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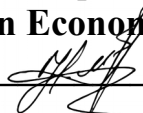
**DEVELOPMENT OF TALENT MANAGEMENT IN THE
COMPANY'S PERSONNEL MANAGEMENT SYSTEM**

student of higher education **Liu Zhanbo**

The work is accepted for defence in the EC


Head of Department

PhD in Economics, Associate Professor


_____ **Nadiia Morozova**

Scientific Adviser


PhD in Economics, Associate Professor


_____ **Nadiia Morozova**

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Faculty EDUCATION AND RESEARCH INSTITUTE
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Specialty 073 Management
Educational program Management of Organizations and Administration

APPROVED
Head of the Department
of Management, Business and Professional Communications
PhD in Economics, Associate Professor  Nadiia Morozova
(initials, last name)

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TASK
FOR A QUALIFYING MASTER'S THESIS
Liu Zhanbo

1. Topic of work: "DEVELOPMENT OF TALENT MANAGEMENT IN THE COMPANY'S PERSONNEL MANAGEMENT SYSTEM".

Scientific adviser Nadiia Morozova, PhD in Economics, Associate Professor
(full name, academic degree, academic title)

Approved by order of the university dated September 17, 2024 № 4601-5/1025.

2. The deadline for student submission of work November 18, 2024.

3. List of topics to be developed:

• In Chapter 1: to find out the theoretical approaches to defining the essence of talent management in the company; to reveal the talent management system in the company; to reveal out the recruitment management and retention strategies.

• In Chapter 2: to provide the technical and economic characteristics of Chongqing Water Conservancy Investment(Group)Co.,Ltd; to analyze the assessment of Chongqing Water Conservancy Investment(Group)Co.,Ltd; to carry out the analysis and evaluation of Chongqing Water Conservancy Investment(Group)Co.,Ltd. professional development management system.

• In Chapter 3: to adjust the strategic talent planning for the company; to perfect the latest talent management tools; provide suggestions for improving the talent management system in the company.

4. Plan of qualifying master's thesis

No	Names of work sections
1	THEORETICAL FOUNDATIONS OF COMPANY TALENT MANAGEMENT
2	TALENT MANAGEMENT PRACTICES IN THE COMPANY
3	DIRECTIONS FOR IMPROVING TALENT MANAGEMENT IN THE COMPANY

5. Date of issue of the task September 25, 2024.

Student Liu Zhanbo Liu Zhanbo
signature, full name

Scientific Adviser Nadiia Morozova Nadiia Morozova
signature, full name

ABSTRACT

The qualifying master's thesis contains 85 pages, 15 figures, 3 tables, and a list of 43 references.

The object of research is the talent management within the human resource management system of a development company, focusing on evaluating and enhancing the theoretical and practical aspects of talent management in the contemporary environment.

The subject of research includes the theoretical and practical methods while formulating practical guidelines for improving the company's talent management system.

The purpose of the master's thesis is to scientifically demonstrate theoretical and practical methods and to develop feasible suggestions for refining the company's talent management system.

Tasks of a qualifying master's thesis include:

- to understand the theoretical approaches that define the essence of talent management in companies;
- to clarify the talent management system of the company, including its recruitment management and retention strategies;
- to identify the company's technical and economic characteristics;
- to assess the company's human resource potential;
- to analyze and evaluate the company's professional development management system;
- to define the company's strategic talent planning;
- to acquire tools for improving the company's talent management and propose suggestions for refining the talent management system.

The obtained results have practical significance, as the key provisions and conclusions of the research are transformed into recommendations for enhancing the company's talent management system. This, in turn, contributes to increasing the company's human resource potential and supports further development.

Year of completion of the qualifying master's thesis: 2024.

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INTRODUCTION

In today's ever-changing global market situation, the successful operation of a company is impossible without effective management. In a development company, talent is crucial. Talent helps to enhance the competitiveness of the company, drive innovation and change, support the company to achieve long-term strategic goals, and ensure the company's sustainable development. Especially in today's knowledge-based economy and increasingly global competition, talent has become a company's most strategic resource. Therefore, talent management and company development have become closely related.

The purpose of the qualified master's thesis is to scientifically confirm the theories and methods, and to make practical suggestions for understanding and improving the talent management in the company's personnel management system.

In order to achieve the stated objectives, it is necessary to solve the following tasks:

- Understand the theoretical approach that defines the essence of talent management in a company;
- Understand the company's talent management system as well as the company's recruitment management and retention strategy;
- Determine the technical and economic characteristics of the company;
- Assess the human resource potential of the company;
- Analyze and evaluate the company's professional development management system;
- Improve the company's strategic talent planning;
- Put forward to improve the company's talent management tools;
- Improve the company's talent management system.

The object of the research is the talent management of the company.

The subject of the research is the theory and application of talent management in the company personnel system under modern conditions.

The research methodology is based on general science and special cognitive methods, such as deduction and induction, to define the nature of talent management in a company; In addition, statistical and rating methods are used to assess a company's

human resource potential, and graphical and tabular methods are used for data visualization.

The study is based on information resources such as regulatory and legal acts in Ukraine, monographs, scientific papers of domestic and foreign scientists, professional scientific publications, conference materials, Chongqing Water Conservancy Investment(Group)Co.,Ltd. Materials on personnel management as well as data on official websites on the Internet.

At present, the common talent management model in the company is the traditional hierarchical management model, which is based on the position and rank, and emphasizes command and control. However, there are still many problems to be solved in talent management under this mode, which need to be further studied.

The practical value of the obtained results lies in improving the talent management model of the company, which will help to improve the efficiency of talent management and the sustainable development of the company.

An eligible Master's thesis consists of an introduction, three parts, a conclusion, and a list of sources used.

