

# Research on Exploring the Implementation of Talent Management——Taking Hebei Construction Group as an Example

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**Abstract:** Talent management is a crucial prerequisite for the development of any organization and plays a pivotal role throughout the company's growth journey. This research focuses on the talent management practices of Hebei Construction Group aiming to analyze its current approach and provide recommendations for improvement.

**Keywords:** Talent Management; Company

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## 1. Introduction

Talent management refers to a series of systematic and integrated business processes aimed at enhancing an organization's core capability to attract and retain outstanding talent, ensuring that the organization has a sufficient pool of highly skilled individuals to meet current and future business strategies and challenges<sup>[1]</sup>. This process involves the efficient coordination and integration of several systems or practices, such as talent acquisition, training, career development, performance management, incentives, and succession planning. In today's business environment, which is characterized by unprecedented complexity, organizations need to identify, attract, recruit, develop, and retain talent to effectively respond to challenges<sup>[2]</sup>.

### 1.1 Background of the Company

Hebei Construction Group currently has 9,143 employees, including over 200 experts, doctors, and masters who receive subsidies from the State Council and various levels of government. The company has 3,164 registered personnel, including over 2,100 first-class registered constructors.

Hebei Construction Group adheres to and promotes the corporate spirit of being a "thoughtful enterprise" and a "corporate entity with integrity and moral character." It strives to fulfill its mission of "creating space with love." It continuously improves its ability to serve customers and has achieved rapid development with the support of society and its vast customer base.

### 1.2 Literature Review

Talent is regarded as a unique strategic resource and a core element in achieving sustainable competitive advantage<sup>[3]</sup>. Finding and retaining talent, in terms of quality and quantity, has always been a continuous challenge for organizations<sup>[4]</sup>. Surprisingly, little is known about how talent management is conceptualized, implemented, and developed within organizations, let alone its outcomes and effectiveness. This can be partly explained by the fact that talent management is often designed and implemented as a rational and instrumental process detached from its organizational context and interconnected actors<sup>[5]</sup>. Although research has been conducted in a broad context, encompassing nations and organizations, the influence of contextual factors and the role of actors in the conceptualization and implementation of talent management within specific contexts have been largely overlooked. Therefore, talent management scholars are increasingly adopting a more critical perspective and conducting research in a more nuanced manner to understand the role of context in their research design, execution, and analysis<sup>[6]</sup>.

## **2. Talent Management System**

### **2.1 Talent Development**

Respect the regular and scientifically plan the development path of talents. Based on the development strategy of the group, we will coordinate and plan the growth path of the talent team. Firstly, we classify the talent accumulation period, learning period, achievement creation period, and subsequent development period, and provide policy support and assistance for talents at different stages. We scientifically formulate career development channels and set multiple promotion standards for different types of talents, helping them mature and develop. We clarify the key events and challenges that talents must experience during their growth, link talent development with enterprise transformation and upgrading, encourage talents to take on heavy responsibilities, and forge ahead. We clarify the external environment, institutional, and resource support required for talent growth and provide targeted policy support for talent development around the central work.

### **2.2 Supervision Work**

Ensure effective supervision and create a positive atmosphere for striving. Strictly manage the supervision process of cadres and talents, and strictly control the "six gates" to ensure the seriousness and standardization of talent selection and appointment. Firstly, strictly implement the "double signature" on the conclusion opinions on the integrity and self-discipline of cadres to prevent the promotion of corrupt officials. Secondly, strictly follow the selection and appointment procedures and rectify the selection and appointment practices. We strictly enforce the regulations, and based on the actual situation of the group, we develop assessment and evaluation plans, innovate and develop online assessment systems, improve the quality and efficiency of assessment work. Thirdly, we adhere to the combination of assessment and appointment, and combine the assessment results with selection and appointment, training and education, management and supervision, further encouraging advanced individuals, promoting the capable and promoting responsibility.

### **2.3 Selection Criteria**

Emphasize morality and adhere to the selection criteria of prioritizing morality. In the process of cultivating talents and selecting cadres, we adhere to the principle of prioritizing morality. We formulate guiding opinions for the reform of the talent evaluation mechanism, and emphasizing the evaluation based on morality, ability, actual performance, and contribution. We deeply promote the reform of talent evaluation and performance assessment. And improve and optimize the methods of inspecting the political qualities of cadres and carry out political quality assessments in the work of cadre appointment inspection, annual assessment, and probationary period conversion to provide accurate basis for selecting and appointing cadres. We combine education with scenarios and hold a three-day training session once a year.

