THE SELECTION METHODS AND EVALUTION STANDARD OF HUMAN RESOURCE - TAKING CHINA CONSTRUCTION GROUP AS AN EXAMPLE

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AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTER'S DEGREE OF BUSINESS ADMINISTRATION GRADUATE SCHOOL OF BUSINESS SIAM UNIVERSITY 2022

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This Independent Study has been Approved as a Partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

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ABSTRACT

This paper aimed to study the selection methods and Evaluation standard of Human Resource by taking China Construction Group as a research case. Two objectives of this study were: 1) To analyze the current situation of selection methods and evaluation standards of China Construction Group. 2) To establish a fairness and accuracy of talent selection method and evaluation standards for China Construction Group.

This paper adopts the documentary method by studied the ice theory, the onion theory, and the competency theory to analyze the talent competence, to construct the competency model, and to establish the system of the talent selection method and evaluation standards. The study found that 1) China Construction Group has not paid attention to talent forecasting and planning, the phenomenon of brain drain is serious, lack of effective incentive mechanism, not pay attention to the career development of talents and the system lagged and lacked advance planning; 2) Using competency theory for job analysis can accurately analyze the current job requirements, the use of iceberg theory and onion theory can effectively analyze the gap between the abilities required for job and the individual's ability, develop the fairness, effectiveness screening methods and evaluation standards, select suitable, qualified, and excellent talents, and ultimately solve the problems that exist in China Construction Group.

Keywords: human resource, human resource management, talent selection methods and evaluation, talent capability

ACKNOWLEDGEMENT

Declaration

I, Liu Xiaoyang, hereby certify that the work embodied in this independent study entitled "Selection Methods and Evaluation of Human Resource" is result of original research and has not been submitted for a higher degree to any other university or institution.

Liu Xiao Yang

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Mar 1, 2023

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1. Introduction

1.1 Research Background

With the advent of the era of globalization, diversification and informationization, in such an era of rapid development of globalization, enterprises face worldwide competition and challenges, which put forward higher requirements for enterprises. Especially in the construction industry, more and more multinational projects are being developed and constructed. How to maintain a competitive advantage during the era of globalization and information technology is a problem that companies urgently need to solve (Cunningham et al., 2016).

Today, an organization's human resources are the source of competitive advantage. Build a strategic human resource management mechanism with competitive advantage to achieve the strategic goals of the company. (Wansch, 2018).

In 1990, The Core Competence of the Corporation was first proposed in the book, "Core competencies are knowledge and skills that have been integrated within the organization (C. K. Prahalad and Gary Hamel, 1990).

Mever and Utterback believe that there is only one source of core competency: human resource core competency, and that any core competency of a company is achieved by people, and human resource core competency is the most critical competency of a company (Mever & Utterback, 2006)

The core element of enterprise development is talent. Talent is the source of enterprise innovation. Only with certain technical, management and marketing talents can provide new ideas, new methods, and new products for the enterprise. Companies that can innovate can continuously meet market demand and increase their market share and competitiveness (Kyeongseok, 2017). Only with highly qual management personnel can help companies to manage and operate effectively. In the process of business management, talents can provide decision support and execution in all aspects of the overall, strategic, and operational aspects of the business. Having a high level of talent team can help the enterprise to be invincible in the fierce market competition. A company's reputation and brand image are often inextricably linked to the quality and business capabilities of its employees (Henrich, 2016).

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Competency research is a hot research topic today, and the representative one is McClelland's research. He published a paper titled " Testing for Competency Rather Than Intelligence", which promoted scholars' research on competency (McClelland, 1973).

At present, the study of competency has increasingly begun to be applied in business management. The study of this paper on the case of talent selection system optimization of China Construction Group is a hot research topic in the field of human capital, which plays an important role in achieving sustainable development and quality growth of enterprises.

1.2 Research Problems

1.2.1 Problems faced by Chinese state-owned construction enterprise.

In recent years, the industrial structure of the construction industry has gradually shifted from the original labor-intensive to technology-intensive, and the competition between enterprises is increasingly reflected in the competition of talents, especially the state-owned construction enterprises represented by China Construction Group are facing increasingly prominent problems of various talents. How to combine their own reality, break the inherent thinking and old cultivation methods, the formation of their own talent competitive advantage, is the construction industry, state-owned enterprises layout of the long-term future of the key.

State-owned enterprises are mainly supervised by government administrative departments, and many enterprises' selection system is simply upward and downward, following the traditional administrative cadre selection mechanism, which requires both ability and votes for the selected talents, and even some require certain cadre ranks and working years. The selection mechanism, limiting the vision of talent selection, seniority, the phenomenon of vote selection still exists; at the same time, state-owned enterprises mainly through inspection and conversation to understand the personnel, the moral quality of personnel, practical skills and other aspects of the judgment, identification methods and methods are not much, but also caused the promotion of young talent to take on a heavy responsibility tends to be conservative. Because there is no matching salary and position, some young talents are poached by other private enterprises with high salaries.

Due to the special social attributes of state-owned enterprises, there is often a contradiction between shortage of talents and redundancy of personnel, and the shortage of jobs does not match the right people, yet the number of employees in some positions exceeds the required number of positions. China Construction Group, as a state-owned enterprise in the construction industry, has strengthened its cooperation with various local governments in recent years and participated in the construction of local PPP and EPC projects. There are structural new layers in the supply of professional talents for investment and financing, project operation, finance and economics, and risk control in the new mode, while the managers of the original traditional construction segment are unable to transform effectively in their profession.

The current training work of state-owned enterprises in the construction industry lacks organic integration with the strategic planning of enterprises. At the same time, training often lacks relevance, hierarchy, and effectiveness, and mostly adopts closed, "flooding"

type training methods, emphasizing theory rather than practice.

The training is often lacking in relevance, level, and effectiveness. The "talent! The scope is not subdivided, only classified by a scale, such as middle-level cadres, project managers and other categories, ignoring the development of training for the ability of ordinary employees. (A Brief Discussion on How to Build the Talent Team of State-owned Construction Enterprises, Wang Jingzhong, Business Culture 2021, Issue 02)

1.2.2 The current situation and problems of talent management in state-owned construction enterprises

At present, the staff structure of most state-owned construction enterprises is not reasonable enough. With the development of enterprises, some contradictions are becoming more and more prominent: the contradiction between the rapid growth of talent demand and the serious shortage of talent reserve; the contradiction between the high quality of talent demand and the uneven quality of talent team; the contradiction between the imbalance of talent team structure and the current qualification upgrade, etc. The author's enterprise is a state-owned construction enterprise, the enterprise's current situation is the need for personnel difficult to come in, after coming in to stay; do not need the staff cannot go out, resulting in serious aging phenomenon.

