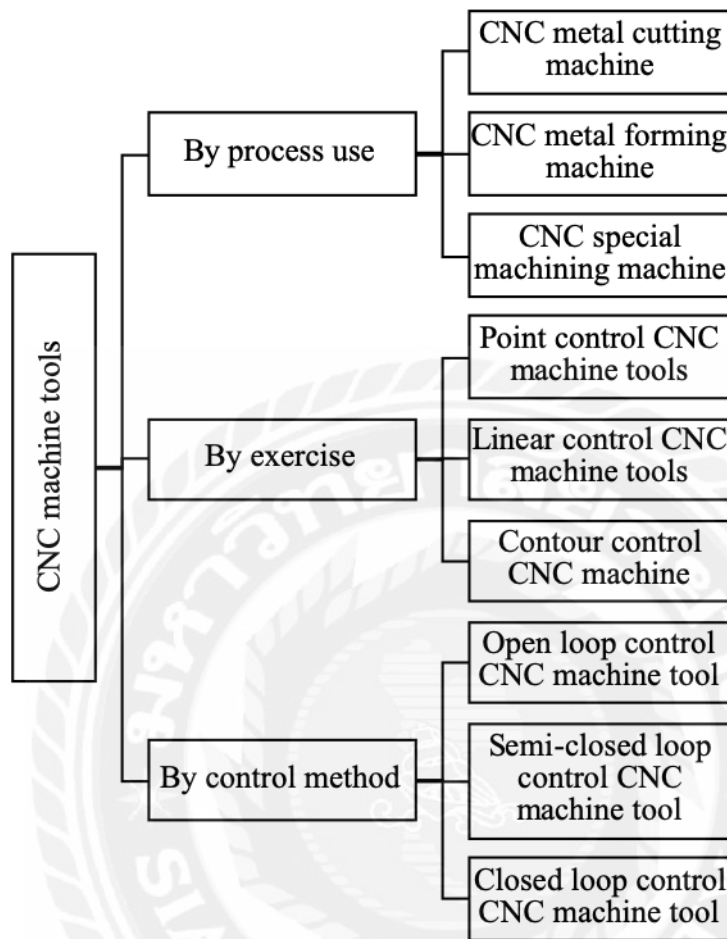


Figure 3-2 Classification of CNC machine tool products

## (2) Status of CNC machine tool industry in China

The CNC machine tool industry is a technology-intensive, capital-intensive, and talent-intensive industry. The upstream industries of CNC machine tools include mainly CNC systems, steel casting, machinery parts manufacturing, electronic components and other industries. The fluctuations in upstream material prices are closely associated with the industry. If the price of upstream materials rises, the production cost of the machine tool industry will increase accordingly. Due to the wide range of downstream industries, however, the industry has a strong pricing power and ability to pass on price hikes, as shown in Figure 3-3.

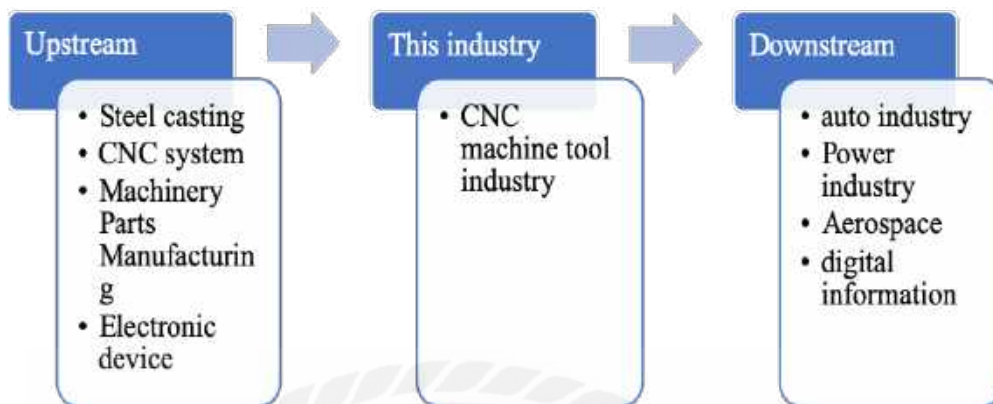


Figure 3-3 CNC industry chain

With the support of national policies and the continuous pursuit of innovation by domestic companies, China's CNC machine tool industry has developed rapidly. Furthermore, the industry has continued to expand, with its position in the international market gradually improved. From 2015 to 2018, China's CNC machine tool industry increased at a steady pace. In 2018, China's CNC machine tool market reached 338.9 billion yuan, up 10.73% on 2017, as shown in Figure 3-4.

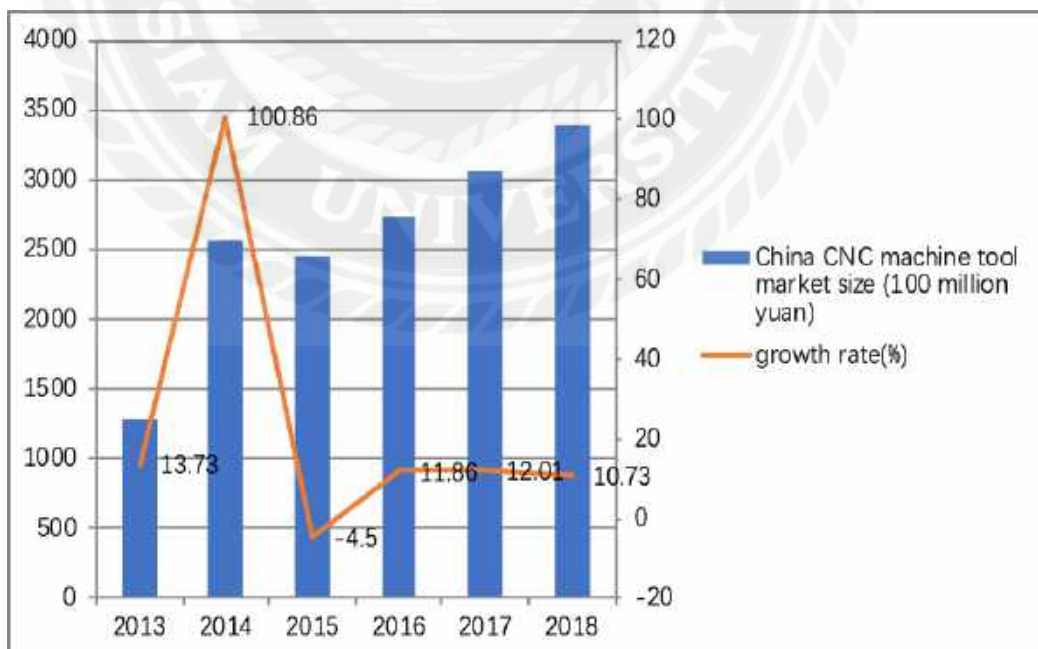


Figure 3-4 Market size of China's CNC machine tool industry

With the rapid development of aerospace industry and construction machinery industry in China, the scale of finished products in the CNC machine tool industry in China expanded rapidly in 2014, when the finished products of China's CNC machine tool industry gradually increased. In 2018, China's finished products of CNC machine tools reached 25.4 billion yuan, up 6.00% on 2017, as shown in Figure 3-5.

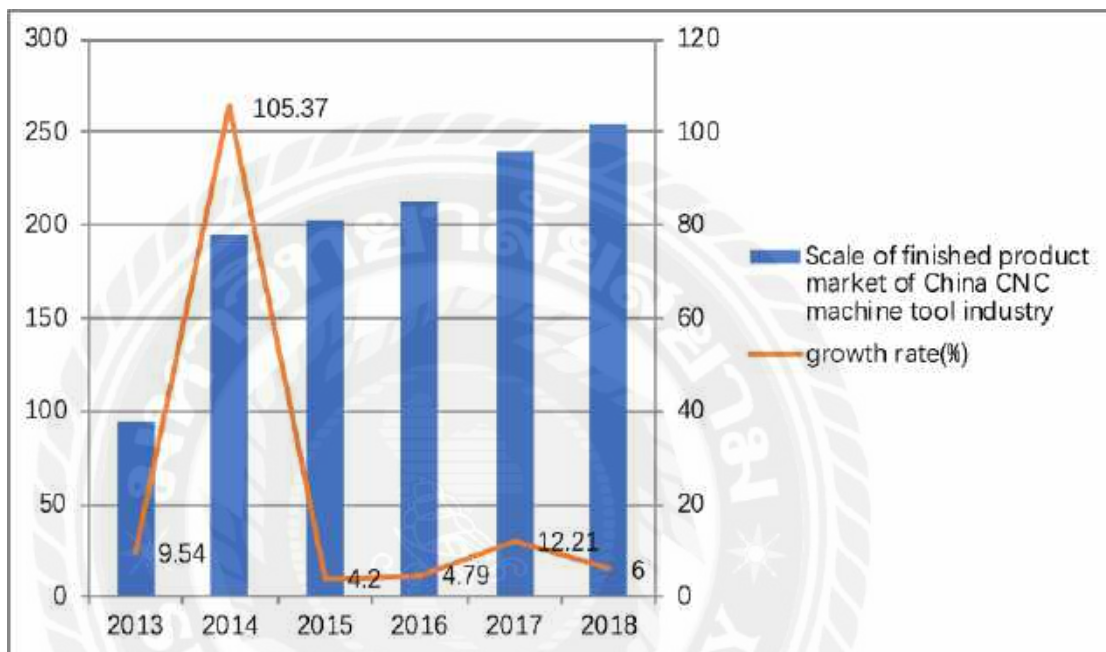


Figure 3-5 China's CNC industry finished product market scale

In 2018, China, Japan and Germany basically monopolized the CNC machine tools market, with a total of three and accounting for about 60%, of which, China accounted for the largest proportion, that is, 24%. It is indicated that China has become the world's largest producer and consumer of CNC machine tools, as shown in Figure 3-6.

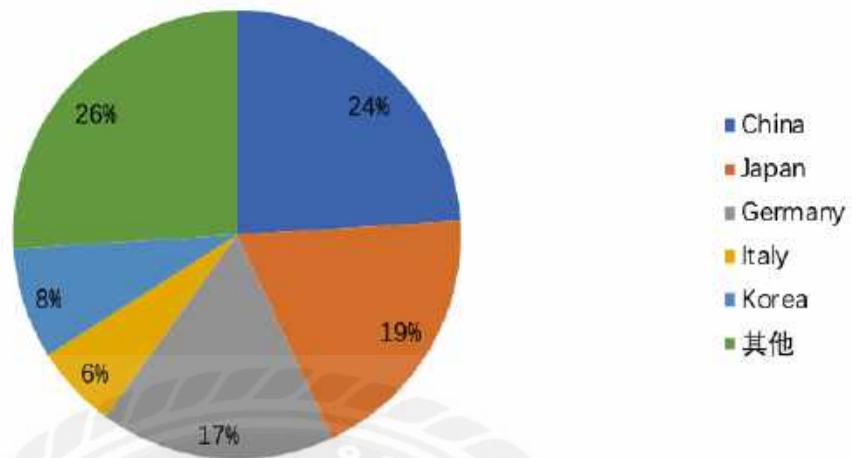


Figure 3-6 Proportion of global CNC machine tool production

Despite the number of Chinese CNC machine tools being considerable in terms of output value, there remain some structural problems. There are significant differences between China and other countries regarding the import and export structure of machine tools. The import volume of CNC machine tools in China is far higher than the export volume, with such countries as Japan, Germany, and Italy exporting a large amount of machine tools every year, which indicates that a majority of domestically produced machine tools flow to low-end industries. However, the machine tools for those high-end industries require import from abroad, while Chinese manufacturers are still slightly inferior to foreign machine tool manufacturers in terms of specialist technology and brand awareness, as shown in Table 3- 2.

Table 3-2 China CNC machine tool imports and exports in 2018

product	Imported quantity (unit)	product	Number of exports (unit)
Vertical Machining Center	25062	CNC horizontal lathe	11502
CNC horizontal lathe	4102	CNC bending,	9100

		folding or leveling machine	
CNC forging or stamping machine tools and forging hammers	606	Vertical Machining Center	3366
Multi-station ancestral machine tool	369	CNC machine tool for processing various materials with electric discharge	4929
CNC Tolerance Grinding Machine	1120	Other bending, folding or leveling machines	273987

### 3.3.3 Business strategy of Mayret

#### ( 1 ) Specialization strategy

Mai Leite CNC technology company was established in 2012, founder before the establishment of state-owned companies have many years of business experience CNC, so Enterprise was first established, it was decided the professional development. At this time, Marrett CNC has already begun to have strategic thinking in business. However, due to the small scale, limited resources and weak strength of the enterprise, how can it create a competitive advantage and gain a position in the market? The business strategy of Mayrett requires the enterprise to take a professional path, that is, the manufacture of hobbing lathe equipment. Specially win, develop with

precision. The first product of Mayret is the " four-axis CNC gear hobbing machine ". The company has fully established its own advantages in the field of gear hobbing machines. Through specialization, it can concentrate limited resources, funds and power on its own advantages to develop and preserve unique competitive advantage.

