

Research on the Interoperability of Leadership Development Channel based on Incentive Sensitive Factors

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ABSTRACT

To focus on enhancing the pertinence of the construction of talent development channels of State Grid Henan electric power company, strengthening the attraction level of relatively weak channels such as expert channels, and better development of outstanding young leaders of State Grid Henan electric power company in each channel. This paper focuses on the interoperability between leadership development channels based on incentive sensitive factors. Through analysing the problems faced in talent team of State Grid Henan electric power company, we can carry out frontier exploration and breakthrough research on the important links in the construction of three sequences channel for the development of excellent young leaders, such as channel interworking, identification of incentive sensitive factors and improvement of channel attraction. Some supporting tools and methods put forward preliminarily. This paper will strive to provide support and reference for the next step of talent team construction of State Grid Henan electric power company.

Keywords: Talent development channel, incentive sensitivity, organizational structure optimization

1. INTRODUCTION

On March 16, 2020, the Party group of State Grid Corporation held a special meeting to study and determine the strategic objectives leading the long-term development of the state-owned enterprise. The meeting stressed that we should adhere to strategic victory and strengthen strategic guidance, and strive to build an international energy internet enterprise.

Henan electric power company is a wholly-owned subsidiary of State Grid Corporation of China, which undertakes the important port of providing reliable power guarantee for the economic and social development. The scale, orientation and future development of Henan company need the support of high-quality talent team. Especially from the perspective of the development of the power grid industry "facing the future, orderly inheritance, exploration and innovation and successors", it is a very urgent and realistic assignment to forge the team of excellent young

leading cadres and cultivate the talents of excellent young cadres in [1].

Based on the fundamental problems of enterprise personnel management, this paper makes cutting-edge exploration and breakthrough research on the important links in the construction of the "three sequence" channel for the development of excellent young leaders, such as channel inter-working, identification of incentive sensitive factors and improvement of channel attraction, and puts forward supporting tools and methods.

2. OVERVIEW "THREE SEQUENCES"

The three sequence channels specifically refer to the three routes for the development of young leaders, including positions, staff level and experts. The position sequence is the traditional career development channel for employees. As the enterprise management, employees obtain career development by serving as leading cadres at different levels; staff level sequence

can be promoted vertically and step by step, or developed horizontally with position sequence and transferred in two directions; experts sequence is created for talents with development space from the perspective of professional technology.

The proposal of the three sequence channels has both historical reasons and practical considerations. Each channel is formed by natural reasons and artificially set after the day. It has the characteristics of congenital imbalance in attraction and smoothness. Therefore, we need to carry out multi-level verification research on the specific degree of smoothness. The ultimate goal is to guide us to meet the needs of effective guidance from the design aspects of setting the difficulty of leading cadres' talent selection conditions and policy matching guidance through the research results.

First of all, we make full caliber statistics on the current personnel distribution of three sequences of company. According to the statistical data, the personnel distribution map of the three sequences channel is drawn according to the post level and sequence, so as to comprehensively grasp the overall distribution and preliminarily judge its distribution balance. Make a detailed inventory of the existing personnel in the three series channel. Including the basic information of personnel, such as post level, gender, age, years of work, educational background, major, professional title or skill level, years of service at this post level, performance points in recent three years, conditions for early appointment or promotion Priority conditions, promotion veto conditions, etc. Provide data basis for the latter three levels of analysis in [2-3].

After completing the statistics of the basic table of inventory data, analyze different channels and levels by category, preliminarily analyze the composition of personnel and classify them, such as the age composition, hard standards, performance ability of existing personnel at a certain level of a certain channel, as well as the promotion, reserve and possible transformation of the channel in the next step, preliminarily grasp the personnel structure at all levels within the three channels sequence, so as to provide an initial basis for channel optimization and personnel reserve.