The working conditions of construction personnel are difficult, and the social status is low, such enterprises have the common problems of state-owned enterprises such as pot rice and egalitarianism, and there is [seniority, and nepotism, phenomenon within the enterprise. Many college students in the enterprises are doing ordinary work, not because they are not capable enough, but there is no stage for them to play. Many such talents, because they do not see their own development prospects and promotion opportunities, gradually lose their interest and passion for work, and have flowed to real estate, private, engineering auditing, engineering supervision and other enterprises with good development prospects. State-owned construction enterprises have turned into talent training and transportation bases.

The internal distribution of enterprises is not fair, regardless of whether they have performed their duties at work, whether they have contributed to the enterprise, r work to get money, has become a matter of course. The income of employees cannot reflect the size of individual positions, abilities and contributions, and the income gap cannot reflect the labor gap and the size of labor achievements. Income cannot pull the grade, technical backbone, management backbone satisfaction bottom, and by the lure of other positions in the talent market high salary, often resulting in the loss of backbone talent. The salary has lost the meaning of incentive.

Considering the development of talents from the perspective of human resources, human needs go through stages of development such as physiological needs of life, respect, sense of belonging, behavior, and achievement, etc. When a need is satisfied, people will pursue new needs, in short, everyone has the need for continuous development. State-owned enterprises lack vocational training and cultivation mechanisms for their personnel, and many people just take being a leader as the goal of their job pursuit, lacking awareness and respect for the profession. Many people who have worked in SOEs for a long time cannot find a sense of career and believe that in SOEs.

(Exploring the current situation of talent management in state-owned construction enterprises, Science and Wealth 2018, 34)

1.3 Objective of the study

This study takes the talent selection system of China Construction Group based on the competency quality model as the research object. Through analyses the literature review and the current talent situation is shown visually, which leads to the decision of systematic research on the selection system. Based on these problems, we proposed an optimization plan for the selection system of China Construction Group, which will provide a systematic theoretical reference and practical reference for the improvement of the selection system of China Construction Group and attract more outstanding talents in the future. At the same time, it will also provide detailed theoretical and empirical experiences for Chinese enterprises in constructing a talent selection system and lay some foundation for the research of talent selection strategy of Chinese enterprises. Specifically:

Based on competency theory,

1. To analysis the current situation methods of selection and evaluation standards of China Construction Group.

2. To establish a fairness and accuracy of talent selection method and evaluation standards for China Construction Group.

1.4 Scop of the study

This study focuses on the Chinese construction industry, specifically on China Construction Group, a representative large construction company in China's construction industry, as a case study.

This paper study on human resources, human resource management, competency theory, iceberg theory, onion theory, planning of talent selection methods and evaluation, and talent selection and evaluation standard.

This study started in January 2022 on this topic. During the study, 50 relevant papers and literature review and more than 20 books related to HR talent selection and evaluation were read.

1.5 Research Significance

1.5.1 Theoretical significance

Since its introduction in Western countries, competency has been increasingly studied by scholars around the world. After numerous studies and practical applications, it has been proved that the competency evaluation method is a more scientific and reasonable assessment method than intelligence evaluation. At present, competency is widely recognized internationally, and more and more companies around the world are applying competency to their management. Many companies have begun to pay attention to the scientific aspects of human resource management and started to build competency models to provide a scientific theoretical basis for human resource management. In view of the international recognition of competency

and its wide application worldwide, many companies in China have also started to research and develop competency and have constructed competency models within different fields to provide scientific guidelines for different industries (Meyers, 2018) Someone achievements have also been made，however, it is still in the preliminary learning stage in China. Therefore, the theoretical significance of this study is reflected in the following aspects:

To understand the competency model more. By studying talent selection and evaluation, we can deepen the understanding of the competency model, including many aspects of talent's ability, quality, experience, and characteristics, which helps to understand and evaluate talent more comprehensively and scientifically.

To explore the principles and methods of talent selection and evaluation. Talent selection and evaluation need to establish corresponding principles and methods, and through theoretical research, the inner laws, and mechanisms of action of these principles and methods can be explored, and then provide guidance and support for the practice. The results of talent selection and evaluation are influenced by various factors, such as organizational culture, talent demand, talent market, evaluation standards, etc. Studying the role of these factors can help make talent selection and evaluation more scientific and reasonable (Seifert & Hadida, 2006).

To promote the development of talent development theory. Talent selection and evaluation is an important part of talent development, and the research on talent selection and evaluation, it helps to promote the development of talent development theory and the scientific, standardized, and sustainable development of talent development. The theoretical study of talent selection and evaluation is of great significance to help organizations better manage their talents and improve their performance and competitiveness, as well as to advance the development of talent theory.

1.5.2 Practical significance

The competency of talents is different in different industries and different fields due to the different backgrounds and job contents. Since the competency of employees is directly related to the quality of product production and even the effectiveness of enterprise management, it is very necessary and urgent to study the competency of employees in enterprises. Most of the existing competency theories in China are the competency research in IT industry, and other areas are very few studies on construction enterprises, and no systematic and comprehensive theoretical system has been formed. This paper has a very important practical significance for the research on the competency of enterprise employees (Tansley et al., 2016). It can also enrich the research of competency in enterprise talent management. Therefore, the practical significance of the study is reflected in the following aspects:

First, optimizing talent recruitment and training. Scientific selection and evaluation can help organizations better understand the competencies and qualities of talents, to provide guidance and basis for recruitment and training, and avoid blind recruitment and waste of training resources. Through selection and evaluation, it can

ensure that the ability and quality of talents match the requirements of the organization, improve work efficiency and performance, and ensure the long-term development of the organization.