## ( 2 ) Brand management strategy

After many years of accumulation of technology and management, " Mai Leite " brand has taken hold in the domestic market, especially in Guangdong market, and has received widespread recognition on the market. At present, its brand influence has been gradually extended to the international market. This is attributed to the fact that Mairet determined the strategic thinking of its brand management at the beginning of its development. The current landscape of market competition has been dominated by brand competition. Mairet was early to recognize that companies want to be in an increasingly fierce market. It is essential to continue seeking development and establish their own brand, as the brand value of Mai Leite lies in its excellent product quality and quality service.

"Sellers like her daughters married, even if his daughter married out, parents show their daughters also did not decrease", the operation of the Japanese Matsushita San Fortunately, help for business how to do a good after-sales service to make the most perfect specimen release, As early as the development of Mayret, the business philosophy of Konosuke Matsushita has been integrated into the company's customer management and after-sales service activities. In terms of customer service, the company has set up a dedicated service line for after-sales service. It is equipped with full-time personnel to answer customer calls and provide feedback and suggestions on the quality and service of sold products, as well as to make relevant after-sales service



records. In addition, the company makes it a routine to conduct customer satisfaction follow-up survey, which is conducive to identifying product quality problems in a timely manner for improvement, thus achieving customer satisfaction. In order to address such problems as the client machine failures, routine maintenance and the likes, professional engineers will give telephone guidance in five minutes. On the scene, they will immediately take the initiative to arrange on-site service, do the province received a phone call 12 rushed to the scene within hours, outside the province 24 rushed to the scene within hours, until the user satisfaction.

"Product quality is the lifeline of an enterprise", which reflects Myret 's attitude towards quality. Since 2014, the company has started the introduction of ISO9001 quality management system standards, and achieved certification from professional organizations. The production of export products meets the requirements of the export quality permit system, and has been granted the "Export Product Quality License" from the Guangdong Entry-Exit Inspection and the Quarantine Bureau of the People's Republic of China. At the same time, the hobbing machine equipment and many other main products manufactured by the company have passed CE certification, and the product quality is compliant with the requirements in the European market. Quality is the basis of product quality. From the beginning to the present development, the company has been sticking to a series of management measures as follows, for ensuring the quality of products.

Firstly, check is enforced from the procurement channel of raw materials. All important raw materials are organized and purchased by the company, before being transferred to the outsourced units for processing to ensure the quality of raw materials;

Secondly, the company's technical personnel conduct on-site supervision and technical guidance for the processing of all important parts;

Thirdly, the company has formulated strict inspection standards, implemented full inspections of externally processed products, and conducted strict inspections on each batch of parts and components that were put into storage after the completion of each externally-processed process;

Fourthly, regular meetings are held to communicate the processing quality status of outsourced processing units at any time, and outsourced units with a poor evaluation of processing quality are notified in time and even replaced;

Fifthly, the production status and quality management of foreign outsourcing units are regularly assessed, to identify the problems for prompt adjustment. On the whole, it is purposed to ensure the normal parts contract manufacturing units for the provision of qualified processing services.

Under the strategic thinking of brand management, Marrett has urged enterprises to strive to achieve the best product quality and after-sales service throughout the development process. Marrett is aimed at consolidating the existing market through brand management, cultivating its own intangible assets, and improving the visibility of the company.

### **3.3 Competency model construction**

Based on the competency model, this article is purposed to investigate the

construction survey of Mayrett Technology Company. Firstly, it is necessary to explain the construction process of the competency model. By combining the development stage of Mayrett and the characteristics of corporate culture, a competency model that meets the actual development needs of the company can be constructed. The specific process involved in this study is detailed as follows:

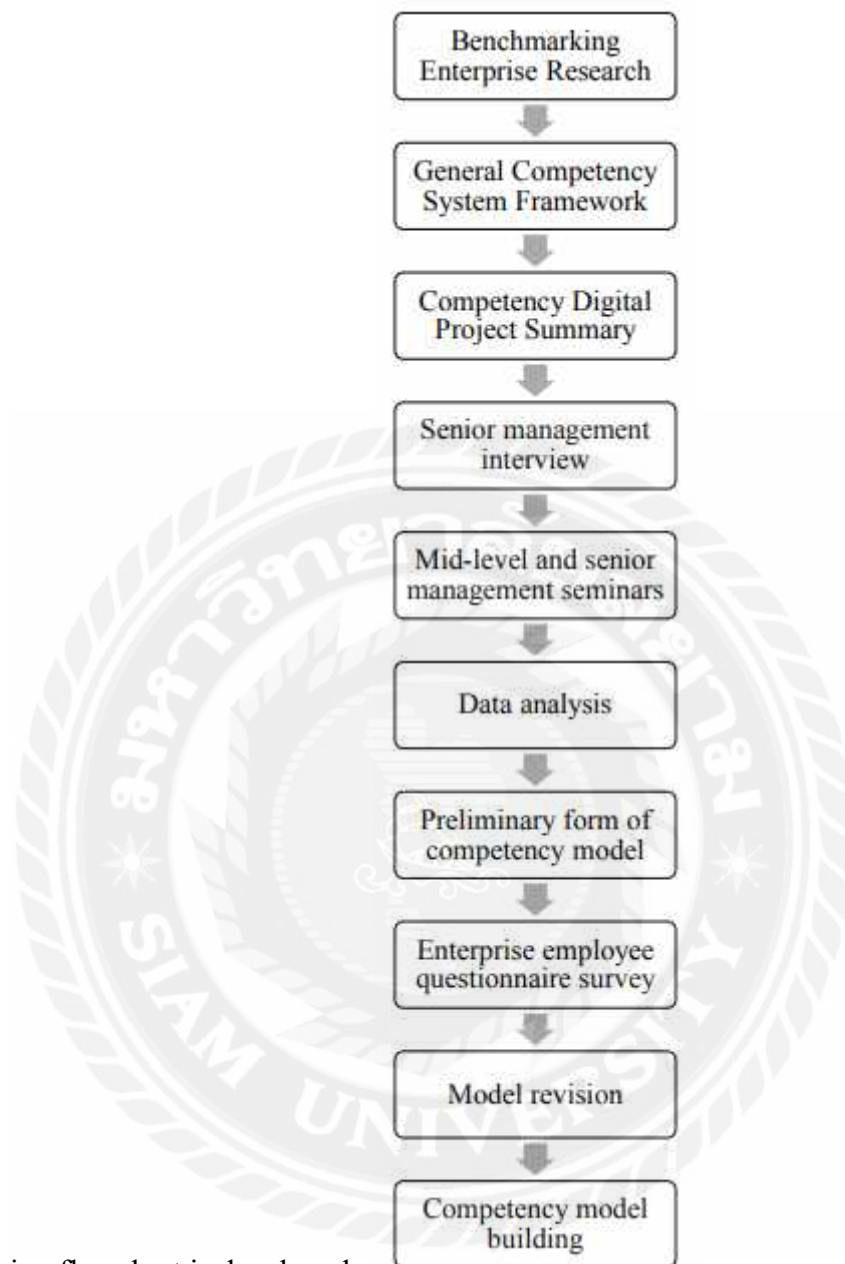
The first aspect: through special analysis and research on advanced enterprises in the industry, it summarizes the experience and excellent results achieved by these companies in talent competence system construction;

Second aspect: Combining the developmental stage of Mayrett and the characteristics of corporate culture, it summarizes the competence elements of management, professional and skilled talents that meet the development needs of the company;

The third aspect: through the interviews conducted with senior managers, middle managers, and grass-roots employees, a better understanding is gained as to the different levels of personnel on the development of the enterprise. Besides, the collected information is organized and analyzed.

The fourth aspect: Questionnaires are issued to the employees in Mayrett, the questionnaire results are analyzed to modify the competency model, and then the





following flowchart is developed:

Figure 3-7 Competency model construction process

( 1 ) Research on benchmarking enterprises

Shenyang Machine Tool is known as a leading enterprise in the domestic machine tool industry. It takes lead in CNC machine tool technology across the country and has become the world's largest manufacturer of CNC metal cutting

machine tools. In 2018, its machine tool production reached 14.8 million units, and its CNC machine tool production reached 7.3 million units. With regard to the HRM system, the Shenyang Machine Tool sticks to talent development "double sequence" of personnel development by "professional sequence" and "sequence management" two rising channel to develop the right talent growth path.

## ( 2 ) General Competency System Framework

By summarizing the case of Shenyang Machine Tool, the general competency model is supposed to involve these indicators:

1 ) Strategic practitioners must have strategic thinking, which is effective not only in implementing corporate strategies, but also in managing and controlling management conflicts.

2 ) Team builders to stimulate employees' enthusiasm for work, strengthen employees' self-learning ability, expand their knowledge scope in accordance with their own business needs, strictly control their own behavior, and provide guidance on achieving work objectives.

3 ) Business achievers, adhere to the principle of service-oriented, improve service.

4 ) Strategic influencers, enhance the sense of identity and loyalty to the enterprise for employees, and meet the recognition of the company's strategy through continuous innovation and pioneering progress.

## ( 3 ) Summary of competency elements

According to the aforementioned classification, combined with the relevant research results of competence, the competence elements applicable to this research are summarized and classified by the type of management, profession and skill. The

classification is detailed as follows:

1 ) Management type: specifically including management innovation ability, job knowledge and skills, subordinate management ability, problem solving ability, etc.;

2 ) Professional type: specifically including knowledge and ability, personal characteristics, motivation and work performance;

3 ) Skill type: specifically including professional accomplishment, work performance, personal characteristics and theoretical basis.

#### ( 4 ) Interview with senior management

In usual, corporate senior managers are the designers of corporate strategies, and their decisions determine the long-term development strategy adopted by the company. Therefore, it is necessary to interview and communicate with corporate senior managers. Through the communication made with senior management, one can quickly understand the direction of future development for the company and competence quality. Based on the interviews conducted with the senior managers at the level of deputy general manager of Mayret, a large amount of high-quality information was collected. The specific interviews covered the overall development status of the company, the pressing issues to be solved, and the viewpoints on talent echelon construction.

After communication, senior management revealed that the existing human resources status is inadequate to cope with the strategic development of the enterprise over the next five years. Besides, the construction of a management, professional and skilled talent echelon based on the competency model was endorsed.

#### ( 5 ) Seminars of middle and high-level enterprises

After communication with the top managers in Mayrett, the elements of the competency model were clearly identified. In the meantime, nearly 40 people in the middle management of the enterprise department manager level were invited to participate in the discussion, with the core indicators of various professional talents determined.

( 6 ) Data analysis and processing, preliminary formation of the prototype of the competency model

After the above-mentioned steps, a total of 50 critical elements of the competence model for a relatively comprehensive variety of talents for Mairer were summarized.

( 7 ) Questionnaire survey of enterprise employees

Questionnaire survey method is the method of collecting research data indirectly during the survey. As an indirect way to obtain materials and information, it is to send respondents a concise questionnaire (form), before requiring them to fill in comments and suggestions about the problem. The questionnaire is generally comprised of four parts: guidance, questions and answers, other materials and coding. The advantages of the questionnaire survey are evident. In simple terms, data collection is most direct and simplest. Firstly, it is easy to operate and more economical. Secondly, it does not occupy the private time of the investigator. Thirdly, the collected data is simple and clear, which is conducive to the subsequent analysis. Fourthly, the questionnaire is convenient for the surveyor to answer with honesty.

As for questionnaire design, according to previous studies, the ability to form a

list of, learn from at home and abroad to build competency model

The research results of the Marrett Corporation Ability Questionnaire were designed. Based on the aforementioned competency model and prototype, there were 50 key elements in relation to the design of the questionnaire items covered, with Lee Specter five scale applied, which varied from "1" to "5", indicating "very important" to "very important." Respectively, it indicates the importance of each competency index in management, professional and skilled talents. The details are shown in Table 3-3.