Key words: Talent management, personnel system, Human resources, model, Theoretical approach, recruitment management,

CHAPTER 1

THEORETICAL FOUNDATIONS OF COMPANY TALENT MANAGEMENT

1.1. Theoretical approaches to defining the essence of talent management in the company.

In today's highly competitive global business environment, talent has become the company's most critical strategic resource. A company's continued growth and competitive advantage depend to a large extent on its ability to manage talent effectively. However, to accurately grasp the essence of talent management in a company, we need to use a variety of theoretical approaches for in-depth analysis. Only with a deep understanding of the essence of talent management can the company formulate a scientific, reasonable and effective talent management strategy, fully stimulate the potential of talents, and realize the strategic goals and sustainable development of the company. [1]

1. Corporate talent management from the perspective of resource-based theory

1) Overview of resource-based theory

According to the resource-based theory, the competitive advantage of an enterprise comes from its unique resources. These resources are valuable, scarce, hard to imitate and irreplaceable. Through the effective allocation and utilization of these resources, enterprises can obtain continuous competitive advantages.

2) Talents as the key resources of enterprises

In the era of knowledge economy, talent is one of the most important resources for enterprises. The knowledge, skills, experience and creativity possessed by talents are the core elements of enterprise value creation. Compared with traditional material resources, human resources have higher value and scarcity. Excellent talents can often bring unique competitive advantages to enterprises, and their knowledge and skills are difficult to be imitated and replaced by competitors.

3) The essence of talent management -- resource management

From the perspective of resource-based theory, the essence of corporate talent management lies in the effective management of talent resources. This includes various aspects such as planning and allocation (strategic planning, structural optimization), acquisition and recruitment (adhering to principles, multi-channel recruitment), training and development (system construction, incentive measures), appointment and motivation (reasonable appointment, diverse incentives), assessment and evaluation (improving systems, applying results), and mobility and exit (rational mobility, establishing exit mechanisms). Through these processes, effective management of talent resources is achieved, enhancing core competitiveness and sustainable development.[2]

Talent Resource Planning and Allocation

Based on the group's strategic planning in fields such as water conservancy infrastructure construction and comprehensive water resource utilization, predict the quantity and quality requirements of talent.

Focus on age, profession, and hierarchy structure. Analyze age distribution and develop strategies to address the aging workforce issue in some enterprises. Clarify the proportion of professional talent to understand the talent shortage in emerging business areas and allocate resources accordingly. Streamline the hierarchical structure to resolve issues of excessive management layers and facilitate career advancement for talents.

Talent Acquisition and Recruitment

Recruitment adheres to principles such as efficiency and professionalism. Various channels are used for recruitment, including schools, society, internal recruitment within the group, and accepting personnel for policy placements.

The recruitment process includes multiple stages such as proposal formulation, information release, application, qualification review, written tests, and interviews. Different recruitment methods have specific criteria, for instance, fresh graduates must meet particular educational and institutional requirements, while management and technical personnel need relevant academic qualifications.

Talent Development and Training

Establish a comprehensive quality training system that emphasizes enhancing various awareness and abilities, categorizing training for employees based on different levels and types, and encouraging self-improvement through diverse training formats.

Implement tracking and documentation of training, utilize resources from party schools and universities, and provide grassroots training opportunities. By using training outcomes as a basis for incentives and rewards, employee participation in development is promoted, increasing educational levels and qualification rankings.

Talent Utilization and Incentives

Arrange positions based on the fit between employees and their roles, selecting talents for leadership positions through standardized selection procedures, and applying different appointment methods for various levels of management.

Establish a remuneration and incentive mechanism that combines material and spiritual incentives, short-term and long-term rewards. Department leaders at headquarters are subject to a performance-based pay system, while leaders at secondary units operate on an annual salary basis, with some enterprises piloting market-based compensation models. Additionally, measures such as promotions and recognition are implemented to stimulate employee motivation.

Talent Assessment and Evaluation

Enhance comprehensive assessment methods to evaluate employees based on operational performance and overall capabilities, employing both quantitative and qualitative approaches to clarify assessment focuses for different levels and positions.

Assessment results serve as crucial references for talent selection, remuneration and incentives, management oversight, training and development, and exit processes. For instance, underperforming leaders may be ineligible for performance bonuses.

Talent Mobility and Exit Strategies

Emphasize the importance of reasonable talent mobility through internal

exchanges and job rotations to facilitate movement across different positions and departments, encouraging employees to broaden their career paths through rotational training.

Establish a comprehensive exit mechanism with clear conditions and procedures for exiting employees, such as violations, retirement, or term expiration. Manage exiting talents properly, including restrictions on part-time roles and related profit-making activities. [3]

2. Human Capital Theory Perspective on Company Talent Management

1) Overview of Human Capital Theory

Human capital refers to the capital embodied in individuals, encompassing expenditures on education, vocational training, and the opportunity costs incurred during education. It manifests as the total stock of various productive knowledge, labor, management skills, and health quality inherent in individuals. [4]

2) Investment in Talent and Corporate Performance

In enterprises, investing in talent is a crucial aspect of human capital investment. Such investment significantly enhances employees' knowledge, skills, and capabilities, allowing them to complete work tasks more efficiently. For instance, engineering technicians can improve project quality and speed, while employees across various positions enhance work efficiency. Moreover, the enhancement of employee capabilities brings about innovative ideas and methods, increasing market competitiveness.

3) The essence of corporate talent management -- investment management

From the perspective of human capital theory, the essence of corporate talent management lies in the investment management of talents. Companies need to regard talents as an important capital and carry out targeted investment and development. This includes developing scientific and reasonable training plans, providing good career development opportunities, and establishing effective incentive mechanisms. Through the investment management of talents, companies can improve the human capital value of talents and provide a strong driving force for the development of enterprises. [5]

Training programs

The company needs to formulate a scientific and reasonable training plan according to the strategic objectives of the enterprise and the development needs of talents. The training content can include professional skills training, management ability training, leadership training, etc. Training methods can include internal training, external training, online training, etc. At the same time, the company can also encourage employees to participate in industry conferences, academic exchanges and other activities to broaden their horizons and knowledge.