### **2.4 Management Training Project**

Implement the Management Trainee Program to inject fresh blood into the talent pool. Innovatively implement the Management Trainee Program based on business needs and strategic planning, providing a new way to select and cultivate high-quality talent for the group. First, the selection of Management Trainees adheres to the principle of political integrity as the foundation and potential development as the core, with a reasonable selection plan to ensure the quality of selection. Second, Management Trainees are provided with specialized business and moral education dual mentors, guiding and cultivating them from setting challenging work goals. Third, after the training period, a specialized assessment is conducted, selecting outstanding Management Trainees as business backbones, and their political performance, work performance, and completion of training are evaluated from multiple dimensions. Fourth, the group collaborates both internally and externally, jointly conducting talent recruitment, jointly undertaking the training of Management Trainees, sharing the results of their training, and providing organizational guarantees for the successful implementation of the Management Trainee program.

## **3. Discussion**

### **3.1 Recruitment**

During the interview, the HR representative mentioned that the group employs a combination of campus recruitment and social recruitment. Campus recruitment involves visiting various universities, conducting presentations to familiarize graduating students with the organization and generate strong interest. Social recruitment primarily involves posting job advertisements on recruitment websites to attract diverse talent and infuse fresh blood into the organization.

### **3.2 Training**

The group holds employee training programs every year. Through a systematic talent development mechanism, a combination of "external recruitment and internal cultivation" is adopted. The HR representative mentioned the 358 Talent Development Program, which involves different promotion channels and tailored training plans for employees at different stages of their careers. This training approach plays a significant role in the company's development. It not only enhances employees' overall capabilities but also contributes to the growth of the enterprise.

### **3.3 Promotion and Publicity**

The group has created a positive cultural atmosphere through various cultural platforms. The bi-monthly "Group Newsletter" and weekly television news updates keep employees informed about the company's production and operational dynamics. The company's sixteen high-standard display windows and the group's website disseminate various news and information from the central to the local level, promoting the development of the enterprise, highlighting positive achievements, and emphasizing the importance of building a harmonious home. Additionally, these platforms enrich employees' cultural lives during their leisure time.

## **4. Suggestions**

### **4.1 Establishing a Core Talent Pool to Enhance the Capability of Existing Talent.**

Innovate the talent management model by establishing a core high-tech talent pool to provide strong support for business development and enhance the capability of the existing talent pool. Firstly, adhere to the principle of "dynamic management", conducting regular evaluations, and removing those who fail to meet the evaluation criteria, ensuring the quality and level of the core talent pool. Secondly, adhere to the principle of "talent output" by actively engaging in various national and provincial talent selection and development programs, further strengthening talent cultivation efforts, stimulating talent vitality. Thirdly, adhere to the principle of "external connection" by utilizing the core talent pool as a base for recommending and selecting various talents (experts) and external professional and technical talents, in order to promote the leading position of the group in various fields within the province.

### **4.2 Establishing a "Talent Pipeline" and Building a Talent Project to Transform and Upgrade the Talent Management System.**

Innovatively implement three-tier talent development projects and three-level talent training projects to enhance the role of talent projects in the group's business development and facilitate the transformation and upgrade of the group's talent management system. Firstly, through a systematic talent development mechanism and a combination of external recruitment and internal training, establish a multi-level, multi-series talent pool to cultivate talents with both integrity and competence. Secondly, build the brand of talent projects to enhance the sense of mission and responsibility among talents, stimulate their enterprising spirit and innovative mindset. Thirdly, provide resource and environmental support. Allocate special funds for talent development and research and development, specifically for the support and assistance of the "talent project." Fourthly, increase multi-position and grassroots training opportunities for outstanding talents, encourage talent flow to the grassroots level and concentration in key industries. Fifthly, establish a database of information resources for talent project candidates to timely track and grasp the training and changes of candidates at various levels.

### **4.3 Emphasizing "Hierarchical Teaching" to Strengthen the Depth and Breadth of Talent Management.**

To safeguard the political literacy of talents and provide effective support for building specialized talents, training programs are scientifically planned and focus on enhancing driving capabilities and qualities. Different levels and positions of employees are classified and trained according to their specific needs through a hierarchical and tailored training approach. Training plans are scientifically formulated, and various training courses are conducted continuously. Advanced management experience is absorbed and learned from, and a sound and sustainable mechanism for cultural development is established, including mechanisms for publicity, competition, rewards, and personnel management, ensuring that cultural development follows a set of rules and regulations.

## **5. Conclusion**

Despite the challenges of managing employees spread across domestic and international locations, Hebei Construction Group has successfully united its employees with the philosophy of "people-oriented" and "harmony is precious." The group's development strategy has shifted from a focus solely on economic benefits to promoting harmony through culture and seeking overall development. Continuously keeping pace with the times in talent management, creating a favorable talent atmosphere.

The theme of the "Family Culture" is "a harmonious home with responsible individuals." The mission is to "create space with love," and the guiding principle is that employees are not just doing a job but pursuing a career and investing their passion. This fosters a strong sense of responsibility and collective honor among the employees, leading to the creation of a harmonious home.

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