Table 3-3 Competency Factor Questionnaire Scale

Numbering	Competency element classification	Competency factor indicators	score														
			Managed					Professional					Skill type				
			1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
1	Innovation management ability	Creative Thinking															
2		Change management															
3		flexibility															
4		Influence															
5	Job knowledge and skills	professional skill															
6		safety conscious															



		ness																	
7		Customer awareness																	
8		Service awareness																	
9		Integrity																	
10	Moral character	Sense of responsibility																	
11		Authorize																	
12	Subordinate	Cultivate subordinates																	
13	management capabilities	Motivate subordinates																	
14		Task assignment																	
15		Skills of analyze																	
16	Problem solving	Execution																	
17		Decision-making capacity																	
18	Internal	result-orie																	

	drive	nted																	
19		Work initiative																	
20		Self-control																	
21	Environmental awareness	Environmental adaptability																	
22		Information gathering ability																	
23		Ability to seize opportunities																	
24	Knowledge and ability	Professional knowledge and skills																	
25		Communication skills																	
26		Learning ability																	

27		Information search																	
28	Personal qualities	Analytical thinking																	
29		Innovation capacity																	
30		Pressure endurance																	
31	motivation	Teamwork																	
32		Customer orientation																	
33		Achievement motivation																	
34	work performance	work performance																	
35		patent																	
36	Professional accomplishment	Business level																	
37		Innovation capacity																	
38		Safe Production																	
39		Work Plan																	
40	work	Technolog																	

	performan ce	ical innovation																	
41		Impart skills																	
42		Quality of work																	
43		Work efficiency																	
44		Skill competitio n																	
45		Low recovery rate																	
46	Personal qualities	Profession alism																	
47		Learning ability																	
48		Communi cation																	
49	Theoretica l basis	Expertise																	
50		Technical summary																	

## Chapter 4

### DATA ANALYSIS

#### 4.1 Statistical analysis Descriptive Questionnaire

A total of 234 questionnaires were distributed and 215 questionnaires were recovered. After screening, a total of 198 valid questionnaires were obtained, with the questionnaire validity rate reaching 92.1%. The basic situation is shown in Table 4-1.

Table 4-1 Basic information of the questionnaire

category	Attributes	Person-time	percentage(%)
gender	male	121	61.11%
	Female	77	38.89%
age	20-30 years old	81	40.91%
	31-40 years old	58	29.29%
	41-50 years old	42	21.21%
	51 years old and above	17	8.59%
position	General staff	132	66.67%
	General manager	35	17.68%
	Senior management	7	3.54%
	Core technician	24	12.12%
Education	College and below	42	21.21%
	Undergraduate	127	64.14%
	Master's degree and above	29	14.65%

In the meantime, a descriptive statistical analysis of the competency

questionnaire in the questionnaire was conducted, to determine the maximum, minimum and average of each index. The results are presented in Table 4-2.

Table 4-2 Descriptive statistical results of the competency table

Numbering	Competency element classification	Competency factor indicators	Managed			Professional type			Skill type		
			Minimum value	Maximum	Mean	Minimum value	Maximum	Mean	Minimum value	Maximum	Mean
1	Innovation management ability	Creative Thinking	3	5	3.7	3	5	3	2	5	3.3
2		Change management	4	5	4.1	2	5	2.5	2	5	2.2
3		Flexibility	4	5	4.2	2	5	2.4	2	5	2.8
4		Influence	3	5	3.7	2	4	2.1	2	4	2.3
5	Job knowledge and skills	Professional skill	3	5	3.6	3	5	3.2	3	5	3.2
6		Safety consciousness	4	5	4.2	3	4	3.1	2	4	2.8
7		Customer awareness	4	5	4.1	1	5	2.4	2	5	2.7
8		Service awareness	4	5	4.3	2	4	2.5	1	4	2
9	Moral character	Integrity	2	5	3.2	2	5	2.5	1	5	2.3
10		Sense of responsibility	4	5	4.1	2	5	2.8	2	5	3
11	Subordinate management capabilities	Authorize	3	5	3.6	1	5	2	3	5	3
12		Cultivate subordinates	4	5	4.1	2	5	2.5	2	5	2.7
13		Motivate subordinates	3	5	3.5	1	5	1.9	2	5	2.1
14		Task assignment	3	5	4.1	2	5	2	1	5	2.2
15	Problem solving	Skills of analyze	4	5	4.2	2	5	2	2	5	3.1
16		Execution	4	5	4.3	2	5	3	2	5	2.8
17		Decision-making capacity	3	5	3.7	2	5	2.7	3	5	2.1
18	Internal drive	Result-oriented	3	5	3.5	1	5	1.7	1	5	2.8
19		Work initiative	3	5	3.2	2	5	2.6	1	4	1.7
20		Self-control	2	5	3.2	1	5	1.9	2	5	2.6
21	Environmental awareness	Environmental adaptability	2	5	3.2	2	5	2.4	2	4	2.6
22		Information gathering ability	2	5	3.1	1	5	1.9	1	5	1.4
23		Ability to seize opportunities	4	5	4.2	2	5	2.8	1	4	2.6
24	Knowledge and ability	Professional knowledge and skills	2	4	2.8	3	5	3.6	2	5	2.4
25		Communication skills	3	5	3.1	3	5	3.1	3	5	3.2
26		Learning ability	3	4	3.5	4	5	4.1	2	5	2.7
27		Information search	2	4	2.2	4	5	4.1	2	4	3

28	Personal qualities	Analytical thinking	3	5	3.1	3	5	3.6	1	5	2.4
29		Innovation capacity	3	5	3.2	3	5	3.2	2	5	2.8
30		Pressure endurance	2	5	2.8	3	5	3.8	2	5	3
31	Motivation	Teamwork	2	4	2.1	2	5	3	3	4	3.2
32		Customer orientation	2	5	2.7	2	5	2.8	1	5	2.8
33		Achievement motivation	3	5	3.1	2	5	3.5	1	4	2.1
34	Work performance	Work performance	2	5	2.6	4	5	4.2	2	5	2.7
35		Patent	1	5	1.8	1	5	3	3	5	3.1
36	Professional accomplishment	Business level	2	5	2.7	2	5	2.8	2	5	3.1
37		Innovation capacity	2	4	2.3	2	4	2.3	2	5	3.5
38		Safe Production	3	5	3.6	1	4	1.4	2	5	3.2
39		Work Plan	3	5	3.1	1	5	1.8	2	5	3.1
40	Work performance	Technological innovation	1	3	1.7	2	4	2.8	2	5	3.2
41		Impart skills	1	5	1.3	3	5	3.5	2	5	2.9
42		Quality of work	2	5	2.6	2	3	2.1	2	5	3.1
43		Work efficiency	3	4	3.1	2	5	2.7	2	5	3.3
44		Skill competition	1	5	1.8	1	5	2.5	3	5	3.7
45		Low recovery rate	1	4	1.3	2	4	2.3	3	5	3.3
46	Personal qualities	Professionalism	2	5	2.6	2	5	2.3	2	5	4.1
47		Learning ability	2	4	2.3	3	4	3.1	3	5	3.3
48		Communication	1	4	1.8	1	5	2.9	2	5	3.2
49	Theoretical basis	Expertise	1	4	1.8	1	4	3	3	5	4.1
50		Technical summary	2	3	1.6	2	3	2.2	3	5	4

## 4.2 Analysis of the status quo of the management of talent echelon construction of Mayrett

### 4.2.1 Initially established the competency model of key positions

The competency model is premised on the requirements of job responsibilities, which collectively expresses the ability support elements required to complete the job responsibilities. Besides, it indicates the abilities required for people in specific positions to improve their work performance. The competency model is the premise for various tasks of talent echelon construction-construction of qualification system, the selection of reserve talents, the cultivation of talents, the selection of successors, career planning, and the construction of talent echelon resource database.

Under the guidance of the company's human resources planning, we have initially constructed a competency model for those key positions, selected and evaluated backup talents based on the competency model, and targeted training and regular audits to close the gap between the various capabilities of backup talents and the qualifications required for the target positions. Based on the competency model, it was determined whether the reserve talent can be qualified for the position to be promoted. It is different from the previous method of deciding whether to be promoted based only on the performance of the job, rather than being confined to the existing work performance of employees. However, more attention was brought to its job performance. The maximum potential can be achieved in the target position and the maximum value can be created by the company.



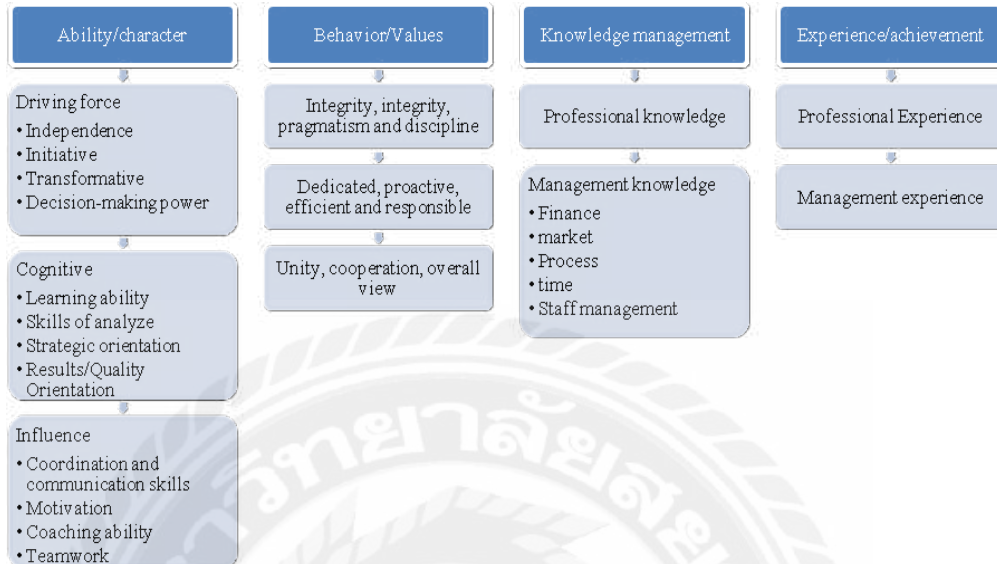


Figure 4-1 Competency model of Mayrett

In principle, each position can establish a corresponding competency model. From the perspective of implementation costs, however, Myret focuses exclusively on the competency model of those crucial positions.

Table 4-3 Competency Index of Mayret

category	Capability
Company General Competency	Responsibility, work enthusiasm, professionalism, teamwork, innovation, problem solving skills
Management	Ability, fast learning ability, independent working ability
Marketing	Decision-making ability, analytical thinking, plan execution, cost awareness
Technology category	Customer orientation, plan execution, attention to detail,

	interpersonal communication, teamwork, perseverance
--	---

Responsibility: The affairs promised must be dealt with. As a person in Zhongsheng, we must learn not to promise easily. Once agreed, we must do it and do well.

Work enthusiasm: Without enthusiasm, it is impossible to do a good job. Zhongsheng people must work with enthusiasm and efficiency.

Professionalism: You must be dedicated, and a good professional ethics is the foundation for working in Zhongsheng Company.

Teamwork: This is an era of cooperation. To be a Zhongsheng person, you must learn to be part of the team and make contribution to the team.

Innovative spirit: Some people work longer hours than others, which however does not necessarily mean they accomplish more work than others,

Therefore, to be able to make good things and achieve innovation, you must learn to prioritize the work at hand, and decide which work can be done in parallel, and which can be done in a better way, rather than just picking up one and finishing, and then thinking about another one.

Problem-solving ability: There will always be new problems arising from the work. If you lack the ability to solve problems, it is not suitable for you to work in a challenging company like Zhongsheng.

Fast learning ability: Technology is constantly updated, which requires

Zhongsheng to advance with the times. Zhongsheng people must keep learning while at work, otherwise they will lag behind.

The ability to work independently: "You can't always rely on your own partners." You must learn to solve problems independently and complete your work independently. Only in this way can individuals grow and continue value creation for the company.

Based on the behavioral event interview method ( BEI ), Mayrett develops the competency model, which is referred to as "modeling". The research object includes primarily the key post performers and general people. The subject analysis method and behavioral event interview method are applied to analyze the results, which are summarized and refined to shape the competency characteristics of key positions and describe them from the perspective of behavioral profession. In this article, marketing posts are exemplified to demonstrate the Zhongsheng company modeling process and so on for other posts.

The first step is to refine the relevant indicators and standards to performance. The human resources department summarizes and analyzes the performance evaluation results of key post incumbents in the past three years, identifies the differentiated characteristics of outstanding employees and ordinary employees in work attitude, work ability, work behavior and so on, before summarizing and refining the relevant indicators and standards to performance. They include hard indicators, such as sales, profitability, new customer growth rates, etc., and soft indicators, such as customer evaluation, customer satisfaction, etc.