Career development opportunities

Companies need to provide employees with good career development opportunities and help employees realize their personal value. This can be achieved through job promotion, internal job transfer, project exercise, etc. At the same time, the company can also establish career development channels and talent echelons to provide clear directions and paths for employees' career development.

Incentive mechanism

Companies need to establish effective incentive mechanisms to stimulate the enthusiasm and creativity of employees. The incentive methods can include salary incentive, welfare incentive, honor incentive, equity incentive and so on. At the same time, the company can also establish a performance evaluation system to evaluate the employee's work performance objectively and fairly, so as to provide a basis for the implementation of the incentive mechanism.

3. Corporate talent management from the perspective of social exchange theory

1) Overview of social exchange theory

Social exchange theory holds that the relationship between people is an exchange relationship. People will determine their own behavior and attitude in the interaction based on the other person's behavior and return. In social exchange, people pursue the maximization of benefits and the minimization of costs.

2) The social exchange relationship between employees and enterprises

In the enterprise, there is also a social exchange relationship between

employees and enterprises. Employees give their labor and wisdom to the enterprise, and expect to get corresponding returns, such as salary, welfare, career development opportunities, etc. The enterprise provides these rewards to motivate employees and improve their work enthusiasm and performance level.

3) The essence of talent management -- relationship management

From the perspective of social exchange theory, the essence of corporate talent management lies in establishing and maintaining a good social exchange relationship between employees and enterprises. The company needs to pay attention to the needs and expectations of the employees and provide competitive returns to stimulate the enthusiasm and loyalty of the employees. At the same time, companies also need to establish fair and impartial evaluation and incentive mechanisms to ensure that employees get a reasonable return for their efforts. Through good relationship management, companies can improve employee satisfaction and loyalty, reduce employee turnover, and provide stable talent support for the development of enterprises.[6]

Pay attention to employee needs and expectations

Companies need to understand the needs and expectations of their employees through questionnaires, interviews, etc. The needs and expectations of employees may include aspects such as compensation and benefits, career development opportunities, working environment, corporate culture, etc. The company needs to develop a talent management strategy according to the needs and expectations of employees to meet the needs and expectations of employees.

Offer competitive returns

Companies need to offer competitive rewards such as compensation and benefits, career development opportunities, a work environment, and more in order to attract and retain good talent. Compensation benefits can include base salary, performance bonuses, stipends, benefits insurance, etc. Career development opportunities may include job promotion, internal job transfer, project training, etc.

The work environment can include a comfortable office environment, a good team atmosphere, and rich corporate cultural activities.

Establish a fair and impartial evaluation and incentive mechanism

Companies need to establish fair and impartial evaluation and incentive mechanisms to ensure that employees are reasonably rewarded for their efforts. The evaluation mechanism can include performance evaluation, ability evaluation, value evaluation, etc. The incentive mechanism can include salary incentive, welfare incentive, honor incentive, equity incentive, etc. At the same time, the company also needs to strengthen the supervision and management of the evaluation and incentive mechanism to ensure the fairness, justice and effective implementation of the mechanism.

Fourth, corporate talent management from the perspective of psychological contract theory

1) Overview of psychological contract theory

According to the psychological contract theory, there is a psychological contract between employees and enterprises, that is, the expectations of employees to enterprises and the expectations of enterprises to employees. Psychological contract is an implicit contract, which is different from a formal labor contract, but is based on the trust and commitment between employees and enterprises. The content of psychological contract includes the employee's contribution to the enterprise and the enterprise's return to the employee.[7]

2) Psychological contract and employee behavior

Psychological contract has an important impact on employee behavior. When employees believe that the enterprise has fulfilled the psychological contract, they will show higher job satisfaction, loyalty and performance levels. On the contrary, when employees believe that the enterprise has violated the psychological contract, they will show negative behaviors such as dissatisfaction and resignation.

3) The essence of talent management -- psychological contract management

From the perspective of psychological contract theory, the essence of corporate talent management lies in establishing and maintaining a good psychological contract. The company needs to understand the expectations and needs of the employees, make clear the expectations and returns of the company to

the employees, and ensure the fulfillment of the psychological contract through effective communication and management. Through good psychological contract management, the company can improve employees' job satisfaction, loyalty and performance level, and provide strong support for the development of the enterprise.

Understand employee expectations and needs

Companies need to understand the expectations and needs of employees through questionnaires, interviews, etc. Employee expectations and needs may include aspects such as compensation and benefits, career development opportunities, working environment, corporate culture, etc. Companies need to develop talent management strategies based on employees' expectations and needs to meet them.

Clarify business expectations and returns

Companies need to be clear about the expectations and rewards of the business for their employees, so that employees are clear about what is required of them and what is promised. The expectations and rewards of the business can include aspects such as work performance, work ethic, teamwork, etc. At the same time, the company also needs to combine the expectations and rewards of the company with the personal development goals of the employees, so that the employees can realize their personal value while contributing to the company.

Communicate and manage effectively

Companies need to ensure the fulfillment of psychological contracts through effective communication and management. Communication can include regular employee meetings, one-on-one interviews, internal emails, etc. Management methods can include establishing psychological contract management mechanism, strengthening care and support for employees, etc. At the same time, the company also needs to deal with the feedback and complaints of employees in a timely manner, solve the problems and difficulties of employees, and enhance the trust and satisfaction of employees to the company.