Second, motivate employees. Fair selection and evaluation can stimulate employees' enthusiasm and motivation, enhance their work motivation, and thus improve work efficiency and performance. The selection and evaluation process can identify employees' shortcomings and strengths, provide them with targeted training and development opportunities, and promote their personal growth and career development. The practical significance of talent selection and evaluation is important to help organizations better manage their talent and improve their performance and competitiveness, while also contributing to employees' personal and professional development (Muniroglu, 2018).

2. Literatures Review

2.1 Human Resource

Human Resources (HR) refers to the population with the necessary labor capacity needed for the development of economic and social undertakings and was introduced by David Ulrich ("Human Resources Champion", Dave Ulrich).

The more recognized modern concept of HR was developed by Peter K. Drucker in 1954. It was first formally introduced and clearly defined by Peter Drucker in 1954 in his famous book "The Practice of Management".

Definition of human resources: the sum of human intellectual and physical resources that can be developed and utilized within a certain range to provide products and services, create value, or achieve defined goals. (Labor force)

Elements that make people valuable resources: knowledge, ability, experience, health; personality, interest, values; attitude, emotion, behavior.

Concept of human resource management: The process of acquiring and allocating, training, and developing, evaluating, and motivating, safety and security, cohesion and integration of human resources under the guidance of enterprise strategy by using scientific methods to finally achieve enterprise goals and employee values.

The content of human resource management: human resource strategy and planning, job analysis and job design, employee recruitment and selection, employee training and development, career management, performance management, compensation management, labor relations management.

In the《National Medium and Long-Term Talent Development Plan (2010-2020)，the definition of talent is given: Talent is a person who has certain professional knowledge or expertise, who performs creative work and contributes to society, and is a worker with high ability and quality in human resources.

2.2 Human Resource Management

Human resource refers to a country or region in certain time and space conditions,

people with labor capacity, he includes the quantity and quality of the population. Human resources have the characteristics of value creation and are the sum of physical and mental labor that can be utilized by society and enterprises (Tullar, 2019).

Talented people are those who have certain professional knowledge or expertise, perform creative work and contribute to society, and are the workers with higher ability and quality in human resources. Talent is the first resource for our economic and social development. Human resources and talent resources are conceptually contained and contained, and quantitatively in a decreasing pyramidal relationship (Klimoski, 2019).

The conceptual definition of talent resources refers to the part of human resources that has a higher level of quality and is the sum of all those knowledge, skills and qualities that are reflected in the employees of the company, including the professional skills, creativity, problem-solving skills, managerial and communication skills of the employees of the company, and in some cases even the psychological abilities of the employees of the company, because the psychological qualities of the employees of the company largely reflects the ability to withstand stress and adapt to the environment, and ultimately affects the performance of their talents (Brewster, 2019).

Human Resource Management (HRM, Human Resource Management) is an organizational management ideology and approach that aims to achieve the strategic goals and business success of an organization by attracting, nurturing, developing, and managing its human resources. The main purpose of HRM is to treat human resources as one of the most important resources of an organization, and through scientific Human Resource Management practices, to achieve efficient operation of the organization, growth and development of the employees and common development of the organization and the employees. Human resources: refers to all human capital within the organization, including employees' knowledge, skills, experience, attitudes, and values, etc.

2.3 Talent selection methods and evaluation

2.3.1 Conceptual definition of talent selection methods and evaluation

The concept of talent selection methods and evaluation can be traced back to the early 20th century during the industrial revolution. At that time, companies began to use some scientific management methods, such as division of labor, standardization, and process, as well as some methods of selecting and training talents, such as skill tests and study courses, in order to improve production efficiency. With the development of scientific management theory and the gradual maturity of human resource management, talent selection methods and evaluation were further explored and developed. in the 1950s and 1960s, American companies began to use tools such as aptitude tests and personality assessments to select talents. In the 21st century, with the continuous development and application of new technologies, talent selection methods and evaluations have been changing and innovating (Taylor, 1911). For example, the application of technologies such as the Internet and artificial intelligence has brought more options and possibilities for talent selection. At the same time, talent selection is

also increasingly focused on the overall quality and development potential of candidates, rather than just pure ability and experience.

Table 2.1   talent selection and evaluation methodology

Scholar	Opinion
Taylor (1911)	Introduced the theory of scientific management, which enabled organizations to determine the best way to work by analyzing work processes and tasks, and his methods had a profound impact on talent selection and development.
Strong (1927)	Introduced the Occupational Interest Test, which helped people to discover which occupations they were best suited for, and whose methods provided an important basis for later talent selection and evaluation.
House (1967)	Introduced the concept and methodology of the "Career Competency Assessment Center", which assessed candidates in multiple areas to make the selection process more accurate and reliable. This method provided a comprehensive and integrated approach to subsequent selection and evaluation.
Bob (1970)	Introduced the concept and methodology of the "behavioral description interview", which asks candidates about specific past behaviors and practices in order to predict their future behaviors and practices. This method has become one of the most important tools in modern talent selection and evaluation.

Talent selection methods refer to one or more methods and tools used by a company or organization in recruiting and selecting talent. These methods and tools are designed to assess and measure aspects of a candidate's abilities, skills, experience, personality, and adaptability to identify the best candidate (Bob, 1970). Common talent selection methods include interviews, written tests, assessment centers, career assessments, aptitude tests, visiting field trips, and background checks. These methods can be used individually or in combination to ensure the selection of the most suitable talent for the job requirements. Talent selection evaluation refers to the method and index system for comprehensive evaluation of the talent selection process. The indicators of evaluation usually include the candidate's ability, skills, experience, personality, adaptability, and other aspects, as well as the assessment of the candidate's background, education, and profession. The evaluation process requires quantitative and comprehensive analysis to ultimately determine the best candidate (Forrier et al., 2005; Strong, 1927). In the process of talent selection and evaluation, the fairness, objectivity, and scientific nature of the evaluation need to be taken into consideration. The results of the evaluation should reflect the actual situation and ability level of the candidate, and need to meet the job needs and management requirements of the enterprise or organization. The rational use of talent selection methods and evaluation can help the enterprise or organization select the most suitable talent for the job requirements, improve the competitiveness and operational efficiency of the enterprise, and help the

candidates understand their capabilities and development direction and realize their personal career plans (House, 1967).