The second step is to select a sample. Based on performance indicators and standard identified in the first step, there are 6-8 of them selected to carry out a thorough analysis.

The third step is to collect the information about competence. In order to make a comprehensive report on the major events of the sample over the years, field surveys, file inspections, questionnaire surveys, and face-to-face interviews should be applied to objectively analyze the specific topics and the influencing factors for the differences in thinking and behavior between excellent and ordinary employees. Then, the key behaviors that distinguish excellent employees from ordinary employees are categorized and sorted out.

The fourth step is to build a competency model. A statistical analysis of the above-mentioned data and information is conducted to find the common and different characteristics among the two groups of samples, for extracting the competence characteristics of the key positions.

The fifth step is to test the competency model. Two groups of people with different positions in the same position are randomly selected as a sample to repeat the third and fourth steps above for conducting validity and reliability tests.

The sixth step is to apply the competency model. Competency models ought to be applied to the selection of reserve talents, performance evaluation, career planning, and selection of successors in the talent echelon resource database, while the competency model should be further improved in practice.

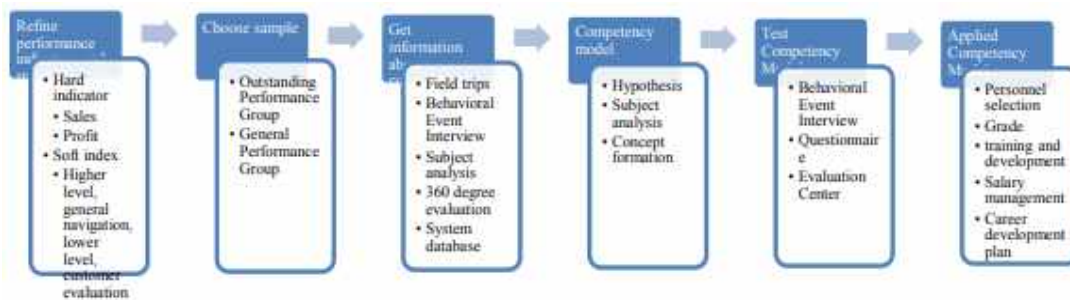


Figure 4-2 Flowchart of the establishment of a competency model by the BEI method of Mayret

#### 4.2.2 Established a qualification system

Competency model and job qualification system represent the two basic platforms used for the construction of the talent echelon of Mayrett. The competency model and the qualification system both overlap with each other, with each having its own emphasis. The competency model focuses on the evaluation of the potential of people not directly related to the job, while the qualification of the job focuses on the evaluation of the comprehensive quality associated with the job. In order to train talents in a targeted and targeted manner, while guiding and encouraging backup talents to work towards their established goals, there is a necessity to design the standards of job qualification level, build a vibrant career development channel, and cultivate the employees who can enter and exit, which can improve staff management. Under the flexible operation mechanism, Zhongsheng Company has put in place a qualification system with success.

At the start to 2016, Meritet combined with the practicality, referring to the competence characteristics of key positions, comprehensively sorted out the

characteristics of key positions and the specific requirements for incumbents, and issued a detailed "Job Prospectus", with job responsibilities and qualifications included. As the qualification system evaluates the ability of employees, different types of employees have different work contents, and the requirements on the ability to serve vary. Consequently, Mayrett divided employees into three categories, including management, marketing, and technology. In the same category, a qualification system is established according to the ability level of employees. The job qualification system of Mayrett involves three parts, which are job qualification standards, job qualification level certification, as well as career development planning and incentives.

The role played by job qualification level standards and career development planning and incentives is to clarify what type of personnel the company needs, and what abilities should the required personnel have for performing the job. The role of job qualification level certification is to evaluate the level of competence that employees have reached according to the ability requirements placed by the company on employees, and then continue to improve employees' abilities through targeted training.

The process of establishing the job qualification system of Mayrett:

The first step is to design a career development channel. Myret's mid-term human resources plan clearly proposes which positions of the employees have overlapping career development directions and which types of employees are more needed by the company. The purpose of the job family combing is to distinguish the nodes of employee capacity growth for establishing a channel of career development.

The second step is to design a standard of qualification level. It is necessary to establish a quantifiable evaluation standard, which cannot be quantified as much as possible. The evaluation standard provides a reference for the promotion of reserve personnel, which makes it convenient to measure the reserve personnel for the level of their ability.

The third step is to standardize the rating process. In order to evaluate the level of the reserve personnel's ability, it is necessary to apply professional development channels and qualification criteria. In order to ensure the reasonability and fairness of the process, a rating process shall be put in place.

The fourth step is the certification of job qualification level. The employees are certified and evaluated to determine their level of competence.

The fifth step is related to career development planning and incentives. The establishment of the qualification system provides a basis for the construction of talent echelon, competition for employment, training, and salary determination and so on. Additionally, it guides reserve talents to stand for their positions and strive for excellence and creation, which is conducive to creating a fair, reasonable and orderly atmosphere of reserve talent extraction.

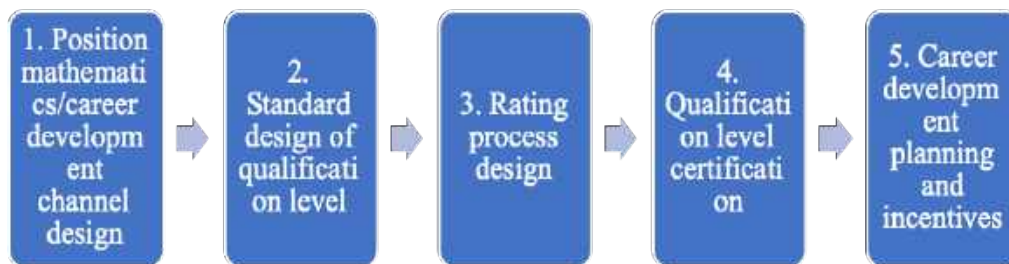


Figure 4-3 The flow chart of the construction of the qualification system of Mayret

#### 4.2.3 Career planning for key employees

In order to stabilize the workforce, the career planning goals of the employees are combined with the organizational development goals.

In order to ensure that employees and businesses work together for a win-win cooperation, in January 2016, **Ma** Leite company issued a "career planning and management approach", embarked on key employees career planning, job system is based on existing, We have designed diversified career development channels for key positions, and defined the development paths of management, technology and marketing business backbones in the organization, and clarified the realization conditions and steps of each path. In order to help key employees understand themselves more objectively and comprehensively, Zhongsheng Company introduced the SCL 90 self-rating scale, focusing on the physical and mental health of key employees from the perspectives of feelings, emotions, thinking, consciousness, lifestyle, interpersonal relationships, diet and sleep. Under the premise of fully understanding the company's environment and itself, the "Career Planning Document" was filled out and recorded, so as to determine personal career goals and the route of



career development. According to the requirements of the target position, the Human Resources Department conducted a thorough quality assessment of the key employees, which identified the gap between the employees and the career goals and short-board structure, drew up a targeted "Career Development Training Plan Form", and organized employees to participate in rotation as planned, Expansion activities and other projects, after the completion of the "planning table", the plan implementation effect evaluation and feedback. According to the different career development stages of key employees, targeted and open means were provided, such as training, performance feedback, work practice and open interpersonal relationships. In the meantime, the potential of business backbones was constantly explored to stimulate their progress. During this period, it proposed suggestions and measures for improving the response to the problems found in the career planning evaluation process. After publicity, discussion, and approval, the "Career Planning Management Measures" was revised promptly to ensure that the system is more practical. The deviation between the ultimate professional goal of the business backbone and the goal of landing in stages will enhance the confidence of the backbone employees in achieving their career goals.

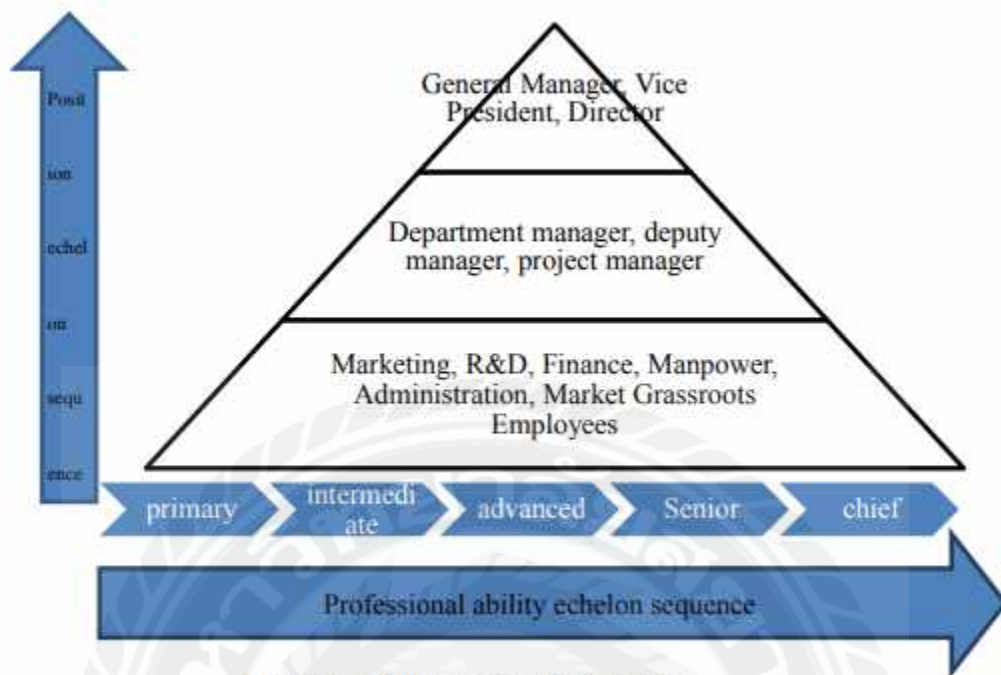


Figure 4- 4 Milet's promotion channel

### 4.3 Problem Analysis of Mayret

#### 4.3.1 The decision-makers have insufficient understanding of the importance of talent echelon construction

On the surface, despite the decision-makers recognizing the necessity of talent echelon construction, they pay more attention to corporate management and project management. Talent echelon construction is limited to a verbal talk, and the decision-makers also perfunctory the relevant proposals. The level of participation is not high. The reasons are as follows. Firstly, the talent echelon construction work has just started. It is important but not urgent. Besides, it has yet to play a significant role in promoting the development of the company. There is a tendency for the decision-makers to neglect the talent echelon construction to varying degrees. Secondly, the construction of talent echelon is not only a matter of the human

resources department, but also a daily task of all management. However, the decision-making layer lacks understanding of this. Thirdly, the decision-making layer always considers that the Human Resources Department is a pure expenditure department. It will not bring direct economic benefits to the company. On the contrary, the development of talent echelon construction will even consume resources, which makes the concept of human capital investment lag behind. Due to the lack of understanding as to the importance of decision-making and management on the construction of talent echelon, the main task of talent echelon construction remains in the Human Resources Department. The overall promotion is insufficient, which makes it difficult for the management to implement the concept of talent training in daily operation.

#### **4.3.2 Insufficient high-level talent reserve**

Talent echelon construction is a continuous and dynamic system project. In order to adapt to the constant-changing trend of both internal and external environment for the company, the processes and mechanisms related to talent echelon construction need to be adjusted and perfected on a random basis. Due to the lack of linkage of the talent echelon construction system, if the obligatory policy is not followed in the salary and welfare modules in line with the competition law of the talent market, the attraction of the company to high-level talents is insufficient, and the high-level talents are "lack of living water" from the source. In order to control labor costs, the decision-making layer only uses infertility for high-level talents, and the demand for salary increases for high-level talents may be ignored or bargained, thus resulting in the persistent loss of high-level talents. The decision-making layer prefers to hire urgently rather than increase the talents caused by the shortage of

talents. Nevertheless, the rush of recruitment often fails, which results in the talents being cut off, thus reducing the market competitiveness of the company. Due to the intensified competition in the software industry, the flow of high-level talents is accelerated. In this situation, the company still lacks talents, which makes it impossible to get rid of high-level talent shortage. The late implementation of talent reserve scheme will inevitably lead to the lag in the supply of high-level talents. The shortage and uncertainty of high-level talents cannot meet the company's expansion needs, as the company's development can be slowed down.

