



Research on Talent Team Construction of Power Grid Enterprises Oriented to New Power System Construction

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Abstract. This study starts with combing and analyzing the internal and external situation faced by the construction of talent highland in power grid enterprises, further clarifies the policy context and requirements, and clarifies the new situation and new challenges for power grid enterprises to strengthen the construction of talent highland in the new era. Focusing on the construction of new power system and new energy system, this paper puts forward ideas and measures to continuously strengthen the construction of talent team and comprehensively build innovative talent highland from four aspects: institutional mechanism innovation, talent engineering traction, science and technology team support and salary incentive guarantee, which provides an important reference for power grid enterprises to comprehensively deepen the construction of talent highland and further enhance the effectiveness of talent management.

Keywords: New power system, power grid enterprises, talent team construction

1 Introduction

It is of great significance and far-reaching influence to speed up the construction of high-level talent highland in the new period. Report to the 20th CPC National Congress of the Communist Party of China made special arrangements for "strengthening the support of talents for modernization", and put forward that "education, science and technology and talents are the basic and strategic support for building a socialist modern country in an all-round way", pointing out that "science and technology must be the primary productive force, talents are the first resource and innovation is the first driving force", and at the same time stressing the need to thoroughly implement the strategy of strengthening the country through talents, improve the strategic layout of talents and accelerate the construction of important talent centers and innovative places in the world. These new expressions and new requirements have further pointed out the direction for us to do a good job in talent work in the new era ^[1]. The Central Talent Work Conference pointed out that "national development depends on talents and national rejuvenation depends on talents". Facing the future, we should fully implement the important national thinking on doing a good job in talent work in the new era, firmly establish the strategic position of talent leading development, take the national strategic demand as the guide and the industrial demand as the traction, implement a more open

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and convenient talent introduction and training policy, create a good ecological environment for talent innovation, and steadily push forward the implementation of the measures for building high-level talent highland. Under this background, it is very important to study the mode and path of talent highland construction to adapt to the new power system^[2].

First, the strategic needs of strengthening the country with talents in the new era. The Central Talent Work Conference stressed that it is necessary to thoroughly implement the strategy of strengthening the country through talents in the new era and accelerate the construction of an important talent center and an innovative highland in the world. In accordance with the "3+N" strategic layout, we should focus on promoting the construction of talent highlands in Beijing, Shanghai and Guangdong-Hong Kong-Macao Greater Bay Area, and gradually build and promote platforms for attracting and gathering talents in N central cities after gaining experience, accelerate the formation of strategic fulcrum and pattern, promote the rational distribution and coordinated development of talent regions, and strive to form the advantages of international competition for talents^[3].

Second, the mission of the central enterprise's needs. The State Council State-owned Assets Supervision and Administration Commission (SASAC) held a deployment meeting for talents in central enterprises, stressing the need to thoroughly study and implement the country's important thinking on doing a good job in talents in the new era, fully implement the spirit of the 20th Party Congress, and implement the deployment requirements of the National Organizational Work Conference, the National Organizational Ministers' Meeting and the Central Enterprise Directors' Meeting. Deploy from 2024 to 2025, SASAC will organize a special campaign for talent highland of central enterprises, adopt specific measures to select and support a group of enterprises affiliated to central enterprises with strong talent base, strong innovation ability, heavy scientific research task and good platform carrier to build talent highland, effectively improve the supporting and guaranteeing role of talent work for the central tasks of state-owned central enterprises, and provide talent guarantee for central enterprises to enhance their core functions, improve their core competitiveness, develop new quality productivity and help Chinese modernization^[4].

Third, the actual needs of high-level innovative talents highland construction. State Grid Co., Ltd. took the lead in proposing to improve the working mechanism of talent training, introduction, use and rational flow, and accelerate the construction of high-level talent highland. In recent years, power grid enterprises have focused on emerging frontier and cross-cutting fields, promoted the construction of new power systems by strengthening the power grid with digital intelligence, accelerated the construction of high-level laboratories and new R&D institutions, established "two lists" for scientific and technological personnel training, and continuously increased the construction of talent training bases among provincial power grid enterprises^[5].

