



The Research on the Cultivation Mechanism of Young Talents in Power Grid Enterprise in the New Era

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Abstract. Based on the multiple complex situation requirements for young talents cultivating in the new era, this study analyzes the policy requirements for strengthening young scientific and technological talents and young skilled talents, combs the group characteristics of young talents in power grid enterprise, and summarizes the typical practice of "Golden Seed" young talents training in State Grid Shandong Electric Power Company, which provides policy and practical reference for power grid enterprises to strengthen young talents training in the new era.

Keywords: Young talents, Cultivation mechanism, Typical practice

1 Introduction

Since the 18th National Congress of the Communist Party of China, the CPC Central Committee has stood at the strategic height of ensuring that the cause of the Party and the people will be passed down from generation to generation, caring for the growth of young talents and pointing out the way forward for doing a good job in youth work in the new era ^[1]. Report to the 20th CPC National Congress of the Party pointed out that talents are the first resource, so it is necessary to speed up the construction of a powerful country with talents, persist in cultivating people for the Party and the Country, comprehensively improve the quality of independent cultivating of talents, and strive to cultivate top-notch innovative talents and gather talents from all over the world ^[2]. Among them, special attention is paid to the construction of young scientific and technological talents, with emphasis on accelerating the construction of national strategic talents and striving to cultivate more young scientific and technological talents and high-skilled talents ^[3].

2 Policy Requirements for Strengthening the Training of Young Talents

Since the 18th National Congress of the Communist Party of China, the CPC Central Committee has stood at the strategic height of ensuring that the cause of the Party and

the people will be passed down from generation to generation, caring for the growth of young people and pointing out the way forward for doing a good job in youth work in the new era. Report to the 20th CPC National Congress of the Party pointed out that talents are the first resource, so it is necessary to speed up the construction of a powerful country with talents, persist in educating people for the Party and the country, comprehensively improve the quality of independent training of talents, and strive to cultivate top-notch innovative talents and gather talents from all over the world to use them. Among them, special attention is paid to the construction of young scientific and technological talents, with emphasis on accelerating the construction of national strategic talents and striving to cultivate more young scientific and technological talents and high-skilled talents.

With regard to the training of young skilled personnel, the Action Plan for Doing a Good Job in the Training of Young Talents in the New Era emphasizes the improvement of the training, use, evaluation and incentive system of young skilled personnel. In implementing the forging action of young skilled personnel, the service training chain is extended, the skill competition system is improved, innovative and effective projects are created, and the typical publicity mechanism is improved, so as to provide support for the training of young skilled personnel, skilled craftsmen and artisans in big countries. The Ministry of Human Resources and Social Security issued the Guidelines for the Salary Distribution of Skilled Talents [The General Office of the Ministry of Human Resources and Social Security issued the Guidelines for the Salary Distribution of Skilled Talents, No.7 [2021] issued by the Department of Human Resources and Social Security.], emphasizing increasing the incentive of salary distribution for skilled talents and fully mobilizing the innovation vitality of skilled talents. The Ministry of Human Resources and Social Security issued the Implementation Opinions [Implementation Opinions of the Ministry of Human Resources and Social Security on Further Strengthening the Career Development of Highly Skilled Talents and Professional and Technical Talents], issued by the Ministry of Human Resources and Social Security [2020] No.96.], emphasizing further strengthening the professional development of high-skilled talents and professional and technical talents.

3 Characteristics of Young Talents in Power Grid Enterprise

Young talents are energetic and active in thinking. They have played the role of commandos and fresh troops in safety production, improving quality and efficiency and deepening reform, and have become the backbone of reform and development ^[4]. The composition of young talents in power grid enterprise is increasingly diversified, but there are certain common characteristics and practical problems in knowledge and skills, business ability and career development ^[5].

In terms of knowledge and skills, they have basically received higher education, so they generally have solid basic theoretical knowledge and certain practical operation ability. However, in practical work, there is a strong sense of autonomy, a certain individualism, and insufficient adaptability in communication, coordination and teamwork ^[6].

In terms of business ability, young talents have strong business ability and are active in their work, hoping to be recognized and achieve results. However, there are some shortcomings in comprehensive ability and quality. Due to practical difficulties such as lack of work experience, it is often difficult to stand on the post and take practical achievements as the responsibility, and the growth is slow [7].

In terms of career development, young talents are ambitious, pursuing progress, being good at seizing opportunities, paying more attention to management positions and job promotion, lacking long-term career planning based on majors, and to some extent, there are some problems such as being eager for success, unclear career development direction and insufficient stamina for career development [8].

4 State Grid Shandong Electric Power "Golden Seed" Project Advanced Training Paves the Way for Team Leaders to Grow

State Grid Shandong Electric Power has systematically formulated the "Golden Seed" talent training plan through special investigation and diagnostic analysis of team construction. Focusing on the main line of employees' growth, they adhere to the principle of "graded implementation, systematic promotion, point-to-point and continuous improvement", highlighting two key links: centralized training and follow-up training. According to the three stages of "strengthening foundation, upgrading and surpassing", the follow-up training is alternately carried out in the same three training stages, relying on 12 follow-up training modes to form two channels of experts and management, so that each "golden seed" team leader can reach [9].

4.1 Overall Planning, Scientific Design Team Leader Training System

A professional research team was set up, and based on the actual work of Shandong Electric Power Team Construction of State Grid, the competency model of team leader CGPM (personality Character, General ability, professional quality professionalism, team Management) was systematically constructed by means of post analysis, quality evaluation, questionnaire survey and internal and external expert discussion. On this basis, the advanced training mode of "strengthening foundation, promoting and surpassing" and the curriculum system of "leadership, coaching, innovation, growth and cultural strength" have been formed, and the training objectives of each stage have been detailed, so as to improve the ability and quality of team leaders step by step, and strive to build a team of team leaders with exquisite business, efficient management, innovative dedication and modern consciousness.