#### **4.3.3 The structure of the talent team is unreasonable**

There are too few management and marketing talents. In 2017, 22 staff worked in management, accounting for about 9% of the total. A total of 26 people worked in the marketing department, accounting for about 10% of the total. 210 people worked on technology, accounting for about 81% of the total.

The age of technicians is relatively young. In 2017, the average age of 210 people was 27 years old. According to Mayrett's short-term human resources plan, the ratio of "three teams" of management, marketing, and technical personnel should be 1:1.5:5.37, while the company's current ratio is 1:1.18:9.54, suggesting personnel redundancy, which is not only a quantity overrun, but also an unreasonable talent structure.

According to Mai Leite, reasonable personnel structure should be "pyramid" type, in which grass-roots implementation engineers account for about 60% of the

total, as long as these people have College degree, bachelor degree ; personnel engaged in R&D and test design belong to intermediate technical talents in the company, generally require a higher degree, accounting for about 20% to 30% of the total number of technical personnel; the number of chief designers at the top of the pyramid Less, and currently the most scarce. In the selection process of reserve talents in the talent echelon resource pool, it is necessary to distinguish between three types of intermediate-level technical talents, and provide targeted training for potential-resistant mid-level talents to help them transform into senior talents. The mid-level talents with poor performance guide them on shifting to the direction of implementation engineers with low requirements, and observe other job retention. A scientific and reasonable talent structure can ensure that employees can fulfill their potential. Technical talents at different levels complete tasks at different levels, avoid wasting human resources, improve work efficiency, and create more profits for the company.

#### **4.3.4 lack of scientific planning echelon sequence**

At present, the evaluation of professional and technical positions is the premise for the company to classify non-management personnel. Not only is it dependent on employees whether junior professionals, intermediate professionals, senior professionals, senior professionals, and chief professionals can obtain the corresponding qualifications, the level of professional skills is also largely influenced by the length of service. The employees with long service years are frequent to intervene with or even exert influence on the process of qualification assessment. There is a tendency to discuss seniority in the qualification assessment process, which prevents a large number of young and promising newcomers from being promoted. In the pilot project intended for the construction of professional and technical personnel

echelon, it focused on the selection and establishment of a "professional and technical personnel echelon", that is, a talent team comprised of chief experts, senior professionals, and young technical backbones, with an orderly connection and obvious echelons. Despite this, the entire Myret Company has yet to organically combine the qualification level and professional competence level. Besides, it lacks a scientific plan for the echelon sequence and the size of each echelon.

#### **4.3.5 Reserve personnel career development paths imperfect**

With regard to the future development of Mai Leite, the key is technological innovation, the focus is placed on product upgrades, and talent is the core effect. One of the key tasks that Mairer's human resources mid-term planning needs to carry out is to design differentiated career development channels for backup talents, and to integrate the development of employee career into the development process of the company. At present, the company lacks conditions to manage the career of all employees. Due to the insufficient understanding of the direction of career development for employees and the inaccurate positioning of training work, the employees lack the enthusiasm to take on training. The company has invested more and less in human resources training and staff development. The reason why this happens is that, firstly, the decision-making layer of the company has fallen into a misunderstanding, that is, career planning is an employee's own business, their own affairs are not related to the enterprise, and there is no incentive to regard employee career planning as an important work required for the construction of talent echelon. Secondly, the human resources management work is understaffed. In practice, it is often imbalanced. Not only does it lack motivation to make in-depth communication with backup talents, it also does not perform well in the promotion

and implementation of dual-channel career development for backup talents. It is unclear what kind of development model is applied in the company, what kind of training staff members need to attend, and which skills staff members need to improve for the development of the company. The unclear career development plan makes the back-up staff training less effective. Due to the lack of understanding as to the career development goals of backup talents, human resources practitioners only proceed from the company's interests and limit the career development plans of all backup talents to several inherent development models. There is no specific case for specific treatment, nor can individual development goals be combined well with the company's development goals. Thus, it is necessary to improve the professional qualities and theoretical knowledge of the human resource management posts.

#### **4.4 Optimized design of construction management of talent echelon of Mayrett**

##### **4.4.1 Personnel Selection Index System**

###### **4.4.1.1 The selection of management talents of Mayrett**

In the previous article, the indicators of the competence of Mayrett were presented, and the relevant information was collected through questionnaire. This section will be dedicated to a specific analysis of how the selected indicators of management talents can be obtained for Mayrett through analysis.

The questionnaire management personnel respective facets index for reliability analysis is shown in Table 4-3 below. Through analysis, it can be found out that knowledge and abilities, personal qualities, motivation, job performance, personal

qualities, and the theoretical basis of the corrected item total correlation are invariably less than 0.4, while for the deleted items Cronbach's alpha value is greater than the whole the Cronbach 's[alpha] value, for which the indicators of management personnel are scrapped for the competence analysis.

Table 4-3 Reliability analysis of competence of management talents

Competency Facets	Correction items are always related	Delete the Cronbach's alpha value of the item
Innovation management ability	0.784	0.763
Job knowledge and skills	0.765	0.756
Moral character	0.782	0.771
Subordinate management capabilities	0.793	0.726
Problem solving	0.736	0.722
Internal drive	0.687	0.638
Environmental awareness	0.746	0.722
Knowledge and ability	0.363	0.657
Personal qualities	0.387	0.658
motivation	0.256	0.663
work performance	0.382	0.659
Professional accomplishment	0.569	0.653
work performance	0.347	0.654
Personal qualities	0.319	0.656
Theoretical basis	0.344	0.655
Overall Cronbach's alpha	0.641	



value	
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Based on the above analysis, an analysis will be conducted of whether the indicators of innovation management ability, including job knowledge and skills, moral quality, subordinate management ability, problem solving ability, internal driving force, environmental awareness ability, professional literacy, would have a significant impact on management talents, through the results of SPSS.10 regression as shown in Table 4-4.

Table 4-4 Return of Competency of Management Talents

Dependent	Self-scalar	Standardized coefficient	tvalue	Fvalue	R <sup>2</sup>
Management	Innovation management ability	0.27**	2.04	132.43	0.87
	Job knowledge and skills	0.18**	2.66		
	Moral character	0.21**	3.47		
	Subordinate management capabilities	0.33**	3.44		
	Problem solving	0.45**	8.23		
	Internal drive	0.29**	2.48		
	Environmental awareness	0.18**	2.59		
	Professional accomplishment	0.16	1.65		

Note: \*\* means P<0.05.

As shown in Table 4-4, the goodness of fit for the regression results is 0.87, which has a good explanatory power. In the meantime, innovation management ability, job knowledge and skills, moral quality, subordinate management ability, problem solving ability, internal driving force, and environmental perception ability have a significant impact on the competence of management talents. By contrast, professional literacy has no significant impact on the competence of management talents. Therefore, as far as Mayrett is concerned, the competency index of management talents has been obtained, as shown in Table 4-5.

Table 4-5 The index system of talent selection for the management echelon of Mayrett

Numbering	Competency element classification	Competency factor indicators
1	Innovation management ability	Creative Thinking
2		Change management
3		flexibility
4		Influence
5	Job knowledge and skills	professional skill
6		safety consciousness
7		Customer awareness
8		Service awareness
9	Moral character	Integrity
10		Sense of responsibility
11	Subordinate management capabilities	Authorize
12		Cultivate subordinates
13		Motivate subordinates
14		Task assignment

15	Problem solving	Skills of analyze
16		Execution
17		Decision-making capacity
18	Internal drive	result-oriented
19		Work initiative
20		Self-control
21	Environmental awareness	Environmental adaptability
22		Information gathering ability
23		Ability to seize opportunities

The index system for the selection of talents for the management echelon of Matrix is based on the index of the competency model. Herein, our discussion will be conducted through the analysis of the first-level indicators:

( 1 ) Management innovation ability

The management innovation ability involves change management, innovation ability, influence and so on. The management personnel of Mayret must be able to handle all kinds of affairs in a highly flexible way, not only empirically, but also thinking and solving problems with the times. Moreover, the company is in the water-making industry and has a natural social responsibility, which is the cornerstone of ensuring people's livelihood. Therefore, it must continue upgrade to its technology. From the perspectives of managers, they should boldly trial new technologies and methods to improve the efficiency in addressing problems. A culture of active

innovation shall be created in the employee team.

( 2 ) Post knowledge and skills

Job knowledge and skills mainly include: job skills, customer service capabilities, and safety production awareness. For Marrett, professional and technical personnel play an essential role in the talent structure. This is because once the product quality is called into question, it may cause substantial losses to customers. Therefore, Marrett shall adhere to the principle of serving customers and give more consideration to customer needs. This is the qualities that Marrett must have for gaining a foothold in the market.

( 3 ) Moral quality

The ethical quality index includes such factors as the sense of responsibility, integrity and so on. It refers to being objective and fair in dealing with matters, as well as being responsible for problems. This is also a significant quality that Myrett pays much attention to. Good ethical qualities can be appreciated by leaders, and they are supported in their work, which in turn ensures efficiency gains.

( 4 ) Subordinate management ability

The management ability of the subordinates needs to be fully authorized to the subordinates. Besides, it is necessary to actively cultivate the ability of subordinates in all respects, strengthen the work consciousness of subordinates, put in place a reasonable and effective incentive mechanism, make the subordinates more enthusiastic about their work, and integrate their own growth with the company's growth. Management involves a profound knowledge, as it needs to guide others to work and adopt the correct operation method. According to the current state of the

personnel in Mayrett, the middle-level and above managers of the company generally have a low level of education, and their average age is relatively high. Consequently, there may be a so-called generation gap between their subordinates. It should be reasonably allocated according to the characteristics of its subordinates, so that their work ability can be effectively improved, work awareness is increased, and new generation management talents are reserved for the company. Whether managers are excellent depends on whether they have good communication skills and whether they can clearly express their views.

Spread it to others to let them understand that only in this way can they carry out their work better and effectively improve their work efficiency.

#### ( 5 ) Problem solving ability

The problem-solving ability is manifested in three respects, which are analysis ability, decision-making ability and execution ability. For the management personnel in the company, various problems will be encountered, whether it is a procedural problem or a non-procedural problem. Thus, it is necessary not only to have a wealth of experience, but also to be able to conduct a system analysis for full understanding as to the essence of the problem. Corporate managers should not dither on decision-making. They must make timely judgments on issues and make decisive decisions to avoid missing opportunities. When superiors communicate work tasks, corporate managers are supposed to have good execution abilities and turn these tasks into operable specific tasks for better fulfilling leadership requirements and helping the company develop in a healthy and steady way.

#### ( 6 ) Internal driving force

Internal driving force is comprised of two factors. One is the focus on job performance and job achievement, while the other is the alleviation of work pressure. The so-called soldiers who do not want to be generals are not good soldiers. For those excellent managers in the company, they must pursue work performance. They are usually willing to challenge difficult jobs. In their view, this can better reflect their own abilities. Besides, they will improve themselves when the work is successfully completed. In coping with work pressure, corporate managers also have their own set of solutions, which can maintain work enthusiasm at any time, thus actively easing pressure, converting it into work motivation, and inspiring team members to continue diligence for properly solving problems.

#### ( 7 ) Environmental awareness

The environmental perception ability is comprised of three factors, which are environmental adaptability, the ability to seize opportunities and information gathering ability. The work environment of employees is likely to change at any time, for which corporate managers must have a strong adaptability. Besides, they shall be able to respond calmly when the environment changes, for minimizing the impact of work. For the ever-changing market climate, corporate managers should be good at identifying opportunities and grasping opportunities to create higher financial value for the company. At present, humans have entered the information age. With a large amount of information available, corporate managers must collect the information they want from these large amounts of information, and establish a complete information network. Even if the market environment changes, they can still grasp the first-hand information in a timely manner.

#### **4.4.1.2 Mai Leite company specializing in personnel selection**

Similar to the selection of indicators for the management talents in Mayrett, this section adopts the same method. Through the reliability analysis of each facet index of the professional talent questionnaire, the results were obtained as shown in Table 4-6. Through analysis, it was found out that the total correction of innovation management ability, job knowledge and skills, moral quality, subordinate management ability, problem solving ability, internal driving force, environmental perception ability, personal quality, and theoretical basis is less than 0.4, with the project deleted. For the deleted items, Cronbach'S alpha values are greater than the overall Cronbach'S alpha value, so is the analysis of indicators of professional rounding competence of personnel.