3. RESEARCH ON INTEROPERABILITY BETWEEN THREE SEQUENCES CHANNELS

The so-called interoperability research is to analyze the rise of employees to the corresponding level in each channel, the competition they face, the length of time required, the difficulty of the soft and hard conditions they need to meet, the total cost they need to pay, etc. Study whether the rising difficulty coefficient of each

channel is balanced, so as to judge the rising smoothness of each channel through empirical research.

3.1 Selection of research samples

At least 30 representative samples shall be selected for each channel, and the samples shall be representative of positions and levels. Secondly, the specific position personnel involved in the sample need to have a more general representative significance in [4]. In addition, the selection of sample positions is the responsibility of the human resources department, which will be determined after soliciting the opinions of the unit and department. The selection of sample personnel shall be proposed by the person in charge of the unit to which the sample post belongs, and the human resources department shall jointly study and determine it with the expert group.

3.2 Provision of comparative data

The basic data is obtained from the data of three channels personnel distribution and comprehensive inventory. Combined with the document notice of State Grid Henan electric power company on printing and distributing the implementation rules for the management of staff rank sequence of State Grid Henan electric power company, we can know the length of time required for each sequence to rise to the corresponding level and the hard conditions to be met. At the same time, the human resources department shall provide the soft conditions required for each sequence to rise to the corresponding level, or other conditions to be compared under the same hard conditions, such as the length of training. Finally, combined with expert opinions, judge whether there is a need for other data to provide support in [5].

3.3 Give standard scores for the difficulty of each condition

The analytic hierarchy process is used to analyze and compare with the factors involved in the promotion, and the evaluation method is used to score the factors involved, so as to make use of the analytic hierarchy process and scoring method in [6].

3.4 Empirical analysis of specific posts and personnel

Calculate and count the selected specific posts and personnel according to their basic situation and promotion conditions and the standard scores, summarize each sample for comprehensive analysis, and obtain the total cost required for promotion of each channel, so as to judge the difficulty of vertical development of each channel.

3.5 Analyze the combination of competition and difficulty to draw the conclusion of smoothness

Through questionnaire and interview research, judge the channel competition, the number of personnel, competitive strength, etc. combined with the difficulty of promotion of each channel, comprehensively draw the conclusion of the smoothness of the channel, so as to guide the construction and adjustment of the channel.

According to the data of personnel migration and circulation in recent 3 to 5 years, analyze the interoperability between channels. Set the positions migration matrix, draw the main personnel migration flow path map, analyze the current channel levels and between channels, where the congestion and dredging are, and verify whether the arteries and micro-circulation are blocked.

Research on the intention of channel selection. Select a large sample size by level for empirical research and analysis, investigate their career development planning and channel selection intention, and judge based on the current channel attraction, the smoothness of each channel and personnel satisfaction.

4. RESEARCH ON INCENTIVE SENSITIVE FACTORS OF THREE SEQUENCES CHANNEL

The channel construction of posts, staff levels and experts must find and grasp the point that is truly attractive to talents. We call this point incentive sensitive factor. Sensitive factors also have the characteristics of high and low sensitivity. Applying a little force to high sensitive factors may produce a very incentive effect. Conversely, applying a little force to low sensitive factors may only produce a two-point incentive effect. Therefore, this paper will focus on this research.

It is necessary to further extend the relevant work to "individuals" and "people", realize the effective guidance of "individuals" and "people", and help talents understand themselves and make personal development plans while organizing the talent planning of leading cadres, so as to achieve the best match. People affected by different regions and cultural environments, people affected by different subcultures, people with different educational backgrounds or age and gender structures, and people at different stages of historical and practical development may choose different channels under the same conditions. Therefore, in order to maintain the smoothness of the channel, it is also necessary to clarify the incentive sensitive factors, use the research results to guide the implementation and application of the channel construction, timely carry out value guidance, adjust policy guidance, etc.