On the theoretical basis of talent assessment and selection, we deeply study the theories and techniques related to talent assessment and selection, propose new measurement indicators cognitive, personality assessment, and combine interview and evaluation center techniques to evaluate the indicators. （Liu Hengchao, 2018）

2.3.2 Planning for talent selection and evaluation

Through the literature, scholars have focused on the following dimensions of planning for talent selection and evaluation: reward and punishment, training and development programs, recruitment and talent acquisition programs, separation and turnover management, and talent management information systems.

(1) Reward and punishment measures

Reward and punishment measures are developed to motivate employees' performance and behavior, including compensation, promotion, training, and termination. Reward and punishment" are one of the key words in talent selection and performance evaluation and is often seen as an important tool to promote employee performance and behavior. It is essential to have rewards and punishments in the "corporate talent selection and evaluation program" because it allows employees to feel that their performance is recognized and valued (Nanba, 2019). In addition, rewards and punishments are an effective way to motivate employees to continuously improve their performance and behavior. In the Corporate Talent Selection and Evaluation Program, rewards and punishments usually include compensation, promotion, training, and dismissal. Among them, salary is one of the most common means of reward and punishment. At the same time, promotion is also a very effective way to reward employees, because it makes them feel that their efforts and performance are recognized and valued. If rewards and punishments are not in line with the company's goals and culture, then employees are likely to feel unjust and dissatisfied with them, thus affecting their performance and performance. Companies need to develop specific rewards and punishments and integrate them with the company's goals and cultural values to ensure that employees perform and behave optimally at work (Heine, 2012; Nanba, 2019).

2.4 Talent Capability

2.4.1 Definition of competency

In the early twentieth century, Taylor, the father of management, pioneered the study of competency. He began the earliest exploration of competency in his research by using the time and action approach, which embodied the idea of competency. In the 1940s, McClelland further explored competency, which he believed included at least two aspects: scope and quality.

There is no uniform, widely accepted definition of the concept of competency in academia. Researchers in different fields have different understandings of competency. In this paper, we summarize representative definitions of competency based on the review of a large amount of literature.

Table2.2   Definition of Competence Methodology

Scholars	Definition
McClelland, 1972	The sum of knowledge, skills, abilities, traits, or motivations related to the job and job performance that can effectively distinguish
Boyatzis, 2008	Individual characteristics that distinguish high performers from average performers.
Eckstrand, 2017	Certain basic competencies that have an impact on an individual's job performance, job performance, job completion, etc. specific basic competencies
Ngie et al., 2014	The knowledge, skills, abilities, judgments, attitudes, and values that are required for success in a position.
Ledford et al., 2013	They are the underlying, non-obvious, deep-seated characteristics of an individual that can effectively distinguish a high performer from an average performer.
Dick et al., 1969	They are individual characteristics that can be measured and evaluated.
Nanba, 2019	It is the knowledge, skills, and behaviors that individuals have to produce performance.

Himawan, 2019	It is the set of knowledge, skills, and behaviors that are closely related to performance and to work.
Kennedy & Matthews, 2012	It is a collection of knowledge, skills, and attitudes that are closely related to performance and work.
Moneta, 1977	It is a set of traits that produce high performance at work and can be measured effectively.
Klein, 2014	It is the external expertise and work skills that an individual possesses, and it is the good work habits that help him or her achieve life and work goals.

There are many definitions of competency, and there is no uniform definition yet. Integrating the definitions given by research scholars, this paper summarizes the definition of competency as follows: it refers to the characteristics consisting of professional knowledge, professional skills, work attitudes, and values towards people and things, which are closely related to specific jobs and positions and can effectively distinguish outstanding performers from average performers, and are deep-seated, non-obvious, and potential traits that can be effectively measured and evaluated.

2.4.2 Competency Theory

The definition of competency model by research scholars is relatively consistent. Competency model refers to the competencies that are available to complete a job, and certain combinations of these competencies are used to achieve the requirements of a job or goal. Competency model is a reasonable combination of competencies, through a reasonable combination, to play a single competency cannot achieve the high performance of the combination of ways, excellent completion of the work goals. The competency model

consists of three main basic elements: the names of the competency elements, the conceptual description of the competency names, and the weights of the competency indicators.
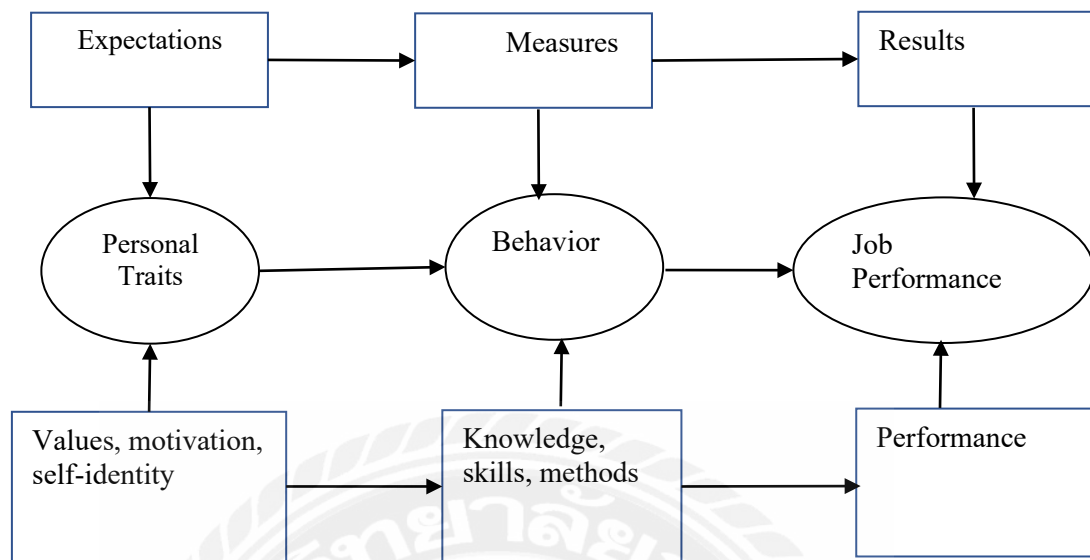

Figure2.1   Competency Theory

Some of the most widely recognized competency models are "Iceberg Model", (McClelland's, 1972), "Onion Model", (Boyatzis', 2006), "General Competency Model", (Spencer's 1977).