Corporate talent management from the perspective of strategic human

resource management theory

1) Overview of strategic human resource management theory

The theory of strategic human resource management emphasizes the close combination of human resource management and enterprise strategy. Human resource management is no longer a simple functional management, but to provide support and guarantee for the strategic development of enterprises. Strategic human resource management requires enterprises to formulate corresponding human resource management strategies according to their own strategic goals and development needs, so as to ensure that enterprises have a talent team with the required capabilities and qualities.[8]

2) Coordination between talent management and enterprise strategy

In an enterprise, the synergy between talent management and enterprise strategy is crucial. The strategic goals and development needs of enterprises determine the needs and requirements of enterprises for talents. The talent management of the company needs to adjust and optimize in time according to the changes of the enterprise strategy to ensure that the supply of talents matches the demand of the enterprise. At the same time, talent management can also provide strong support for the implementation of enterprise strategy, such as through training and developing talents with innovative ability to promote the technological innovation and business development of enterprises.

3) The essence of talent management -- strategic management

From the perspective of strategic human resource management theory, the essence of talent management is to elevate talent management to the strategic level and realize the organic combination of talent management and enterprise strategy. Companies need to incorporate talent management into an important part of corporate strategic planning, and formulate a clear talent strategy and talent management strategy. Through strategic management, companies can ensure the coordinated development of talent management and corporate strategy, and provide a solid talent guarantee for the long- term development of enterprises.

Develop a talent strategy

Companies need to develop a clear talent strategy based on their strategic goals and development needs. Talent strategy can include talent demand forecast, talent recruitment plan, talent training plan, talent incentive plan and other aspects. At the same time, the company also needs to combine the talent strategy with the business strategy, financial strategy, etc. to ensure the effective implementation of the talent strategy.

Talent management strategy

Companies need to formulate scientific and reasonable talent management strategies to ensure the coordinated development of talent management and corporate strategies. Talent management strategy can include talent recruitment strategy, talent training strategy, talent incentive strategy, talent retention strategy and so on. At the same time, the company also needs to adjust and optimize the talent management strategy in time according to the development stage of the enterprise and the changes of the market environment.

Coordinated implementation of talent management and corporate strategy

The company needs to take the coordinated implementation of talent management and enterprise strategy as an important task of enterprise management. This can be achieved by establishing the coordination mechanism between talent management and enterprise strategy, strengthening the communication and collaboration between talent management department and other departments, etc. At the same time, the company also needs to regularly evaluate and adjust the collaborative implementation of talent management and corporate strategy to ensure the effect and efficiency of the collaborative implementation. Vii.

Comprehensive analysis and Conclusion

1) Comprehensive analysis of theoretical approaches

Through the analysis of resource-based theory, human capital theory, social exchange theory, psychological contract theory and strategic human resource management theory, it can be seen that these theories reveal the essence of corporate talent management from different angles. The resource based theory emphasizes that talent is the key resource of the enterprise, which needs to carry out

effective resource management; Human capital theory emphasizes the investment value of talents and the need for investment management; Social exchange theory emphasizes the social exchange relationship between employees and enterprises, which needs to carry out relationship management; Psychological contract theory emphasizes the psychological contract between employees and enterprises, which needs to carry out psychological contract management; The theory of strategic human resource management emphasizes the coordination between talent management and enterprise strategy, which requires strategic management. These theories complement each other and together constitute the theoretical framework that defines the essence of corporate talent management.

2) Practical enlightenment to corporate talent management

Attach importance to the value of talent resources and take talent management as one of the core tasks of enterprise management.

Increase investment in talents and improve the value of human capital of talents.

Establish a good social exchange relationship between employees and enterprises to improve employee satisfaction and loyalty.

Pay attention to employees' psychological contract, strengthen the management of psychological contract, and improve employees' job satisfaction and performance level.

Closely combine talent management with enterprise strategy, and formulate scientific and reasonable talent strategy and talent management strategy.

3) Conclusion

Through the analysis of resource-based theory, human capital theory, social exchange theory, psychological contract theory and strategic human resource management theory, the essence of corporate talent management can be clearly defined. Corporate talent management is not only the daily management of employees, but also the effective management of key resources, the investment management of human capital, the good management of the relationship between employees and enterprises, the effective management of employees' psychological

contract and the collaborative management with enterprise strategy. Only with a deep understanding of the essence of talent management can an enterprise stand out in the fierce market competition and achieve sustainable development.

1.2. Talent management system in the company.

In contemporary enterprise management, human resources are considered as one of the most valuable assets of enterprises. Constructing an efficient talent management mechanism can not only improve the productivity of employees, but also strengthen the market competitiveness of enterprises. Cultivating talents through organized training and development plans can enhance the professional ability and overall quality of employees, so as to realize the simultaneous improvement of personal development and organizational goals.[9]

Talent management refers to a set of systematic strategies implemented by enterprises in order to attract, cultivate, motivate and retain outstanding talents. This includes not only the recruitment and selection of talents, but also the education and training, career planning, performance evaluation, salary and welfare of employees. Under a broader definition, talent management covers a series of complete processes, from talent demand forecasting and planning to recruitment, retention, evaluation and reward, and even the rational flow of talents. In a narrow sense, it mainly focuses on performance management, employee motivation and their retention. The core goal of talent management is to fully stimulate the potential of employees through efficient management and development means, and then promote the all-round development of enterprises.

In the highly competitive market environment, having high-quality human resources is an important factor for enterprises to succeed. Outstanding talents can drive innovation, improve the quality of products and services, and thus enhance the market competitiveness of enterprises. The importance of talent management lies in its ability to increase employees' satisfaction-a reasonable talent management

system can provide employees with a clear career development path and growth opportunities, thereby improving their job satisfaction and loyalty to enterprises and reducing the brain drain rate. In the face of changing market conditions, enterprises and companies need to flexibly adjust their talent strategies to meet new challenges. An efficient talent management system helps enterprises adapt to these changes quickly, keep flexibility and respond in time.

The talent management system usually covers six core areas, including personnel recruitment and post allocation, staff training and career development, performance evaluation, salary and benefits, labor relations and human resource planning. These six parts interact with each other and jointly build a complete talent management framework.