4.1 Extraction of channel incentive sensitive factors

The positive and negative influence factors of the company, such as the combination of positive and negative incentive factors, are designed in the form of the classical incentive theory, and the combination of the positive and negative incentive factors, such as the combination of the positive and negative incentive factors of the company. The positive and negative incentive factors are presented in the form of the classical incentive theory, the combination of the positive and negative incentive factors of the company. Provide first-hand data and scientific basis for channel construction and corresponding adjustment of policies and measures.

In the next empirical research, the two-way incentive sensitive factors need to be interviewed and investigated by questionnaire, so as to make the induction of sensitive factors more objective and comprehensive and closer to the reality of each channel. The research will also combine the research results of channel interoperability to further calculate the time cost of promotion or conversion of talents under the existing policies.

4.2 Design channel incentive sensitivity evaluation tool

Analytic hierarchy process is used to determine the ranking of sensitive factors. The analytic hierarchy process of sensitive factors is only used for the research of importance ranking, and is not quantified. Take the positive incentive sensitive factors of job channel as an example, as shown in the Figure 1 below:

Fast promotion	High income	Great power	Work environment	Training studying	Social status	Play space	Develop space	Work freedom
High income								
Great power								
work environment								
Training studying								
social status								
Play space								
develop space								
work freedom								

Figure 1 Dupty channel positive sensitive factor analytic hierarchy process

The blue area is the scoring area, which is scored with the mark five scale. Each two factors are compared in pairs, and the attraction of each sensitive factor to leading cadres and talents is obtained through comprehensive statistics and ranking. High score means that talents are highly sensitive to this factor. We need to focus on supporting policies, incentives and guidance. If the score of negative incentive factor is high, it means

that this factor is an important reason why talents are unwilling to choose this channel. In the research of countermeasures, targeted improvement is needed to reduce its impact, or additional preference is given in policies and measures, so as to turn disadvantage into advantage and enhance the attraction of the channel.

4.3 Form the evaluation and analysis conclusion of channel incentive sensitivity

High incentive factors have a great impact on the selection of talent channels, but in reality, a single incentive factor is often not enough to affect the selection of talent channels. The fierce competition in local areas, the personality characteristics and career planning of talents may cause talents to make "rational" but not "optimal" choices in channel selection, which refers to the best. It includes not only the optimal concept in a long period of time at the individual level, but also the overall optimal concept at the organizational development level.

Therefore, based on the analysis and ranking of channel incentive sensitive factors, we need to do further research and demonstration. Through the combination of incentive sensitive factors, we can maximize the effect of positive incentive and minimize the influence of negative incentive factors, so as to achieve the purpose of increasing the attraction of relatively weak channels and more balanced distribution of talents in each channel.

5. IMPLEMENTATION AND MANAGEMENT SUGGESTIONS FOR OPTIMIZING THE CONSTRUCTION OF "THREE SEQUENCES" CHANNELS

According to the actual needs of the implementation of the three channel system, the corresponding management and operation rules are designed, including channel management responsibilities, channel selection, channel path planning assistance, lifting rules in channels, migration rules between channels, etc. The first goal is to make the flow of cadres and talents in the channel orderly through unified rules; Second, reasonably guide and regulate the number of "to be passed" talents in and between channels, improve the efficiency of talent flow, and meet the needs of the company and business development to the greatest extent. The operation rules of channel construction will be combined with the talent resource pool to realize the reserve, management and orderly operation of talent management.

5.1 Organization division and responsibilities of channel management

The Organization Department of the Party

committee (personnel director department) is responsible for the overall organization of channel management, and all departments and units are the implementation units of channel management. The responsibilities of the Organization Department of the Party committee (personnel and director department) include: formulating, promulgating and organizing the implementation of the overall plan of channel construction; Be responsible for monitoring the channel operation, putting forward opinions and suggestions on channel construction and adjustment, and organizing discussion and determination; Be responsible for the research on the improvement of channel attraction and issue relevant special measures; Be responsible for guiding the implementation of channel construction of all departments and units.