This study actively conforms to the new situation of reform and development, aiming at analyzing the new situation and new challenges faced by the talent team construction in power grid enterprises, combining the requirements of talent highland construction and the current situation of talent management in power grid enterprises, and studying the mode and path of talent highland construction in power grid enter-

prises to adapt to the new power system, so as to provide path method support and decision-making reference for power grid enterprises to optimize and improve the talent management system and further strengthen the talent highland construction^[6].

2 Current Situation and Problems in Talent Team Construction of Power Grid Enterprises

Power grid enterprises have taken various measures in talent team construction to promote the company's high-quality development. State Grid Corporation of China attaches great importance to the construction of talent team as the key to the high-quality development of enterprises. China Southern Power Grid Corporation also attaches importance to the construction of talent team, and stimulates the vitality of talent team by deepening the reform of system and mechanism. Both companies emphasize the importance of innovation in talent development, and believe that innovation-driven is essentially talent-driven. By providing more scientific research opportunities, optimizing talent evaluation and incentive mechanism, they encourage employees to actively participate in scientific and technological innovation, thus enhancing the technical level and market competitiveness of the whole company. These measures not only promote the personnel training within the enterprise, but also contribute to the development of the whole power industry.

Facing the new situation of new power system construction, the main problems existing in the talent team construction of power grid enterprises include:

Uneven talent structure: Under the background of "double carbon", the development of electric power industry has a great demand for production operators, but many young people are unwilling to engage in technical work in the front line of production, which leads to the contradiction between supply and demand structure of skilled operators. At the same time, the aging, slow growth and outflow of the workforce have become uncertain variables affecting the supply and demand of talents.

The employee's career development system is not perfect: although the group system has established the development mechanism of the whole career process, it is gradually at a disadvantage in terms of career development platform, growth channel and industry social recognition. Skill level plays little role in enterprise development and employee career development.

The incentive mechanism for employees' technological innovation is not perfect: employees have won benefits for enterprises through technological innovation and patent application, but they have not received substantial rewards, and their innovation motivation is insufficient and their vitality is not strong, especially the vitality of the younger generation has not been really stimulated.

The protection of employees' rights and interests needs to be strengthened: some employees in some enterprises have not taken vacations on time or in full time, their enthusiasm for participating in activities is not high, there is still a certain gap between the activities of trade unions in enterprises and the needs of the times, and the spiritual and cultural life of employees is boring.

The training mechanism of skilled personnel is not perfect: the training content is out of line with the actual work demand, the training mode is single, the talent incentive mechanism is not perfect, and the flow system of talents is lacking.

In view of these problems, power grid enterprises need to take corresponding countermeasures, such as optimizing the talent structure, perfecting the employee career development system, establishing an effective incentive mechanism for technological innovation, strengthening the maintenance of employees' rights and interests, and improving the training mechanism for skilled personnel, so as to promote the healthy development of enterprises.

3 Key Measures for the Construction of Talent Highland in Power Grid Enterprises

Focusing on the construction of new power system and new energy system, we will further unblock roads, optimize structures, improve quality and strengthen incentives through three major measures, focusing on institutional mechanism innovation, talent engineering traction, science and technology team support and salary incentive guarantee, studying and forming a typical model of talent highland construction in power grid enterprises, and putting forward key measures to optimize and improve talent highland construction in power grid enterprises.