Table 1.1

Talent Management Modules

Modules	Content
Recruitment and Configuration	Enterprises need to develop scientific recruitment and selection criteria aimed at attracting and selecting the best talents suitable for the organization. Allocation involves not only the matching of positions, but also the assessment of candidates' potential and cultural fit.
Training and Development	Including new employee orientation, on-the-job skills upgrading and management leadership development. Enterprises usually develop personalized training plans according to employees' job needs and career development goals.
Performance Management	Includes setting clear performance goals, regular reviews and feedback mechanisms. Performance management is an important means to measure and improve the performance of employees. It aims to drive the enthusiasm of employees by setting clear goals and standards.
Compensation and Benefits	Salary management not only includes basic salary, but also involves many forms such as bonus, performance incentive and stock incentive. Companies need to formulate compensation policies based on market competitiveness and internal fairness to ensure that salaries are attractive to attract, motivate and retain outstanding talents.
Labor relations management	This covers the process of signing, renewing and terminating labor contracts, as well as consultation and negotiation with trade unions. By creating positive labor relations, we can effectively

	prevent and solve potential labor conflicts, enhance employees' loyalty and job satisfaction, and thus support the company's stability and sustainable development.
Human Resource Planning	This includes the assessment of current employees' ability, the prediction of future human resource demand and the analysis of external market trends. In addition, it also includes employee development planning and career path design, so as to promote the development and rational flow of internal talents.

Talent management system is an indispensable part of enterprise management, and its theoretical basis provides support for enterprises to formulate effective talent management strategies. Through resource based theory, human capital theory and performance management theory, enterprises can better understand the importance of talent management, and implement a series of effective management measures accordingly. In the future, with the changes of market environment, enterprises need to continuously optimize the talent management system in order to maintain competitive advantage and achieve sustainable development.

In today's competitive market environment, talent is regarded as one of the most important assets of the enterprise, and talent management is becoming more and more important in modern enterprises. Therefore, enterprises need to build a scientific and effective talent management system. Based on the 5P model of knowledge, selection, education, retention and application of talent management in Introduction to Modern Enterprise Human Resource Management, this paper analyzes the company's knowledge-based talent management mechanism and discusses how to achieve comprehensive talent management.[10]

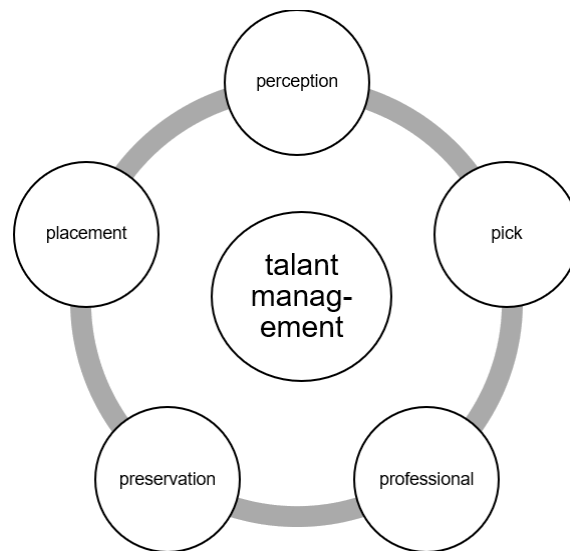


Figure 1.1 5P model of talent management

In modern organizations, the management of human resources is very important, and the 5P model provides a systematic framework for talent management. By clarifying the purpose, defining the talent profile, building the talent pool, implementing performance management, and evaluating the potential of employees, organizations can more effectively attract, develop, and retain the best talent to achieve their long-term strategic goals.[11]

1.Purpose

The core of talent management is to establish the strategic objectives of enterprises in the field of talent. This is not only about attracting and retaining outstanding talents, but also about cultivating internal talents to support the development of the whole organization. Enterprises must clearly define their vision and mission in order to formulate corresponding talent management strategies.

If an enterprise wants to introduce first-class technical talents to promote innovation and gain a competitive advantage in the market, it needs to set specific talent attraction and retention targets, such as formulating a competitive salary system, providing a broad career development platform and creating a positive corporate culture. By integrating talent management with the overall strategic goal of the enterprise, the enterprise can ensure that its human resources policy really supports the business development.

2. Portrait of talent

After defining the goal, the enterprise needs to describe the image of the ideal candidate. This process includes defining the characteristics of the ideal candidate, such as skills, experience, personality traits and values. With accurate portraits of talents, we can be more targeted in the recruitment and selection process.

For example, for an enterprise that emphasizes innovation and teamwork, the ideal candidate should have corresponding technical ability, excellent communication skills and an open mind. In the recruitment process, enterprises can adopt structured interviews, scenario simulation and psychological evaluation to ensure that candidates can meet the above requirements. In addition, a clear portrait of talents also helps to form a consistent evaluation standard, thus improving the efficiency and quality of recruitment.

3. Talent pool

Building talent pool is a key step in 5P model. Enterprises need to formulate a systematic talent reserve and development plan to meet the future manpower demand. This means that enterprises should not only pay attention to the current recruitment activities, but also focus on the long-term and cultivate future leaders and core talents.[12]

Enterprises can identify and track employees with high potential by creating a talent pool, and make career development paths and training plans for them to support their continuous progress on the career path. In addition, enterprises can also cooperate with universities and vocational training institutions to absorb new forces and ensure the continuity of talent supply chain. Through such systematic talent reserve measures, the organization can better cope with the future talent demand challenges and maintain its competitive advantage.

4. Performance management

Performance management is the key link to ensure that employees' performance is in line with organizational goals. By setting clear performance evaluation standards, enterprises can monitor and feedback the work results of employees and help them make continuous progress. Effective performance

management not only pays attention to the final result, but also pays attention to the process of achieving the goal. Regular performance evaluation and feedback mechanism can let employees know their own strengths and weaknesses and make clear the direction of improvement. In addition, enterprises should establish a reasonable incentive system, combine personal goals with organizational goals, and inspire employees to exert their maximum potential in their posts.[13]

In addition, enterprises should build open communication channels to make employees feel more involved in the performance management process. Continuous feedback and communication can not only improve the satisfaction of employees, but also enhance the cohesion of the team, thus improving the overall performance.