(1) Iceberg Theory

McClelland. (1972) proposed the "iceberg model". The "iceberg model", which is the basic model of competency, compares human traits to an iceberg floating on the surface of the water, and this iceberg is divided into two parts: the part above the surface of the water and the part below the surface of the water. The part above the water surface is more obvious, we can directly observe and see the characteristics that can be learned through professional training and acquired training. For example: knowledge and skills; the part below the surface is the potential, not obvious, invisible, cannot directly observe and measure the characteristics, is relatively difficult to get through the acquired learning and training. It is possible to effectively distinguish between high performers and average performers. For example, values, traits, and motivation. From the "Iceberg Model", it can be concluded that the competency model contains five dimensions: knowledge, skills, traits, motivation, and self-concept. In short, in the "iceberg model", the knowledge and skills that float above the water surface are easier to acquire through acquired learning and development. The traits, motivation, and values below the water surface are relatively difficult to acquire through later development, but they can play a key role in producing high performance in the workplace.
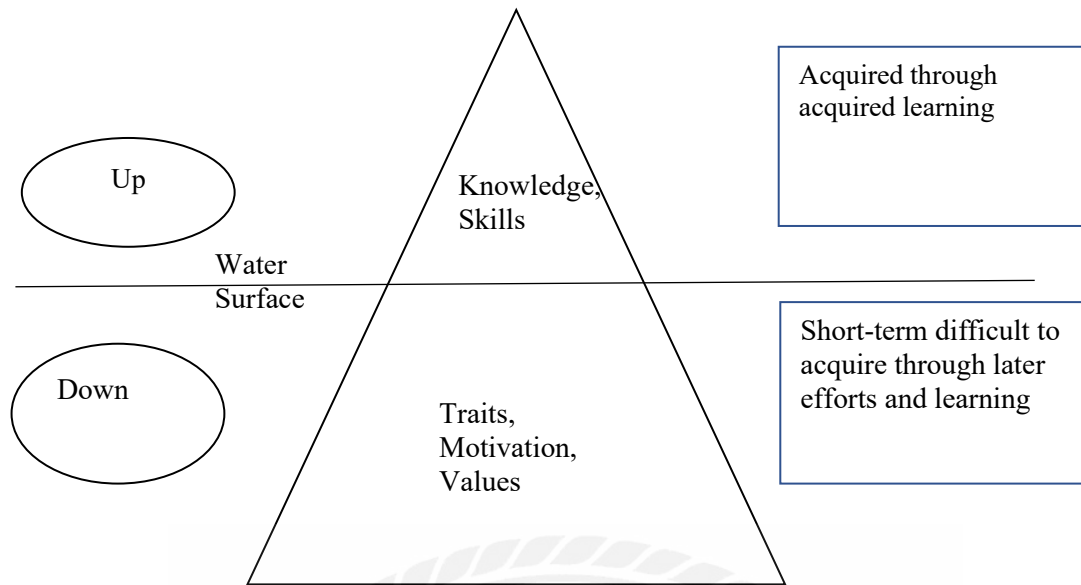
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Figure 2.2 Competency Iceberg Model

(2) The Onion Theory

Boyatzis. (2006) proposed the "onion model". "The "onion model" is a further development of the "iceberg model", which has a hierarchical structure, with the outermost layer being knowledge and skills, which represent the most superficial, easily measurable parts that can be acquired through acquired learning. The outermost layer is knowledge and skills, which represent the most superficial and easily measurable parts that can be acquired through later learning. The inner layer is attitudes and values, and the innermost layer is traits and motivation. The model progresses from the outside to the inside, layer by layer, and as each layer progresses, the competencies at that level become more difficult to measure and more difficult to acquire through later development.
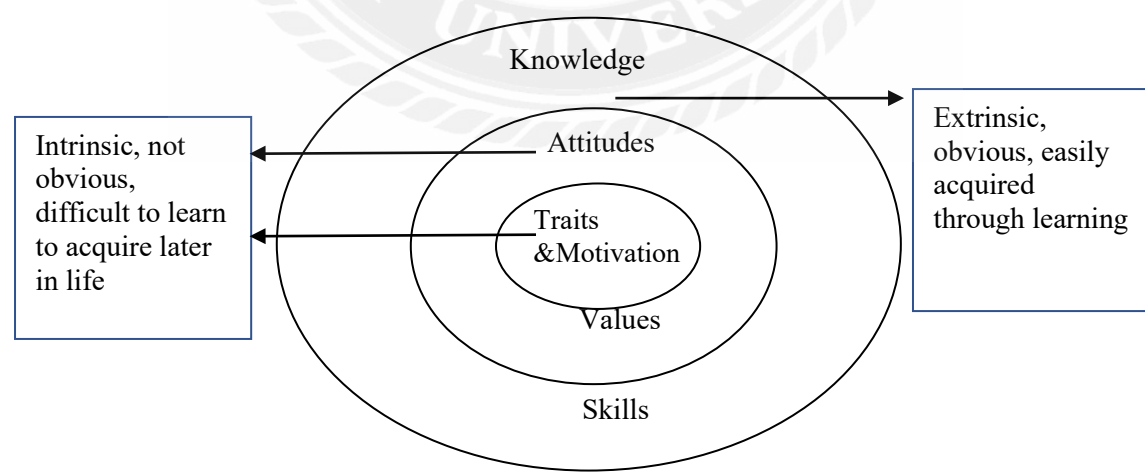

Figure 2.3 Competency Onion Theory

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(3) General Competency Theory

Spencer. (1977) proposed the "General Competency Model" based on the comprehensive research of previous scholars. The generic competency model proposed by Spencer includes five categories: business managers, top management, sales personnel, service personnel, and technical core personnel.

(4) Competency construction method

The principle of constructing a competency model is to effectively distinguish between employees with excellent performance and general employees in terms of their professional knowledge, professional skills, work attitude, values, work motivation, personal traits and other competencies, collect data with the help of certain methods, and then analyze and filter the collected data through software to determine the key influential competency elements, so as to obtain A framework for building a job competency model and a practical HRM system (Klendauer et al., 2012). There are various methods to build a competency model, and we can choose which method to use to build a competency model according to the specific industry, job, and situation. At present, the most common methods for building competency models are expert evaluation, behavioral event interview, questionnaire survey, etc. Through the introduction of the methods, we can understand the advantages and disadvantages of each method and prepare for the subsequent use of the competency model in this paper.