3.1 Institutional Innovation

Focus on frontier fields, key core technology fields and strategic emerging industries, and strengthen the joint training of outstanding engineers by using the special training of excellent engineers' colleges and engineering masters and doctors. Combined with the national high-level scientific and technological personnel training project, we will optimize the independent talent training system and the overseas high-level talent introduction mechanism, strengthen the high-end, improve the ladder and lay a solid foundation. Make good use of national innovation carriers, give play to the role of innovative platforms such as national key laboratories and national engineering technology centers to attract high-level scientific and technological leaders and innovative teams. Innovate the organizational form of tackling key scientific research problems, implement the mechanism of "revealing the list", "project chief engineer" and "fault tolerance and error correction", encourage experts to take the lead in major scientific and technological project research and development, key engineering project construction and important management project research, and provide comprehensive, personalized and accurate support for projects, platforms and funds. Improve the evaluation system of scientific and technological talents, pay attention to the original ability to raise and solve major scientific problems, the scientific value, academic level and influence of the results for basic researchers, and pay attention to the supporting role of the project results in the development of new products and technologies for enterprises and the application prospect of the results for applied researchers [7].

3.2 Talent Engineering Traction

Undertake the "100-10,000-100,000" scientific and technological talent team construction of SASAC, and optimize and improve the "three categories and five levels" (three categories refer to scientific and technological research and development, production skills and professional management; Level 5 refers to the power grid enterprise with academicians and chief experts from China Electric Power Research Institute, senior experts from provincial power grid enterprise, outstanding experts from local power grid enterprise and experts from county power grid enterprise.) Expert talent system, focusing on the implementation of the "three major projects" of leading high-end talents, shaping electric craftsmen and fostering young talents, which are divided into three levels: high-end, backbone and youth, so as to build a strategic talent team with excellent political skills, appropriate scale, reasonable structure, echelon connection and excellent quality, and form a characteristic talent pattern^[8].

3.3 Science and Technology Innovation Team Support

Establish and improve a more flexible and open expert call and flexible management mechanism, and carry out cross-level, cross-unit and cross-professional cooperation. Reasonable matching of scientific research teams for top experts and leading talents, full authorization, greater decision-making power of technical routes, greater management power of team formation, greater right to speak in evaluation, greater right to dispatch scientific research resources and greater control over scientific research funds. Relying on the "four rooms and one station" (laboratory, expert studio, model worker innovation studio, skill master studio and postdoctoral station), through school-enterprise cooperation, project cooperation, expert guidance and other ways, we will establish a platform for innovation and skill inheritance, and give full play to the leading role of talent demonstration^[9].

3.4 Salary Incentive Guarantee

Using the salary increment, we will flexibly formulate a separate policy, give more competitive remuneration to the core backbones of scientific research teams such as the State Key Laboratory and the National Technology Innovation Center, and further tilt towards key positions and core talents. Encourage scientific research units to introduce urgently needed high-end talents in core key areas such as industrial control chips, and explore the pilot implementation of the "one person, one discussion" agreed salary system. Optimize the implementation of medium and long-term incentives, and adopt various incentives such as project dividends, virtual dividends, equity incentives, and project follow-up investment to promote the salary distribution of scientific research units to the core scientific research talents and key research teams. Pilot exploration to establish medium-and long-term special awards, and give special awards to teams and individuals who have made significant achievements and made outstanding contributions according to different scientific research nodes^[10].

4 Conclusion

Based on the requirements of reform and development in the new era and the current situation of talent management in the company, adhere to the goal orientation and result orientation, further promote the strategy of strengthening enterprises with talents and innovation-driven strategy, and study and put forward the forward-looking ideas and paths for the company to optimize the talent management system and accelerate the construction of talent highland in the new era and new situation with the goal of improving the high-quality "three types and five levels" expert talent system, building a high-quality expert talent team and building a strong and high-level innovative talent highland. Boldly research and innovate in talent gathering and authorization, talent incentive and guarantee, talent platform and contribution, give full play to the leading role of expert talents, continuously strengthen scientific and technological research and technological innovation, continuously improve the ability of independent innovation, and support the construction of talent highland to go deep and practical.

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