4.2 Innovating and Breaking Through, Exploring and Constructing Advanced Training Mode

Taking three years as a training cycle, according to the three stages of "strengthening foundation, upgrading and surpassing", the "golden seed" training is implemented step by step. The first year is "strong foundation", and the selection method is "selection".

The selected students are required to be under 35 years old, have 3 years or more experience as team leaders, have a bachelor's degree or above, and have intermediate and above professional and technical qualifications or vocational skill levels. Highlight the training of leadership and coaching ability, with the goal of "meeting management and speaking" and the orientation of "knowledge expansion"; In the second year, "promotion", the selection method is "selection", and the outstanding "golden seed" students are selected for further study, highlighting the training coaching ability, with the goal of "practical use" and the positioning of "ability improvement"; In the third year, "beyond", the selection method is "optimization", and the elite backbone worthy of key training is selected and included in the reserve cadre sequence. Highlight the innovation and development of training, with the goal of "innovation and efficiency" and the orientation of "use improvement". Through three years and three steps, the growth space of team leaders has been further broadened, and the direction of efforts has been more clearly defined, so as to better solidify the training results, effectively promote the ability training in the front line, the performance assessment in the front line, and the selection of personnel in the front line, and continuously expand the influence of the "Golden Seed" advanced training model.

4.3 Systematic Planning to Comprehensively Improve the Effect of Training

In the training mode, the implementation of the integration of city and county branches and small class teaching not only promotes the communication and learning between the team leaders of city and county companies, but also helps students to integrate into the classroom and participate in the interaction between the two sides of teaching. In terms of teaching methods, experiential, case-based, seminar-based and study-by-visit teaching methods are widely used, and the traditional teaching method accounts for less than 45%, which stimulates students' interest in learning and improves their initiative to participate in training. In the selection of teachers, according to the principle of "internal first, external second", experts from inside and outside the system will form the best teaching team. In organizational management, they would set up a professional management team, build a standard and meticulous management process, implement semi-military management, and strictly organize discipline and examination. In creating the atmosphere, they would create a "Golden Seed" WeChat platform, and flexibly use various channels such as electronic briefings and rainbow information, electronic photo albums, micro-videos and other forms to track, publicize and guide the whole process. In summary and feedback, the training course adheres to the principle of "improving the period and improving the class". After each session, the trainees are immediately organized to evaluate the training content, teaching effect and training management, and make optimization and improvement before the next training session.

4.4 Effect-oriented, Further Promoting the Management of Follow-up Training

Shandong Electric Power Research Institute of State Grid has established a talent tracking and training mechanism with "both education and training" and continuous

attention. First, to clear the channel, combined with the actual work of the team and the law of talent growth, and formed an "H" type two-way growth channel. The team leader can take both the management channel and the technical channel. Second, the tracking training mode has been scientifically designed, and 12 modes, such as subject research, team benchmarking, training and exercise, talent selection, competition adjustment, tree selection, team lecture hall, part-time trainer, skill teaching, scientific and technological innovation, management innovation and staff technical innovation, have been set up to help students clearly track the training content. Third, to formulate the Management Measures for Follow-up Training and the Task Book for Follow-up Training. Immediately after each training session, organize the trainees and the HR Department of the unit where they work to formulate a personalized Task Book for Follow-up Training, and regularly assess the follow-up training of the trainees according to the management measures. The results of follow-up training will serve as an important reference for participating in the next training session and personal performance assessment. The fourth is to establish a pool of outstanding talents, regularly organize follow-up training "looking back" and quantitative assessment, and focus on training students with good evaluation and rapid progress.

4.5 Continue to Encourage and Escort the "Golden Seeds" to Grow into Talents

Adhere to the principle of "giving priority to training, giving priority to use and giving priority to treatment", take multiple measures simultaneously, enhance the gold content and attractiveness of team posts, and regard the team leader as the main position for the growth of outstanding talents. First, to formulate and implement the Opinions on Strengthening the Construction of Team Leaders, and give priority to the experience of team leaders as an important condition for middle-level cadres. In the newly promoted middle-level deputy positions in the year, the proportion of candidates with team leaders' work experience is not less than 50%. The bonus coefficient of the first-line core team leader is increased to 1.1 times that of the same post in the functional department. Second, in the centralized training, they could deeply understand the students' personality traits, ability and quality and development potential, pay attention to finding talents, objectively assess and evaluate each student, and timely feedback the training results and comprehensive performance to the unit, which is linked to performance assessment and evaluation. The third is to select professional excellent teams to lead the benchmark, so that team learning has an example and a goal, forming a strong goal engine drive. Fourth, the training of "golden seeds" should be included in the performance evaluation of the unit, and the unit where the trainees work should be required to build a platform, create opportunities and provide resources for the trainees, so that the grass-roots team can truly become a "vast world" to attract talents, stimulate vitality and realize value.

5 Conclusion

Young talents are a new force in the development of enterprises and play an important role in the high-quality development of power grid enterprises. In the new era, power grid enterprises should combine the development reality, constantly improve the talent training system, help the rapid growth of young talents in all directions, and create a good atmosphere of attaching importance to, caring for and cultivating young people [10]. To promote the rapid improvement of young employees' post ability in an all-round way, strive to build a high-quality talent team, and provide strong support for writing a new chapter of high-quality development of power grid enterprises in the new era.

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