The expert assessment method is a method of inviting a group of experts who have a thorough study and deep understanding of the job and who are authoritative experts in the field, and through their detailed analysis and comparison of job-specific competencies, brainstorming and discussion, and then going through the screening and optimization process, finally determining the competency indicators. Thus, a competency model is established (Garman et al., 2018).

The behavioral event interview method is a method of face-to-face interviews with interviewees, through which very effective information can be obtained in a short period of time to obtain competencies. It is also currently recognized worldwide as the most effective method for constructing competency models (Garman et al., 2018; Rivers et al., 2019). The behavioral event interview method focuses on the interviewees describing two to three events of their successes and failures at work, the reasons for the successes and failures, what kind of results they produced, what kind of impact they brought, etc. Finally, the content of the interview is analyzed, organized, and summarized to determine the competencies presented by the interviewer, thus creating a competency model (Bliven & Jungbauer, 2021).

Questionnaire method, a method of collecting and analyzing data from research subjects by designing professional and targeted questionnaires based on specific subjects and after scientific analysis.

2.4.3 Talent evaluation center technique

Evaluation center is a comprehensive embodiment of talent selection tools, including psychological tests, leaderless group discussions, briefcase tests, case studies, mock

meetings, structured interviews, etc. It is a multi-dimensional, multi-method and multi-expertbased assessment technique. Broadly speaking, the evaluation center includes three major types of techniques: psychological tests, situational simulations, and interviews. Psychological tests: divided into four categories: personality, aptitude, motivation and values tests, and interest tests. Situational simulations: including leaderless group discussions, briefcase tests, case studies, mock meetings, etc. Interviews: divided into structured interviews, behavioral interviews, and situational interviews. Evaluation centers in a narrow sense refer only to situational simulation techniques (Stufflebeam, 1994).

The characteristics of evaluation center include multidimensional, the evaluation will be from the brain factor, interpersonal factors, personal qualities, etc.; multi-method, the evaluation will use psychological tests, situational simulation, interviews, etc.; multi-expert, several evaluators to assess the candidate. It can be an internal interviewer or an external interviewer or consultant. If we combine the use of structured interviews and other assessment tools in the process of evaluating candidates, rather than artificially assessing them, then it is a typical evaluation center. If the evaluation of a candidate is based on the results of only one structured interview or a series of structured interviews, or if only one person evaluates the candidate, then it cannot be called an evaluation center.

The main steps of the talent evaluation center technique: first determine the job task, collect relevant information, analyze, and identify the skills, knowledge and abilities that should be evaluated, etc. Select evaluation methods, design evaluation tools, develop evaluation criteria, and identify evaluators. Next, collect data through various evaluation methods (e.g., interview, test, observation, etc.) to evaluate the evaluatees. The collected data are processed and analyzed to produce evaluation results such as the evaluated person's ability and potential. Finally, feedback and application. The evaluation results are fed back to the evaluatees and relevant stakeholders to provide a basis for organizational decision making, training and development (Kinarsky, 2018).

The application of talent evaluation center mainly includes, talent recruitment, using the methods and tools of talent evaluation center to conduct comprehensive evaluation of recruiters and improve recruitment efficiency and accuracy. Job evaluation, by using the technical tools of talent evaluation center to evaluate a variety of different jobs and identify suitable candidates. Employee development, by evaluating employees to determine their strengths and weaknesses and providing a basis for employee training and development. Performance management, by using the technology of talent evaluation centers to evaluate employees' performance and provide a basis for compensation management and employee motivation. Organizational development, which provides support and guidance for talent development and management in the organization through the evaluation of talent within the organization.

3. Research Methodology

This paper adopts the documentary method, and the article collates and summarizes the theories and literature related to human resources, human resource management, competency theory, iceberg theory, onion theory, planning of talent selection methods and

evaluation, and talent selection and evaluation criteria. In the process of literature review, it was found that talent selection and evaluation exist in certain variability due to different research objects and research backgrounds.

Among them, competency theory, iceberg theory, and onion theory were used to analyze the competency requirements of talents in human resource management, the definition of criteria, and from theoretical research to landing in human resource management.

Specifically, the competency theory, the iceberg theory and the onion theory are used as the basic theories.

1. Optimize and revise the competency requirements for candidates in the existing recruitment activities, and form the interview assessment form

2. Clarify and integrate the existing requirements of each position, combine with the theory to classify the required competencies of the position, do different requirements of different positions according to the characteristics of the position, match the person with the position, and form the position requirements.

3. Accumulation of talent pool and reserve talent, talent pool from paper documents to electronic documents, the establishment of talent database, increase the search, keyword notes, job classification, personal traits and potential description.

Specifically, there are the following conclusions:

1. CSCG does not focus on manpower selection and evaluation planning

2. Talent selection mechanism is solidified and there is no scientific, reasonable and fair talent selection and evaluation system

3. The standard of job competency is not clear, and the ability of talents and positions are not matched, resulting in unsuitable people doing unsuitable things and unable to meet the requirements of positions.

4. Finding and Conclusion

Through reading and collating many domestic and international scholars research results on human resource management, as well as an in-depth study of China Construction Group's human resource and talent selection system, we can find that the scope of the study mainly revolves around talent selection methods and evaluation standard, talent capability. The traditional talent selection system for Chinese construction industry is no longer applicable in today's fast development phase of the industry, and it is imperative to establish the faired and objectivity of talent selection methods and evaluation standards. Today, the talent capability vigorously promotes be not ignored. Through the study of the above-mentioned relevant literature and the example of China Construction Group's, we have the following findings and conclusions:

4.1 The current situation of the talent selection methods and evaluation standards of China Construction Group

Not paying attention to talent forecasting and planning. With the development of the enterprise, some contradictions are becoming more and more prominent: China State

Construction Group, as a state-owned building construction enterprise, the status quo of the enterprise is the need for talent is difficult to come in, come in cannot be retained; unwanted personnel cannot get out, resulting in the aging phenomenon is serious.

The phenomenon of brain drain is serious. In China Construction Group, many talents gradually lost their interest and passion for work because they could not see their own development prospects and promotion opportunities, and flowed to real estate, private, engineering audit, project supervision and other enterprises with better development prospects. China Construction Group has become a talent training and transportation base.