5. Assess potential

Potential assessment is the last link in the 5P model, which aims to identify the development potential of employees and promote their personal growth through training and career planning. Enterprises need to use scientific methods to evaluate the potential of employees and identify those who have the potential to become future leaders. Potential assessment can be carried out by various methods, such as 360-degree assessment, vocational interest test and ability assessment. The evaluation results should be used to guide employees' career development and help them choose the most suitable development path.

Enterprises can design special training programs for those employees who show high potential and provide opportunities to participate in important projects to accelerate their growth process. Such a potential assessment is not only beneficial to employees' personal career planning, but also lays a foundation for the organization to train future leaders, ensuring the continuity and stability of the enterprise in terms of talent reserve.

To sum up, the 5P model provides a systematic means for organizations to ensure that there are clear directions and strategies at all stages of talent management. From setting goals, describing the characteristics of ideal talents, building a talent reserve system, and then implementing performance management and potential evaluation, enterprises can manage and train talents more effectively.

This model not only enhances the scientific and structural nature of human resource management, but also lays a solid foundation for the long-term development of enterprises. By continuously optimizing this model, enterprises can maintain their competitiveness and achieve sustainable development in the ever-changing market environment.

The 5P model of talent management-identification, selection, cultivation, retention and use-constitutes a complete management system. Through systematic talent identification and selection, scientific talent development and retention strategies, and flexible talent allocation, enterprises can maintain a leading position in the fierce market competition. Only by continuous optimization and improvement in these five links can enterprises truly achieve sustainable development and gain lasting competitive advantages. In practice, enterprises should flexibly apply the 5P model according to their own characteristics and needs, and build a talent management system in line with their own development strategies.

1.3. Recruitment management and retention strategies.

In today's competitive business environment, the success of enterprises cannot be separated from excellent talents. Effective recruitment management and retention strategies are very important for attracting, selecting and retaining high-quality employees.

Recruitment management

1. Clear recruitment plan

In order to ensure the operational efficiency and cost control of the enterprise, the company has implemented a unified recruitment management mechanism and strictly controlled the total number of employees. This means that all branches can't decide their own recruitment actions beyond the established plan, nor can they exaggerate the actual number of employees. All departments must

abide by the organizational structure and staffing approved by the company. When it is necessary to supplement staff, we must first find a suitable internal transfer plan within the existing staffing scope of the company based on the principle of "streamlining and improving efficiency".

If a company has to adjust its existing organizational structure or add new staff because of the needs of business expansion, such changes must go through a formal application process and be approved by the company before the company's human resources department can make overall arrangements for implementation. No unauthorized unit or individual is allowed to recruit personnel privately.

Before preparing to start the recruitment process, enterprises should plan out the specific recruitment needs in detail. This includes defining the functional scope, required professional skills, necessary work experience and minimum academic requirements of each position. In order to ensure that the recruitment plan can closely meet the company's business development direction, the human resources department needs to actively communicate with the heads of various business departments to obtain first-hand demand information and formulate detailed job description documents accordingly. This will not only provide clear guidance for recruitment activities, but also help attract more matching talents to join the team.[14]

2. Requirements for recruitment

Before recruitment, all units in the company need to meet certain restrictions before they can recruit employees. For example:

1) When the total number of employees does not meet the staffing standards approved by the company, and it is really necessary to supplement personnel, recruitment can be carried out;

2) When new projects, new projects are put into production, and new production units are acquired, if the internal transfer of personnel still cannot meet the employment demand, recruitment can be carried out;

3) When there are job vacancies due to resignation, dismissal, transfer, job transfer, promotion and retirement of employees, they can be recruited even if they

cannot meet the needs of employers through internal adjustment;

4) When the existing professionals can't meet the requirements of the personnel with the lowest qualification in the main business of the guarantee unit, they can be recruited;

Secondly, each unit should analyze the existing human resources at the end of each year, and work out the personnel recruitment plan for the next year from the aspects of professional structure, age structure, education structure, rational allocation and utilization rate of human resources, combined with the business development plan, operating conditions and staffing situation issued by the group company. The personnel recruitment plan includes both regular employees and labor dispatch. The contents of the personnel recruitment plan include the way to be recruited, positions, number of people, job responsibilities, qualification requirements, etc. The human resources department of the group company summarizes the recruitment plans of each unit, and according to the human resources stock and planning, formulates the annual recruitment plan, which is implemented after being approved by the group company.

3. Recruitment methods and conditions

1) Internal recruitment

When recruiting employees, there are usually two common ways: internal recruitment and external recruitment, and internal recruitment is divided into three ways: post promotion, internal transfer and employee recommendation.

Job promotion: when there is a vacancy in a higher-level position in the enterprise, those who meet the requirements are selected from the existing employees to be promoted to the position. In this way, employees can be encouraged to work hard and see the prospect of career development.

Internal job transfer: For employees, if their skills and interests are better matched with those of other departments, they can achieve better allocation of human resources through internal job transfer. Internal employees are familiar with company culture and business processes, and can adapt to new positions more quickly.

Employee recommendation: encourage existing employees to recommend suitable talents to join the company. If the recommended person successfully joins the job and performs well, the recommended employee can get certain rewards. This method is based on employees' understanding and trust in the company, and the recommended talents are often more targeted and stable.

2) External recruitment

External recruitment is achieved through online recruitment, campus recruitment, talent market recruitment, headhunting recruitment and social media recruitment. Online recruitment: Publish recruitment requirements through some professional recruitment websites to attract a large number of job seekers to submit resumes. The advantages of online recruitment are wide coverage and fast information dissemination, which can quickly screen out qualified candidates.[15]

Campus recruitment: This kind of recruitment method is mainly aimed at the recruitment activities of college graduates. It can inject fresh blood into enterprises and bring new thinking and vitality. Campus recruitment usually includes lectures, written tests, interviews and other links.