Table 4- 6 Reliability analysis of competence of professional talents

Competency Facets	Correction items are always related	Delete the Cronbach's alpha value of the item
Innovation management ability	0.314	0.631
Job knowledge and skills	0.363	0.627
Moral character	0.386	0.623
Subordinate management capabilities	0.291	0.655
Problem solving	0.335	0.629
Internal drive	0.373	0.633
Environmental awareness	0.341	0.628
Knowledge and ability	0.673	0.587
Personal qualities	0.697	0.582
motivation	0.646	0.591

work performance	0.772	0.537
Professional accomplishment	0.493	0.604
work performance	0.425	0.616
Personal qualities	0.338	0.632
Theoretical basis	0.354	0.643
Overall Cronbach's alpha value	0.592	

Through the above-mentioned analysis, the analysis of indicators of knowledge and ability, personal qualities, motivation, job performance, professionalism, job performance professional influence whether the significant talents, by SPSS.10 get back Table 4- 7 results.

Table 4- 7 management personnel competency return

Dependent	Self-scalar	Standardized coefficient	t value	Fvalue	R <sup>2</sup>
Competence	Knowledge and ability	0.32**	3.04	92.67	0.79
	Personal qualities	0.34**	5.26		
	motivation	0.28**	2.78		
	work performance	0.38**	4.47		
	Professional accomplishment	0.41	1.25		

Note: \*\* means P<0.05.

It can be seen from Table 4-7 that the goodness of fit of the regression results is 0.79, which has a good explanatory power. In the meantime, knowledge and ability, personal characteristics, motivation, and job performance have a significant



impact on the competence of professional talents, while professional literacy has no significant impact on the competence of professional talents. Therefore, as far as Mayrett is concerned, the research has obtained the competence indicators of professional talents, as shown in Table 4-8.

Table 4-8 Competency indicators of professional talents

Numbering	Competency element classification	Competency factor indicators
1	Knowledge and ability	Professional knowledge and skills
2		Communication skills
3		Learning ability
4		Information search
5	Personal qualities	Analytical thinking
6		Innovation capacity
7		Pressure endurance
8	motivation	Teamwork
9		Customer orientation
10		Achievement motivation
11	work performance	work performance
12		patent

Ma Leite company specialized industry type echelon personnel selection index system is based on indicators of competency model building, next to explain each indicator in terms of level indicators:

( 1 ) Knowledge and ability refer to the basic ability that employees should have while at work. Professional knowledge and skills refer to the theoretical knowledge

and skills of company employees in lathe technology. Communication ability refers to that the corresponding employees of the company need to face customer needs and market needs. Professional talents should have in place an information database on the quality of the lathe and the operation of the process flow, as well as carry out processing activities based on this, including integration, analysis, etc., so as to produce valuable information.

( 2 ) Personal characteristics, including three respects, which are analytical thinking ability, innovation ability and the ability to cope with pressure. Among them, the employees in the company can deductively summarize information, keenly analyze technologies such as lathe manufacturing and lathe quality inspection, and develop proficiency at integrating information, summing up experience and drawing conclusions, which are called analytical thinking skills. The employees in the company will improve what they have learned in order to better complete the design and manufacture of lathes, which is called innovation ability. As a professional and technical talent, the pressure they come under is higher compared to ordinary employees. If their own ability to resist pressure is insufficient, their psychological qualities will be doubtful. Over time, their working status will be affected. In this circumstance, they need to adjust themselves to stabilize their emotions. This ability is called pressure-bearing ability.

( 3 ) Motivation. Employee motivation is divided into three categories, which are teamwork motivation, customer-oriented motivation and achievement motivation. As it is impractical for lathe manufacturing to be completed by one person, it is necessary to unite and collaborate between teams. Not only are professional talents responsible for technical research and development, they are also active in the collaboration with marketing department employees to master the market's

demand for lathes and formulate the market. The development of the company is inseparable from the customer. The so-called customers are seen as God. Therefore, we must be oriented to customer needs, maintain a good communication relationship with customers, understand their ideas, and formulate targeted improvement measures for satisfying more customers. Achievement motivation refers to the company's employees who have the courage to accept difficult tasks and achieve success through their own efforts for achieving their own value. This is the motivation for achievement.

(4) In general, work performance is divided into two categories. One is performance that can be seen immediately and the other is performance that needs to be highlighted after a long period of time, such as patents. For the employees of the company, its high performance demonstrates that it has a strong working ability. The more patents the company applies for, the better the work is and the higher the income is.

#### **4.4.1.3 Selection of skilled talents of Mayrett**

With regard to the previous analysis method, the reliability analysis of the Mairt Company Skilled Talent Competency Questionnaire is shown in Table 4-9. Through analysis, it can be known that the total correction of innovation management ability, job knowledge and skills, moral quality, subordinate management ability, internal driving force, environmental perception ability, knowledge and ability, personal characteristics, and motivation is lower than 0.4. For the deleted items, Cronbach'S alpha values are greater than the overall Cronbach'S alpha value, so that the analysis of indicators of skill rounding the competence of personnel.

Table 4-9 Reliability analysis of competence of skilled talents

Competency Facets	Correction items are always related	Delete the Cronbach's alpha value of the item
Innovation management ability	0.334	0.622
Job knowledge and skills	0.326	0.624
Moral character	0.355	0.619
Subordinate management capabilities	0.272	0.658
Problem solving	0.537	0.692
Internal drive	0.371	0.607
Environmental awareness	0.344	0.615
Knowledge and ability	0.369	0.609
Personal qualities	0.339	0.621
motivation	0.387	0.598
work performance	0.578	0.592
Professional accomplishment	0.691	0.573
work performance	0.728	0.528
Personal qualities	0.735	0.522
Theoretical basis	0.734	0.522
Overall Cronbach's alpha value	0.585	

Through the above analysis, an analysis will be conducted of whether the problem-solving ability, job performance, professional literacy, job performance, personal quality, and theoretical basis have a significant impact on professional talents. The results shown in Table 4-10 were obtained by means

of SPSS.10 regression.

Table 4- 10 Return of Competency of Skilled Talents

Dependent	Self-scalar	Standardized coefficient	t value	F value	R <sup>2</sup>
Skilled	Problem solving	0.28	1.24	113.28	0.83
	work performance	0.19	1.36		
	Professional accomplishment	0.39**	2.68		
	work performance	0.27**	3.57		
	Personal qualities	0.46**	4.39		
	Theoretical basis	0.51**	3.21		

Note: \*\* means P<0.05.

As shown in Table 4-10, the goodness of fit for the regression results is 0.83, which has a good explanatory power. In the meantime, professional qualities, work performance, personal qualities, and theoretical basis have a significant impact on the competence of skilled talents. Additionally, problem-solving skills, job performance skilled personnel competency show no significant effect. Consequently, for Mai Leite company, research was supported by the skills competency indicators talents, as shown in Table 4-11 below.

Table 4-11 Competency Index of Skilled Talents

Numbering	Competency element classification	Competency factor indicators
1	Professional accomplishment	Business level
2		Innovation capacity
3		Safe Production

4		Work Plan
5	work performance	Technological innovation
6		Impart skills
7		Quality of work
8		Work efficiency
9		Skill competition
10		Low recovery rate
11		Personal qualities
12	Learning ability	
13	Communication	
14	Theoretical basis	Expertise
15		Technical summary

The index system for the selection of skilled echelon talents of Mayrett is based on the competency model index. Then, each index is explained from the perspective of the first-level index:

( 1 ) Professional quality

Professional literacy includes such factors as business level and work plan. Among them, the business level refers to the job operation skills of Marrett. Innovation ability refers to the unique thinking of employees, which can improve the lathe products on a continued basis. Safe production refers to the awareness that the employees in the company have of safe production, including observing the company's relevant rules and regulations, caring for the company's finances, knowing how to standardize operations, as well as ensuring that they and their lives and property are not infringed, and that the work is accomplished smoothly.

( 2 ) Work performance

The work performance consists of six aspects, which are technological innovation, quality of work, imparting skills, work efficiency, low resumption rate and skill competition. The company's employees apply evolving and changing technologies to solve various problems in the manufacture of lathes, and achieve satisfactory results, thus leading to technological innovations. In accordance with the quality assurance system and lathe process requirements to act, the lathes successful completion of tasks, called for the quality of work. Employees impart all their own manufacturing experience and skills to other employees with relatively weak skills and guide them on how to operate correctly. This behavior is called the impartment of skills. Through various effective measures, employees improve production efficiency and reduce production costs continuously, which is called work efficiency. In the manufacturing process, the employees are required to minimize the number of repeated repairs during equipment maintenance and repair, which is called a low rework rate. Holding various skill contests on lathes, including theoretical knowledge contests and operation skill contests, is a skill contest.

### ( 3 ) Personal characteristics

Personal traits are comprised of three aspects, which are learning ability, communication and dedication. The employees are required to supplement knowledge in their own positions on a continued basis, learn new skills, new methods, etc., or participate in various trainings, and apply the knowledge acquired to practice, which is called learning ability. In addition, they are supposed to make communication, good organization, listen to the opinions of others, and collaborate with others. Employees love their professions, have a sense of responsibility in their work, can abide by the rules and regulations formulated by the company, and put in diligence at work, which is called professionalism.

### ( 4 ) Theoretical basis

The theoretical basis is divided into two aspects: professional knowledge and technical summary. The former refers to the knowledge acquired by employees in the relevant fields to lathe design and manufacturing, while the latter refers to the ability of employees to integrate the existing technologies or achievements into text for completing the summary.

#### **4. 4.2 Talent training**

##### **4.4.2.1 Reserve echelon talent development strategy**

In order to fully respond to the company's development plan in the next three years, the organization selects employees with potential for development in one or more aspects such as management, technology, skills, professional qualities, etc. from internal or external sources as backup candidates. Besides, it takes corresponding positions in management, technology, and key positions. Such personnel are called reserve talents.

This article is premised on the indicators of the competence model of management, professional and skilled talent echelon, at all levels.

A step-by-step selection process is carried out among the personnel at this level.

For the establishment of a reserve echelon talent pool, the following principles should be followed. After selection, senior employees (experienced, positions high level) can be treated as a backup candidate for key positions, intermediate employees can be selected as a backup senior talents, and junior employees can be treated as intermediate backup talents. In doing so, a complete and scientific reserve echelon of talents can be established.



#### **4.4.2.2 Source of reserve talents and selection procedures**

( 1 ) Sources of reserve talents at all levels:

Reserve talents can be recommended either by themselves or by department. They can be selected from key positions and their reserve talent pool. Alternatively, they can be recruited externally in various forms.

( 2 ) Selection process of reserve talent echelon:

1 ) At the start to each year, each department formulates a talent demand plan for the next 3 years and reports it to the strategic working group. It can adopt the method of employee self-recommendation, the method recommended by senior staff, or the method recommended by the department director. If the department fails to find a suitable candidates, before recruitment activities are conducted externally.

2 ) Staff selection: The election process is fair and impartial, scientific and reasonable to ensure that the culture of work is promoted in an orderly manner. The selection process is comprised mainly of 4 parts. The first one is to confirm the qualifications for the job. The second one is to test the professional tendency of the proposed staff. The third one is to conduct the ability assessment. The last one is to conduct interview with the candidate.

3 ) The selection process is open and fair. The selection results must be publicized for at least 10 days, with no objections allowed to be submitted to the company for approval.

4 ) After approval, the reserve talents at all levels formally enter the reserve talent pool.

As shown in the following table:

Table 4-12 Comparison table of talent selection, training, assessment and work planning at all levels in Mayret.