Lack of effective incentive mechanism. Employee income does not reflect individual positions, abilities, and contributions; income is not closely related to abilities and contributions; technical backbone and management backbone have low satisfaction, and it is easy to lose talents. Salary has lost the role of incentive.

Not pay attention to the career development of talents。 China Construction Group's lack of vocational training and training mechanism for talents, many employees just when the leadership as a work pursuit of wood pen oh ah, lack of planning and awareness of career development. Work for a long time that is just mixing.

In the process of studying the talent selection and evaluation system of China Construction Group, it was found that the system lagged and lacked advance planning.

4.2 Establish a fairness and accuracy of talent selection method and evaluation standards for China Construction Group

Through the study of China Construction Group's talent selection system, we clearly understand that the development and application of competency quality model should be vigorously promoted in human resource management. The job descriptions output from the analysis and evaluation of enterprise positions can only simply describe the knowledge and skills required for the positions，but cannot clearly define the qualities required for the positions. And we know that to make the position personnel maintain excellent performance level for a long time, only certain knowledge and skills are far from enough, quality is the key factor to drive a person to maintain excellent performance. Therefore, more and more companies are bringing the application and research of quality models to an unprecedented level. The development and application of quality models can not only solve the long-standing problems of enterprises such as the lack of criteria to evaluate candidates objectively in the recruitment process and the poor quality of recruitment. Moreover, i through the study of China Construction Group's talent selection system, we clearly understand that the development and application of competency quality model should be vigorously promoted in human resource management. The job descriptions output from the analysis and evaluation of enterprise positions can only simply describe the knowledge and skills required for the positions，but cannot clearly define the qualities required for the positions. And we know that to make the position personnel maintain excellent performance level for a long time, only certain knowledge and skills are far from enough, quality is the key factor to drive a person to maintain excellent performance. Therefore, more and more companies are bringing the application and research of quality models to an unprecedented

level. The development and application of quality models can not only solve the long-standing problems of enterprises such as the lack of criteria to evaluate candidates objectively in the recruitment process and the poor quality of recruitment. Moreover, the research objective of this paper can be achieved - to establish a fairness and accuracy of talent selection methods and evaluation standard for China Construction Group.

Practice has also constantly proved that companies that attach importance to enterprise human resource management have good performance in terms of development scale and growth momentum. Talent selection, as an important part of HRM, plays an important role in the input of fresh blood into the organization, which is very important to improve the overall quality of the company, improve the management level, make the company invincible in the fierce market competition and make the company's management work implemented and the strategy and organizational vision realized.

First，the study concluded that the company's rewards and punishments for employees in the selection plan, talent development and training programs, and the company's talent recruitment and selection plan have a direct impact on the planning of talent selection and evaluation. Work turnover rate and the establishment of talent management information system also directly affect the human selection and evaluation system.

By combing and summarizing the literature on talent selection methods and evaluation planning with talent evaluation center technology and human resource management theory as the main contents, the talent selection and evaluation planning was summarized into the following aspects, namely, reward and punishment measures, training and development plan, recruitment and talent introduction plan, separation and mobility management, and talent management information system.

Secondly, through the study of China Construction Group's talent selection system, we clearly understand that the development and application of competency quality model should be vigorously promoted in human resource management. The job descriptions output from the analysis and evaluation of enterprise positions can only simply describe the knowledge and skills required for the positions，but cannot clearly define the qualities required for the positions. And we know that to make the position personnel maintain excellent performance level for a long time, only certain knowledge and skills are far from enough, quality is the key factor to drive a person to maintain excellent performance. Therefore, more and more companies are bringing the application and research of quality models to an unprecedented level. The development and application of quality models can not only solve the long-standing problems of enterprises such as the lack of criteria to evaluate candidates objectively in the recruitment process and the poor quality of recruitment. Moreover, it can solve the problems of enterprise human resource management in all aspects such as training, assessment, promotion, motivation, and salary increase.

The research process found that the talent selection and evaluation system of the enterprise was backward and single, lacking in science, and not in line with the needs of CSCG. By combining the competency theory, iceberg theory, and onion theory with the existing talent selection and evaluation system, a new talent selection and evaluation scale

was established.

The process of the study found that the talent selection and evaluation system of the enterprise.

Third, in the study, the competencies and skills in Selection Standard are closely related to career development and knowledge and skills, and there is a mutual correspondence between job performance and job requirements, and the development potential of talents is inevitably related to the innovation and adaptability of employees. Everything that is done in advance is done in advance. Any change in an organization may involve people and things in all aspects, involving the re-matching of resources, the redistribution of rights and the change of habits, and for an enterprise like China Construction Group, the difficulty of optimizing the talent selection system is self-evident. However, access to quality talent resources is an important guarantee for the transformation and upgrading of CSCG and the implementation of new businesses and strategies. The organization must provide certain guarantees from top to bottom in terms of systems and processes, assessment and incentives, and employer branding to promote the smooth implementation of the optimized system.

In this paper, the literature of talent selection and evaluation criteria and talent evaluation techniques are sorted out, and the main research contents include six aspects: competence and skills, job performance, potential and development, values and behavior, experience and background, adaptability, and stability. Combined with competency model and HRM theory, the problem design is carried out and the existing problems are solved.

5. Recommendations

The competition of enterprises is ultimately the competition of talents. As an important part of human resource management, talent selection often requires internal resources from all aspects of the organization. For China Construction Group, the reliance on talent and talent capability is stronger than any other enterprise.

5.1 Emphasis on talent selection and training

The Human Resources Department of China Construction Group, as the competent department of human resources of the company, needs to keep up with the times to maintain the advanced and effective selection system and ensure that the talents selected through the selection system are always the ones required to meet the company's strategy and business development; on the other hand, it needs to continuously promote and apply the selection system in the company, train the managers at all levels of the company so that they can understand the company's selection system and consciously follow the rules of the system. Talent selection must be in line with the company's culture and values, and firmly oppose the practice of not passing the system or lowering the talent entrance standards without authorization.

5.2 Improve the talent selection incentive system

For an enterprise to have talent is the future, high-quality talent is the core competitiveness of the future of the enterprise, which is more so for a fully competitive market in China Construction Group, whether to attract external talent to join or retain internal talent, the motivation mechanism must solve the problem, which in the human resources market for most enterprises to follow the common law of value. The sharing of employee value realization and enterprise value distribution is a relatively low-level incentive, more of a short-term incentive, material incentive. China Construction Group must also improve in the following two aspects to make the ground implementation of the talent selection system and attract the industry's best talents to join.