Recruitment in the talent market: communicate face-to-face with job seekers by setting up booths in the talent market. This way can directly understand the situation of job seekers and improve recruitment efficiency.

Headhunting recruitment: entrust a professional headhunting company to find senior management talents or professional and technical talents. Headhunting companies have rich talent resources and professional screening ability, which can provide high-quality candidates for enterprises.

Social media recruitment: At present, the influence of social media is growing day by day, and some popular social media platforms can be used to publish recruitment information to attract high-quality talents to submit resumes. This recruitment method has the characteristics of strong interaction and wide spread.

The following is a comparison table of recruitment channels:

Table1.2

Comparison table of recruitment channels

recruitment channel	advantage	disadvantage
Online recruitment platform	Wide coverage, rich resources and convenient operation.	The quality of resumes is uneven and the competition is fierce.
campus recruitment	Great talent potential, strong plasticity and low cost.	Lack of work experience and need a long time to train.
social media	Strong pertinence, good interactivity and fast communication speed.	It is difficult to guarantee the authenticity of information and screen it.
Internal recommendation	High trust, high recruitment efficiency and fast adaptation.	There may be nepotism and limited talent sources.

3) Recruitment conditions

The following basic conditions should be met for the recruitment of internal personnel: good ideological and political quality, professional ethics and teamwork consciousness; Good conduct, integrity and dedication, good health; Abide by the law, and have no violations of laws and regulations and bad records; Have the professional knowledge, work experience and business ability required by the post.

For recruiting fresh college graduates for schools, the following conditions need to be met: being admitted to the national unified enrollment plan for general higher education or studying abroad after the entrance examination, having a bachelor's degree or above in a general institution of higher learning, and obtaining a diploma and degree certificate upon graduation. Priority is given to graduates from key universities such as "985" and "211" projects. In addition, you need to set corresponding professional restrictions according to different job requirements.

Qualifications for recruiting management, professional and technical personnel and production and operation personnel for the society: management and professional and technical personnel should have a full-time undergraduate degree or above, and production and operation personnel should have a full-time junior college degree or above. There are special post requirements, which can be appropriately relaxed upon approval; Management and professional and technical personnel need to obtain relevant post qualifications, and the management and

professional and technical personnel of the headquarters of the company need to obtain intermediate and above professional and technical titles; Management and professional and technical personnel shall not exceed 45 years of age, and production and operation personnel shall not exceed 35 years of age. If there is a special post demand, it may be appropriately relaxed upon approval. In addition to the above conditions, each unit can set qualifications commensurate with the position according to the needs of specific positions in employee recruitment.

For management and professional technicians and production operators who are recruited internally: first, they need to meet the corresponding qualifications required by the recruitment position; It is necessary to obtain the consent of the employer, and the employer agrees to transfer the post and no longer recruit new personnel. Except for the unified adjustment of the company according to the needs of the work.

4. Organization and implementation of recruitment

In the current business environment full of fierce competition, talents are regarded as the core factor to promote the success of enterprises. Constructing an efficient and organized recruitment process can not only help enterprises attract top talents, but also significantly enhance their market competitiveness and innovation potential. [16] The following are some important steps and strategies on how to effectively implement the recruitment process:

1) First of all, enterprises need to establish clear recruitment objectives to ensure that recruitment activities can be consistent with the company's overall strategic objectives. This means a deep understanding of the current business situation and future development direction in order to identify which types of talents can bring the greatest value to the company.

2) Secondly, for each open position, it is necessary to formulate a detailed job description, including the main responsibilities of the position, the required skills and experience level, and the educational background requirements. Doing so will help attract those candidates who really meet the job requirements and ensure that job advertisements can convey accurate information.

3) Furthermore, enterprises should use various channels to publish recruitment information, including social media platforms, industry forums, job introduction websites and campus recruitment. This can expand the coverage of recruitment and attract more potential excellent candidates.

4) Next, in the process of selecting resumes and interviewing, fair and standard evaluation methods should be adopted to ensure that every candidate can get equal opportunities. At the same time, in order to attract the best candidates, enterprises should also show their unique corporate culture and working environment, as well as the career development opportunities provided.

5) Finally, for the finally selected candidates, we should not only provide competitive salary, but also give them room for growth and development. Through continuous vocational training and development plan, new employees can be helped to integrate into corporate culture more quickly and their potential can be stimulated.

Through these steps and strategies, enterprises can not only build a high-quality workforce, but also occupy a favorable position in the fierce market competition.

For the organization and implementation of recruitment, there are mainly the following important steps:

1) Clear recruitment needs

Before starting recruitment, enterprises need to be clear about their recruitment needs. This includes determining the responsibilities, skill requirements, work experience and educational background of the required position. Understand the business development needs and team structure by communicating with the heads of various departments, and formulate detailed job descriptions. At the same time, consider the long-term development strategy of the enterprise and determine whether it is necessary to recruit talents with specific skills or potential.

2) Make a recruitment plan

Make a detailed recruitment plan according to the recruitment needs.

Determine recruitment channels, time schedule, budget and responsibilities of recruiting team members. Recruitment channels can include online recruitment platform, campus recruitment, talent market, internal recommendation and so on. Arrange the time reasonably to ensure that the recruitment process is efficient and avoid delay. In terms of budget, we should consider recruitment advertising expenses, interview expenses, background investigation expenses, etc.

3) Release recruitment information

Select appropriate recruitment channels to publish recruitment information. Recruitment information should accurately and clearly describe the job requirements and company advantages to attract the attention of potential candidates. When writing recruitment information, we should highlight the company's cultural values, career development opportunities and welfare benefits. At the same time, ensure that the format of recruitment information is standardized and the language is concise and clear.