Reserve level	Talent reserve for key positions	Intermediate reserve talent pool	High-level reserve talent pool
Number of people	Choose according to 1:2	According to the 1:2 selection of the intermediate level	Choose according to the advanced compilation 1:2
Working years	0-3 years	2-5 years	4-8 years
Eligibility requirements	Internal selection: ○1 more than 3 years of undergraduate degree, the company has worked for more than 1 year; ○2 outstanding work ability, recognized company culture. External selection: ○1 Bachelor's	Internal selection: ○1 work for more than 2 years, the company's key positions for more than 1 year, work ability and performance are outstanding; ○2 reserve personnel for key positions have not been eliminated for a minimum of 2 years, and have completed training, project, and project training. External selection:	Internal selection: ○1 worked for more than 4 years, the company has more than 2 years of job positions, and has outstanding work ability and performance; ○2 intermediate reserve talents have not been eliminated for a minimum of 2 years, and have completed training, project, and project training. External selection:

	degree, excellent grades, professional counterparts, working for more than 2 years; master's degree, excellent grades, professional counterparts	Bachelor degree or above, more than 2 years of relevant experience in a well-known company	graduated with bachelor degree or above, more than 5 years of relevant experience in well-known enterprises, and more than two years of experience in intermediate positions
Training	Commonality: accept management courses Professionalism: accept training courses for experts in the field of planning Trainee training: trainees of various projects and projects	Commonality: Accept intermediate management courses or key position management courses Professionalism: accept training courses for experts in the field of planning Trainee training: Trainee training: trainees of various projects and projects	Commonality: Accept intermediate and advanced backup talent management courses Professionalism: accept training courses for experts in the field of planning Trainee training: Trainee training: trainees for various large and medium-sized projects and projects
Assessment	○ Once every six months, at the	○1 Once a year, at the end of each	○1 Once a year, at the end of each

	<p>end of each elimination 20%</p> <p>○2 Other college students' assessment, especially those who make up</p>	<p>elimination 10%</p> <p>○2 The company's other key position personnel or key position reserve talents assessment excellent backup</p>	<p>elimination 10%</p> <p>○2 The company's other mid-level positions or mid-level backup talents are excellent candidates for evaluation</p>
Promotion	<p>○1 Professional training for post-level talents and learning opportunities in various fields</p> <p>○2 Priority to substitute for vacancies in key positions of the company</p> <p>○3 At least one job promotion every year, no more than twice</p> <p>○4 The exceptionally excellent person enters the</p>	<p>○1 Professional training for post-level talents and learning opportunities in various fields and departments</p> <p>○2 Company's priority to replace vacancies</p> <p>○3 At least one job promotion every year, no more than twice</p> <p>○4 The exceptionally excellent person enters the senior reserve talent pool</p>	<p>○1 Professional training for post-level talents and learning opportunities in various fields and departments</p> <p>○2 Company's priority to fill vacancies</p> <p>○3 The highest reference deputy senior position salary</p>

	intermediate reserve talent pool		
work planning	Training in related fields in the first half of the year, and then assistants in key positions in the department.	<ul style="list-style-type: none"> <li>○1 Training in related fields in the previous year and assistance from the head of the department after that</li> <li>○2 Various projects, envy exercises</li> </ul>	<ul style="list-style-type: none"> <li>○1 Training in related fields in the first two years, and then a senior vocational assistant.</li> <li>○2 Participate in various decisions of the company</li> </ul>

#### 4.4.2.3 Implementation of talent training program

Firstly, as the backup talents for the company, its training involves classroom training and learning, organization of external training, key position candidates and so on. Secondly, as the middle and senior talents for the company, its training programs include classroom training and learning, job training, job rotation and so on. The details are presented in Table 4-13 below.

Table 4-13 The training method of talents of Mayret

the way	Explanation	prop ortio n	Re ma rks
Classroom training	Apply internal and external resources for centralized learning and training of courses related to management knowledge and skills	20%	All

External training	1. Explore internal and external resources to carry out high-level dialogues and exchanges and learn from the industry's best benchmark companies to develop thinking and learning innovation:	20%	All
Candidates for key positions	2. Choose relevant management topics through reading activities, team building activities, etc. to organize seminars to exchange and share experiences	50%	All
On-the-job counseling	Lead related work projects, promote the integration of theory and time through practical work concepts	50%	All
Case presentation	The direct supervisor applies scientific and effective methods to the work guide to accelerate the growth and progress of the reserve team in the work experience	10%	All
Traineeship	Practical work application results display, test learning effectiveness, and exercise speaking ability		Intermediate and advanced
Job rotation	Participate in the company's class and management meetings at all levels; the implementation management		Inter

	process of various projects		mediate and advanced
Internal cross-post for part-time job	Can take the form of intra-departmental, cross-departmental, and cross-company		Intermediate and advanced

From the above table, it can be seen that the training methods commonly used by the company include job rotation, cross-job part-time and so on. As for Myret's talent training process, how to make choice depends on its own development. The method is detailed as follows:

(1) Job rotation

In the process of job rotation, the targets are middle and high-level reserve talents, which is purposed to gain them a better understanding of other departments and units in the company, make them familiar with the environment as soon as possible, and improve their comprehensive literacy for the better development of the company.

Rotation cycle: The rotation cycle is divided into three categories, which are 3 months, 6 months, and 1 year. The specific rotation time is carefully considered depending on both individual circumstances and unit target plans.

Rotation ratio (annual): Under the premise of doing its own job well, each year, the unit selects rank and senior reserve talents to perform rotation ranking, accounting for 20% and 80% of their own positions, respectively.

The relationship between rotation and promotion: Only 2 round and round above post work, the talent pool that has the basic conditions for the promotion of middle-level cadres, therefore, companies must be based on job requirements as a basis for rational for employees working plan, develop good Reserve talent.

Rotation approval: Rotation is divided into two forms, with one being inter-department rotation and the other being inter-unit rotation. Either way, you need to report to the strategic leadership working group for approval to provide later position promotion reference.

Rotational staff management: The staffing of the rotation staff remains unchanged, and the unit is still being dispatched. The new unit (department) conducts performance appraisal of the rotation staff and feeds back the assessment results to the original unit (department). After the rotation period expires, the rotation staff submit the work summary to the relevant departments, which are approved and backed up by the relevant departments. This serves as one of the bases for assessment.

#### (2) Internal cross-post part-time jobs

Part-time targets include middle-level and high-level management back-up



cadres, whose ultimate goal is to cultivate compound talents and contribute to the company for its long-term development.

Positioning of part-time staff: Their responsibilities include learning, research, etc., participating in the operation of part-time departments as well as providing them with reasonable suggestions. However, they have no right to make specific decisions. Part-time staff must participate in the relevant meetings held by the part-time department, while the relevant work tasks must be undertaken and managed by the part-time department.

Part-time cycle: In principle, part-time personnel participate in the work of the part-time department at least 1 day on a weekly basis. The specific part-time cycle not only needs to be determined by the sending unit, but also needs to receive consent from the part-time unit.

Part-time jobs: There are two types of part-time jobs, with one being cross-department part-time work and the other being cross-company part-time work.

Part-time positions: Part-time positions are deputy positions of various positions.

The solutions to carrying out work: There are generally two ways of performing work. One is based on the department's work plan. The part-time department leader and the tasks are arranged under the conditions of the part-time person's wishes, the performance evaluation is carried out and the department is dispatched. In the other way, the part-time job personnel take care of the work of the original unit (department) and the part-time unit (department), work in the part-time department for half a day,

and work in the dispatched unit for half a day.

Personnel management:

1 ) Personnel relationship is affiliated to the dispatching unit;

2 ) When the part-time cycle expires, the part-time staff makes a formal summary of the work for submission to the relevant department for approval and filing as the basis for its assessment.

(3) Candidate successors for key positions

The candidates for key positions are mainly selected from the talents of the department manager assistant level and above, so that they can participate in the succession work in advance and learn relevant knowledge and skills for better familiarizing themselves with the position.

The succession period is 6 months as a minimum, which may be 1 year or longer. This time is determined by the company leader, and the basis for determination includes the successor's own work performance and the nature of the post. Succession approval: The successor judge is the general manager of the company, and the human resources department records.

Succession candidate management: In the succession cycle, the general manager is responsible for editing the successor's positions, responsibilities and training plans, while the human resources department assists with the preparation work. After the succession period expires, the successor should report to the

The general manager submits the work report at this stage, and the general manager evaluates his work.

Help to evaluate and record.

## Chapter 5

### RESEARCH CONCLUSIONS AND SUGGESTION

#### 5.1 Research conclusion

In this article, Mairer CNC Technology Co., Ltd. is exemplified to study its talent echelon management. Through literature analysis, field research and questionnaire survey, it analyzes the talent echelon management of Mairer Company to draw the following conclusions:

( 1 ) The scale of the CNC industry and the market size of the finished products of Mayrett are on the increase continuously. In the meantime, the total output value of domestic CNC industry ranks first in the world. Nevertheless, the import volume of CNC machine tools far exceeds the export volume, which makes the country with the largest import and consumption of CNC machine tools in the world.

( 2 ) Marrett implements specialization and branding strategies. At the beginning of its establishment, the company determined to take a professional development path while enhancing its market awareness. The company incorporated its branded business strategy into the its business strategy.

( 3 ) The current state of the management of talent echelon construction of Mayrett. For the the management of talents, marketing talents and technical talents, Mayrett has initially established a competency model for key positions, constructed a qualification system, and carried out career planning for core employees.

( 4 ) The construction and management of the talent echelon of Mayrett. The problem with the construction of the talent echelon of Mayret is mainly reflected in

five aspects. Firstly, the decision-making layer has insufficient understanding of the importance of talent echelon construction. Secondly, there is a lack of high-level talent reserves. Thirdly, the structure of the talent team is less than reasonable. Fourthly, there is a lack of scientific planning for the echelon sequence. Fifthly and lastly, the career development channel for reserve talents is flawed.

( 5 ) The optimization plan for the construction and management of Maigret's talent echelon. In the study, the questionnaire analysis was first conducted to reconstruct the selection and competence indicators of management talents, professional talents and technical talents of Mayrett. Then, the strategy of reserve echelon talent construction, the source of reserve talents, selection procedures, and the implementation of talent training programs were presented.

## **5.2 Recommendation**

### **5.2.1 Establish an expert review committee**

An expert review committee is designed, a growth platform is constructed for management and technical talents, the excellent employees who meet the requirements of the enterprise are trained, and the enterprise develops healthily and continuously to survive the fierce competition. As a member of the jury, it must be guided by national policies and regulations, take the corporate rules and regulations as the code of conduct, apply the talent strategy as the work direction, organize all employees to learn and train, improve their professional technical knowledge and skills continuously, and enhance the overall career of employees, so as to better solve the problems arising from production and operation.

The expert review committee is designed to perform three main functions. The

first one is internal training. The second one is the organization of examinations. The last one is to provide guidance and carry out teaching activities.

For the jury members, you can choose from two aspects. One is to choose from within the company. The requirement is to have rich professional technology or management experience, seniority, strong sense of responsibility, and the willingness to actively serve the work of the jury.

There are different responsibility assessment groups under the jury, which are divided into three types: mechanic, management, and technical engineering. The basis of the jury is the key position. The purpose is to provide excellent technical and management talents for enterprises. The main work of the jury includes:

- 1 ) Review the training plan and improve the teaching ability of internal lecturers.
- 2 ) Evaluate the key positions in the talent echelon construction plan;
- 3 ) Develop standards for the evaluation of professional titles at different levels, carry out professional title examinations, review and publish the results of the examinations;
- 4 ) Cultivate reserve talents for the company, and develop the specific methods including teaching, apprenticeship and so on;
- 5 ) Organize technical exchanges, integrate forces, carry out technological innovations to solve key production problems, as well as promote new technologies and new processes so that the professional skills of employees can be improved overall;
- 6 ) Establish an information database of achievements and demonstrate technological innovation achievements.

### **5.2.2 Improve the training mechanism**

Firstly, the learning and training system is improved. Through the organization of high-level training courses and special guidance, the company strengthens personnel training. The corresponding training plans are formulated to improve the professional skills and professional qualities of employees through various methods of training (such as online training, university reengineering, etc.). The duties of employees and level of ability, combined with full-service, full-time training two aspects, providing companies with more talent. The training period is clarified for all kinds of talents, to master the principles and achieve graded management and classified guidance.

Second, a practical training system is established. Enterprises should appoint management cadres and party and government cadres to the grassroots for a long time, based on the nature and reality of talents, as a department, a post, an experience. There are plans to attract business talents. Based on the needs of personnel positions, there are plans to organize study tours to those well-known Chinese enterprises, for setting up a comprehensive job. In a period of training, if you have the ability and morality, timely or other important positions. sport training. The third one is to establish a pilot system for personnel training. Focusing on talent management, we will continue to formulate a talent training system for key talents.

### **5.2.3 Improve selection mechanism**

Firstly, a market-oriented comprehensive talent attraction system is established. Enterprises can adopt flexible and diverse forms of recruitment, such as online publishing, supply and demand meetings, talent exchange meetings, the introductions by others, recommendation, self-recommendation, etc., use the situation

to recruit talents, introduce talents, and gradually improve. There are many different options for the introduction of talents, such as job fairs in major universities, contact with scientific research institutions, and peer recommendation.

Secondly, a talent utilization system is developed. For enterprise management talents, we should not only understand management but not technology, but should actively learn science and technology. For enterprise R&D personnel, we should not only understand technology and management, but also combine the two. For enterprise party workers, it should not only be in charge of party affairs, but also be closely linked to the production and operation activities of enterprises to achieve comprehensive development and fully integrate theory with practice. As far as the use of talent is concerned, it is not only seniority but also ability. It is supposed to infinitely magnify the ability of talents, form a certain driving force, and then converge into influence to complete the strategic goals of the enterprise.