5.3 Optimize the talent selection system

China Construction Group talent selection system optimization program is a systematic management project, only rely on the company's top management attention, human resources unremitting implementation is far from enough, is unable to achieve the goal of system optimization. Therefore, it is necessary to provide a good system guarantee for the optimization of the talent selection system of China Construction Group, and managers at all levels must improve the existing system management within the company, especially the establishment of a comprehensive human resource management system. High-quality talents are the most valuable assets of China Construction Group, and the elements that constitute the high quality of employees, such as knowledge, skills and quality, can be realized through learning. In such a mobile Internet era with fierce competition and diverse changes, individual learning, organizational learning, and lifelong learning have become topics that organizations cannot avoid. Talent cultivation is a long-distance project.

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Appendix

Questionnaire on Company Employees' Perception of Remuneration Management

Dear members:

Thank you for taking the time to fill in this questionnaire!

Please think carefully about each option and select the one you think is the most appropriate, this questionnaire is anonymous, thank you for your cooperation!

Part I: Basic Information

1　Gender:

A. Male B. Female

2　Years of entering the unit (years):

A.1-2 B.3-5 C.6-9 D.10-14 years E.15 years and above

3. Age level (years):

A.18-24 B.25-30 C.31-40 D.41-54 E.55 years or above

4　Your education level:

A. Specialist and below B. Bachelor's degree C. Master's degree D. Doctor's degree

5　The monthly salary range of the post:

A. below 5000 B. between 5000 and 10000 C. above 10000

6　Your job category:

A. Middle management B. General management C. Production staff D. Engineering staff E. Support staff

Part II: Compensation System

1　How much do you know about the company's remuneration system?

A. Very much B. Comparatively C. General understanding D. No understanding

2　Do you think the company's remuneration system is scientific?

A. Very scientific B. Comparatively scientific C. General D. Very unscientific

3　Do you think the company's remuneration system is reasonable?

A. Very reasonable B. Comparatively reasonable C. General D. Very unreasonable

4　How satisfied are you with your personal remuneration from the company?

A. Satisfied B. Basically satisfied C. General D. Very disappointed

5　Are you able to participate in the design (modification) of the remuneration scheme?

A. Frequent participation B. Certain opportunity to participate C. General D. Few opportunities E. No opportunity at all

6　What kind of remuneration system do you think the company is currently

using?

A. Position (job) salary B. Also, on salary C. Skill salary D. Performance salary based on position salary E. Other (please specify)

7　Has the remuneration system been adjusted since you entered the company?

A. Yes　　B. No

Part III: Remuneration Fairness Survey

1　Do you think the company's salary is fair?

A. very fair B. general C. unfair D. very unfair

2　How do you think your salary level is compared with those in the same position in the same industry in this area?

A. Very high B. Equal C. Slightly lower D. Very low

3　Do you think you are rewarded for your work?

A. Higher than expected B. Normal C. Lower than expected D. No return at all

4　Do you think you can show your personal value in your work?

A. Very much B. Should be C. Not too much D. Not at all

5　Do you think your salary is equal to your work performance?

A. Very equal B. Comparatively equal C. General D. Not equal E. Very unequal

6　If you think it is unfair, what is the reason? (Optional items can be left out)

A. Remuneration depends purely on the level of the salary position, and the correlation with performance is very weak.

B. There is no reasonable pay decision mechanism, pay arbitrariness.

C. Employees are paid differently for the same job

D. The level of one's own remuneration is not in line with the contribution one has made.

E. Others (please specify)

Part IV: Remuneration Satisfaction Survey

1　You are satisfied with your personal salary?

A. Very B. Comparatively C. Generally, D. Generally, not E. Very not

2　You are satisfied with the company's current implementation of the welfare system?

A. Very B. Comparison C. General D. General not E. Very not

3　What is your degree of satisfaction with the company's current assessment indicators and performance pay?

A. Very B. Comparison C. General D. General Not E. Very Not

4　How satisfied are you with your salary growth in the past year?

A. very B. comparative C. general D. general not E. very not

5　What is your degree of satisfaction with your current working environment?

A. Very B. Comparison C. General D. General Not E. Very Not

6　How do you think the working atmosphere between colleagues?

A. Very B. Comparison C. General D. General not E. Very not

7 Do you have a sense of belonging to the company?

A. Very much B. Comparatively C. Generally, D. No E. Very little

Part V: Remuneration Incentive Survey

1 Do you think the remuneration incentive role on the degree of influence on the development of the enterprise?

A. Very much B. To a certain extent C. Can't say D. No

2 Are you satisfied with your career development space and job promotion?

A. Very B. Comparison C. General D. General not E. Very not

3 Do you think the current company's salary system on the degree of attraction of talent?

A. Very big B. To a certain extent C. Not good to say D. No

4 Will you often be affirmed and encouraged in your usual work?

A. Often B. Occasionally C. No D. Not at all

Part VI: Competitive Remuneration Survey

1 Do you think the company's remunerations are transparent?

A. Very transparent B. Comparatively transparent C. General D. Non-transparent E. Don't know

2 Compared with other enterprises in the same region, is your company's remuneration system competitive?

A. Very strong B. Stronger C. General D. Not strong E. Very bad

3 Does your company have strong competition for positions?

A. Very strong B. Strong C. General D. Not strong E. Very bad

4 What do you think is the strategy for the external competitiveness of the company's salary level?

A. Leading B. Following C. Lagging D. Mixed

5 You think the company salary level adjustment should be based on what?

A. Market B. Performance C. Position D. Ability

Part VII: Other Related Information Survey

1 What do you think are the reasons for colleagues around you to leave their jobs (multiple choice):

A. Salary and welfare B. Upward space C. Interpersonal communication D. Work environment E. Working hours F. Other (please fill in)

2 If the company optimizes the current salary system, which part do you most want to optimize (single choice)

A. Basic salary B. Performance pay C. Learning and promotion opportunities D. Job promotion E. Paid holidays F. Other (please list)

3 Do you have any additional instructions to add? (Please fill in)