The responsibilities of each department and unit include: being responsible for implementing to all grass-roots units according to the overall scheme of channel construction; Be responsible for the approval of the lifting, promotion and conversion of channel personnel within the scope of authority and responsibility; Collect problems in the process of channel construction and feed back to the human resources and management department in time; Be responsible for the cooperation and organization of investigation, evaluation and other work in the process of channel construction.

5.2 Suggestions on Optimization of lifting rules in the channel

According to the current actual situation, the rise and fall in the channel and the job sequence are mainly implemented according to the relevant regulations of the cadre management system of the State Grid, and there are relatively perfect procedures and rules. Staff sequence Henan company has implemented the notice of State Grid Henan electric power company on printing and distributing the implementation rules for staff rank sequence management of State Grid Henan electric power company. The expert sequence has not established a special system. Suggestions for this project:

5.2.1 suggestions on job sequence channel rules

(1) Implement in accordance with the relevant regulations of the State Grid cadre management system;

(2) It is suggested to set the working years of expert channel in the cadre channel. On the one hand, it is to meet the needs of comprehensive cadre quality requirements required by the development of energy Internet in the future. On the other hand, it is to take this measure to enhance the attraction of expert channel.

(3) It is suggested to increase the assessment of performance ability on the basis of cadre selection and

investigation. Only those who pass the assessment are qualified to enter the cadre channel or promote upward in the cadre channel.

5.2.2 suggestions on employee sequence channel rules

(1) It shall be implemented in accordance with the document on printing and distributing the implementation rules for staff rank sequence management of State Grid Henan electric power company;

(2) Further work can be carried out to verify the operation within five years and adjust some lifting standards in combination with the multi-layer verification research on the smoothness of the "three channels" in the next step. It is mainly necessary to pay attention to whether the number of personnel entering the employee sequence is reasonable, whether the hierarchical distribution of the employee sequence is reasonable, and whether the proportion of personnel transferred from the job channel to the employee channel and promoted in the employee channel is reasonable. Adjust the initial setting conditions according to comprehensive judgment.

5.2.3 Suggestions on expert sequence channel rules

(1) In order to increase the attractiveness of expert channels, it is suggested that the promotion difficulty of expert channels can be moderately relaxed.

(2) It is suggested to take the working experience and certain years of the expert channel as one of the prerequisites for the promotion of the post channel, and encourage new employees to choose the expert channel as the starting point of career development, so as to enhance the attraction of the expert channel.

(3) It is suggested that the company should pay more attention to the treatment of expert channel personnel on the basis of the salary point system, which can be tilted in determining the salary point.

5.3 Suggestions on Optimization of inter channel inter-working migration rules

(1) It is suggested to form a new mode that all channels can communicate with each other, and establish corresponding guarantee mechanism to divert talents and avoid getting together. At the same time, it can also meet the needs of cultivating compound talents through the communication between channels. In particular, the barriers between expert channels and other channels need to be broken.

(2) It is suggested that new entrants should start from the expert channel and transfer to other channels after reaching a certain number of years and conditions.

(3) It is suggested to take the expert channel as the main relocation place of the staff channel and reduce the number of relocation from the job channel to the staff channel.

(4) It is suggested that the staff channel should be designed as a "transit station" for the migration of experts to positions.

(5) It is suggested that the expert channel should be used as the "training and training base" for the training of "pier seedlings" of leadership talents in the post channel and staff channel. Before being promoted to a key level or transferred to an important post, it can be adjusted only after the professional precipitation of the expert channel.

6. CONCLUSION

According to the actual needs of the implementation of the three channel system, the corresponding management and operation rules are designed, including channel management responsibilities, channel selection, channel path planning assistance, lifting rules in channels, migration rules between channels, etc. The first goal is to make the flow of cadres and talents in the channel orderly through unified rules; Second, reasonably guide and regulate the number of "to be passed" talents in and between channels, improve the efficiency of talent flow, and meet the needs of the company and business development to the greatest extent. The operation rules of channel construction will be combined with the talent resource pool to realize the reserve, management and orderly operation of talent management.

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