Thirdly, a strategic reserve talent system is established. A talent pool will be gradually established, that is, a reserve cadre bank, supervisors, as well as a scientific and technological talent pool for enterprise leadership. According to the development needs of the enterprise itself, a suitable talent pool is established to facilitate the cultivation and utilization of talents, while ensuring the long-term healthy development of the enterprise.

#### **5.2.4 Perfect and innovative incentive mechanism**

For the enterprise incentive mechanism, not only the distribution according to work but also the distribution must be combined according to factors of production. Not only medium-and long-term incentives but also short-term incentives must be

formulated. Not only material incentives but also spiritual incentives must be given. Only in this way can companies be able to maximize the work enthusiasm of talents.

Firstly, a good atmosphere is created. In order to make the environment for talent innovation and entrepreneurship more favorable, it is necessary to supplement and improve the talent evaluation standards. For enterprise managers, the evaluation mechanism consists of three aspects, which are the market, investors, and the general public. For the ordinary employees of the enterprise, the evaluation standard consists of two aspects. One is market recognition and the other is industry recognition. The rewards, performance, promotion of titles, etc. for employees are not completely linked to academic qualifications and qualifications, but are more based on work ability and innovation ability. The employment of employees must be subject to competition, and the method of survival of the fittest shall be adopted to select the most suitable company talents.

Secondly, the distribution system is reformed. There are various influencing factors for the distribution of employee income, including technical and management aspects. It is necessary to consider them carefully and formulate a suitable distribution system so that those who really make a huge contribution can be rewarded. It is also necessary to arrange special funds to attract talents, give full play to the guiding role of capital and support the role played by scientific and technological talents in leading innovation and development.

Thirdly, it is necessary to gradually improve the treatment of senior talents, and use treatment to fully reflect their value. Therefore, enterprises are supposed to be active in exploring the implementation of the annual salary system to serve various



experts and first-class talents. To sum up the basic needs of people, it is as simple as clothing, food, housing and transportation. Needless to say, clothing and food, especially for high-level talents, housing conditions need to be improved. The high-level talents of enterprises have made outstanding contributions to the development of enterprises. Therefore, enterprises should pay more attention to such talents. For those encountering difficulty in purchasing economic housing, enterprises should offer appropriate subsidies. If conditions allow, enterprises should establish housing subsidies separately to help senior personnel solve housing problems.

### **5.3 Next research direction**

Due to the lack of research ability and time, there remain some deficiencies in the research of this article. Mayrett is a growing company. There is still some differences between the talent echelon construction management of mature enterprises and the talent echelon construction management of mature enterprises. After all, for enterprises, the construction of talent echelon requires a certain amount of manpower, material resources and capital costs. However, this study overlooks how much the implementation of the training program for talent echelon construction will cause enterprises. With regard to whether such costs can be borne by growing enterprises, this article does not discuss it, so that the program is in cost accounting and practice. Therefore, in the next stage of acting, the cost of the talent echelon construction management plan shall be factored in, by considering its economics, that is, whether Mairer can afford it. Then, the best talent echelon construction plan can be drawn up within the company's tolerance.

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## **Appendix 1 :**

### **Reserve Training Program of Mayret CNC Technology Company**

1. Purpose: To gradually explore the mode of talent development through the pilot of talent training.

2. Development and implementation team members and responsibilities

( 1 ) The manager of the human resources department is the team leader. The group is composed of the deputy general manager, technical director, manager of the department where the pilot development object is located, and relevant personnel of the human resources department.

( 2 ) Responsibilities:

——Human Resources Department:

λ 1 ) Responsible for drafting human resource development pilot implementation plan and cost budget, and report to the general manager for approval.

λ 2 ) After the implementation plan is approved, quarterly plans are prepared and implemented quarterly.

λ 3 ) Responsible for determining the company's ability needs, and conducting quality analysis of the ability and potential of the pilot development objects.

λ 4 ) Responsible for the implementation and follow-up of specific work such as training of pilot development objects.

λ 5 ) Responsible for assisting the managers of relevant departments to supervise the formulation and implementation of the self-learning management plan for pilot development objects.

λ 6 ) Responsible for the improvement of the company's human resources related

systems and systems supporting the pilot.

—Development and Implementation Team:

λ 1 ) The department manager is responsible for the specific analysis of the "post gap" of the pilot development objects of this department, with the assistance of the human resources department.

λ 2 ) The relevant department managers are responsible for formulating the quarterly and annual business development goals of the pilot development objects of this department.

λ 3 ) Managers of relevant departments are responsible for supervising the formulation and implementation of self-learning management plans for pilot development objects.

λ 4 ) The relevant department managers are responsible for regular interviews and communication with the pilot development objects of this department.

λ 5 ) The relevant department managers are responsible for the arrangement and follow-up of the key projects of the pilot development objects of this department.

λ 6 ) The relevant department managers are responsible for the monthly performance evaluation and quarterly performance and capability comprehensive evaluation of the pilot development objects of this department.

3. The pilot development target personnel:

Department manager, core R&D personnel

4. Schedule

time	aims
2017 Nian 8 Yue (The first stage)	1. Conduct post gap analysis on the pilot objects
	2. Adopt technical methods to evaluate the pilot's personality and quality
	3. Determine the annual target and the first stage target of the test object
	4. Determine annual and quarterly individual self-learning and

	<p>corporate training plans</p> <p>5. Determine expert business guidance and follow up on supporting key projects</p>
<p>2017 Nian 9 Yu e (The first stage)</p>	<p>1. Monthly performance evaluation, interview with department managers</p> <p>2. Initially optimize the assessment mode of existing department managers, system architects, and project managers</p> <p>3. Implement relevant training programs</p> <p>4. Spot-check the self-learning plan (try self-management under leadership intervention)</p> <p>5. Track the main performance and major problems in key projects</p>
<p>2017 Nian 10 Y ue (The first stage)</p>	<p>1. Monthly performance evaluation, interview with department managers</p> <p>2. Conduct spot checks on self-learning plans (try to self-manage under leadership intervention)</p> <p>3. Track the main performance and major problems in key projects</p> <p>4. Detailed assessment criteria for supporting department managers, system architects, and project managers</p> <p>5. Explore the quality research and management methods of outstanding employees</p>
<p>2017 Nian 11 Y ue (second stage)</p>	<p>1. Conduct comprehensive assessments in August, September and October, and interview with department managers</p> <p>2. Analyze the gap with the quarterly goal, summarize the performance and problems, judge the effectiveness of the project, and decide whether to continue</p> <p>3. If the project is going on, then the second stage goal</p> <p>4. Conduct relevant training</p>
<p>2017 Nian 12 Y ue (second stage)</p>	<p>1. Monthly comprehensive evaluation, department manager interview</p> <p>2. Analyze the gap with the quarterly goal, summarize the performance and problems, judge the effectiveness of the project, and decide whether to continue</p> <p>3. If the project is going on, then the second stage goal</p> <p>4. Conduct relevant training</p>
<p>2018 Nian 1 Yu e (second stage)</p>	<p>1. Monthly performance evaluation, interview with department managers</p> <p>2. Conduct spot checks on self-learning plans (try to self-manage</p>

	<p>under leadership intervention)</p> <p>3. Track the main performance and major problems in key projects</p> <p>4. Detailed assessment criteria for supporting department managers, system architects, and project managers</p> <p>5. Explore the quality research and management methods of outstanding employees</p>
2018 Nian 2 Y <sub>e</sub> (The third stage)	<p>1. be 2015 Nian 11, 12 months, 2016 Nian 1 monthly comprehensive evaluation, the department manager interviews</p> <p>2. Analyze the gap with the quarterly goal, summarize the performance and problems, judge the effectiveness of the project, and decide whether to continue</p> <p>3. to 2015 Nian 8 months to 2016 Nian 1 case of pilot officers month for evaluation and summary ( including post gap analysis)</p> <p>4. If the project is effective, continue to proceed and formulate the third stage of the goal</p> <p>5. For the effective method within six months, the same type of personnel can be promoted within a certain range</p> <p>6. Promulgated detailed assessment standards for department managers, system architects, and project managers</p>
2018 Nian 3 Y <sub>e</sub> (The third stage)	<p>1. Monthly performance evaluation, interview with department managers</p> <p>2. Conduct spot checks on self-learning plans (try to self-manage under leadership intervention)</p> <p>3. Track the main performance and major problems in key projects</p> <p>4. Conduct relevant training</p> <p>5. Continue to optimize the assessment standards for department managers, system architects, and project managers</p> <p>6. Explore the quality research and management methods of excellent employees</p>
2018 Nian 4 Y <sub>e</sub> (The third stage)	<p>1. Monthly performance evaluation, interview with department managers</p> <p>2. Conduct spot checks on self-learning plans (try to self-manage under leadership intervention)</p> <p>3. Track the main performance and major problems in key projects</p> <p>4. Continue to optimize the assessment standards for department managers, system architects, and project managers</p>

	5. Explore the quality research and management methods of outstanding employees
2018 Nian 5 Yu e (The third stage)	1. Conduct comprehensive assessments in February, March and April, and interview with department managers
	2. Analyze the gap with the quarterly goal, summarize the performance and problems, judge the effectiveness of the project, and decide whether to continue
	3. If the project is effective, continue to proceed, set the fourth quarter goals, interview with department managers
	4. Conduct relevant training
	5. Track the main performance and major problems in key projects
	6. Explore the quality research and management methods of excellent employees
2018 Nian 6 Yu e (Phase 4)	1. Monthly performance evaluation, interview with department managers
	2. Conduct spot checks on self-learning plans (try to self-manage under leadership intervention)
	3. Track the main performance and major problems in key projects
	4. Continue to optimize the assessment standards for department managers, system architects, and project managers
	5. Explore the quality research and management methods of outstanding employees
2018 Nian 7 Yu e (The first stage)	1. Annual comprehensive assessment, annual interview of department managers
	2. Adopt technical methods to conduct annual assessments on the individual and quality of the pilot subjects
	3. Analyze the gap with the annual target and summarize the performance and problems
	4. The human resources department submits the development pilot development summary report

## Appendix 2:

### Questionnaire

Dear Sir / Madam:

Hello, first of all, thank you very much for taking the time to participate in this questionnaire during your busy schedule. This questionnaire is designed to build a talent competency model suitable for your company. This questionnaire uses an anonymous questionnaire. Please fill in with confidence.

Thanks again!

#### 1. Basic information

##### 1. Your gender is:

A male B female

##### 2. Your age is :

A20-30 years old B31-40 years old C41-50 years old D51 years old and above

##### 3. Your position is:

A General staff B General management staff C Senior management staff D Core technical staff

##### 4. Your education is:

A college degree and below B undergraduate C master degree and above

#### 2. Competency elements

Please rate the importance of each indicator, and the corresponding score is √.

Numbering	Competency element classification	Competency factor indicators	score		
			Managed	Professional	Skill type



	on																
			1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
1	Innovation management ability	Creative Thinking															
2		Change management															
3		flexibility															
4		Influence															
5	Job knowledge and skills	professional skill															
6		safety consciousness															
7		Customer awareness															
8		Service awareness															
9	Moral character	Integrity															
10		Sense of responsibility															
11	Subordinate management ability	Authorize															
12		Cultivate subordinates															
13		Motivate subordinates															
14		Task assignment															
15	Problem solving	Skills of analyze															
16		Execution															
17		Decision-making capacity															
18	Internal drive	result-oriented															
19		Work initiative															
20		Self-control															
twenty one	Environmental	Environmental															

	awareness	adaptability																	
twenty two		Information gathering ability																	
twenty three		Ability to seize opportunities																	
twenty four	Knowledge and ability	Professional knowledge and skills																	
25		Communication skills																	
26		Learning ability																	
27		Information search																	
28	Personal qualities	Analytical thinking																	
29		Innovation capacity																	
30		Pressure endurance																	
31	motivation	Teamwork																	
32		Customer orientation																	
33		Achievement motivation																	
34	work performance	work performance																	
35		patent																	
36	Professional accomplishment	Business level																	
37		Innovation capacity																	
38		Safe Production																	
39		Work Plan																	
40	work performance	Technological innovation																	

41	e	Impart skills																	
42		Quality of work																	
43		Work efficiency																	
44		Skill competition																	
45		Low recovery rate																	
46	Personal qualities	Professionalism																	
47		Learning ability																	
48		Communication																	
49	Theoretical basis	Expertise																	
50		Technical summary																	