4) Screening resumes

After receiving the resume, the recruitment team should screen it in time. According to the job requirements, focus on the candidate's work experience, skills, educational background and self-evaluation. You can use resume screening software or manual screening to quickly screen out qualified candidates. For resumes that do not meet the requirements, you should reply in time and thank the candidates for their attention.

5) Interview arrangement

Arrange interviews for the screened candidates. Interviews can be conducted by telephone, video or on-site. Before the interview, we should prepare the interview questions and evaluation criteria to ensure the fairness and effectiveness of the interview. During the interview, we should pay attention to the candidates' answers and observe their communication skills, teamwork skills and problem-solving skills. At the same time, it is necessary to introduce the company's situation and job requirements to candidates, so that candidates can have a deeper understanding of the company.

6) Background investigation

It is very necessary to conduct background investigation before determining the candidates for employment. The background investigation can include the candidate's work experience, educational background, professional qualification certificate, criminal record and so on. Through background investigation, we can ensure that the information of candidates is true and reliable, and avoid recruiting inappropriate talents.

7) Employment decision

According to the results of interview and background investigation, the recruitment team and the heads of relevant departments jointly make employment decisions. When making a decision, we should comprehensively consider the candidate's ability, experience, personality characteristics and cultural values of the company. At the same time, it is necessary to send employment notices to candidates in a timely manner, and keep in touch with candidates who have not been hired, and thank them for their participation.

8) Entry arrangement

After the candidate accepts the employment notice, he should make good employment arrangements. Including handling entry procedures, arranging training, introducing company culture and team members, etc. The employment arrangement should be thoughtful and meticulous, so that new employees can feel the care and attention of the company and integrate into the company team as soon as possible.

In a word, the implementation of recruitment organization is a systematic project, which requires the joint participation and cooperation of all departments of the enterprise. By defining the recruitment demand, making the recruitment plan, releasing the recruitment information, screening resumes, arranging interviews, conducting background investigation, making employment decisions and arranging employment, we can attract outstanding talents for enterprises and inject new vitality into their development.

Second, the retention strategy

1. Provide competitive salary and benefits.

Salary and welfare is one of the important factors that employees pay attention to. Enterprises need to provide competitive remuneration packages to attract and retain outstanding talents. In addition, a sound welfare system, such as health insurance, paid vacation and employee activities, can also improve employee satisfaction and loyalty.[17]

2. Create a good working environment

A comfortable, safe and harmonious working environment can improve employees' work efficiency and happiness. Enterprises can create a good working environment from the following aspects:

1) Provide good office facilities: Comfortable office desks and chairs and advanced office equipment can improve the working comfort of employees.

2) Pay attention to employees' health: provide health check-ups and fitness facilities, and pay attention to employees' health.

3) Establish good interpersonal relationships: encourage communication and cooperation among employees and create a harmonious working atmosphere.

3. Pay attention to employee development

The career development of employees is one of the important issues they are concerned about. Enterprises can pay attention to employee development in the following ways:

1) Provide training opportunities: organize regular internal training, external training and online learning to improve the professional skills and comprehensive quality of employees.

2) Making a career development plan: Working with employees to make a personal career development plan and define the direction and goal of career development.

3) Provide promotion opportunities: establish a fair and just promotion mechanism to let employees see their own development space.

4. Establish a good communication mechanism

A good communication mechanism can enhance employees' sense of belonging and loyalty. Enterprises can establish a good communication mechanism

from the following aspects:

1) Regular communication: organize staff meetings, departmental meetings, etc. on a regular basis to let employees know the development trends and business situation of the enterprise.

2) Open communication channels: establish open communication channels, such as suggestion boxes and online forums, so that employees can put forward opinions and suggestions at any time.

3) Timely feedback: Give timely feedback to employees' opinions and suggestions, so that employees can feel the attention of the enterprise.

5. Recognize and reward employees

Recognition and reward is one of the important ways to motivate employees. Enterprises can recognize and reward employees in the following ways:

1) Timely praise: timely praise the outstanding performance of employees, so that employees can feel their own value.

2) Establish reward system: Establish performance bonus, excellent employee award and other reward systems to motivate employees to work hard.

3) Providing special benefits: providing special benefits for outstanding employees, such as travel incentives and paid vacations.

III. Conclusion

Recruitment management and retention strategy are important parts of enterprise human resource management. Enterprises can attract more outstanding talents by clarifying recruitment needs, selecting suitable recruitment channels, optimizing recruitment processes, and enhancing employers' brands. By providing competitive salary and benefits, creating a good working environment, paying attention to employee development, establishing a good communication mechanism, and recognizing and rewarding employees, enterprises can retain outstanding talents and build an excellent talent team. In the highly competitive market environment, only by constantly optimizing recruitment management and retention strategies can enterprises stand out from the competition for talents and achieve sustainable development.[18]

CHAPTER 2 TALENT MANAGEMENT PRACTICES IN THE COMPANY

2.1 Technical and economic characteristics of Chongqing Water Conservancy Investment(Group)Co.,Ltd.

Chongqing Water Investment (Group) Co., Ltd. is a highly influential enterprise in the field of water conservancy. It has a complex organizational structure, covering various departments at the headquarters, numerous subsidiaries, and project departments. This structure forms the foundation for the company's operations and management, ensuring the orderly conduct of its business.

1. Compensation Management System

1) Headquarters Employees' Compensation

Compensation Structure:

Fixed Salary: Includes base salary and seniority pay. The base salary is determined by the company's historical background, price levels, and the employee's job grade. It is paid monthly to ensure basic living standards. Seniority pay is calculated based on the employee's years of service, with external company seniority paid at 10 yuan per year and internal seniority paid at 20 yuan per year.

Variable Performance Pay: This includes performance bonuses (monthly and annual) and the Chairman's special bonus. Monthly performance bonuses are awarded based on monthly work performance evaluations, with amounts calculated according to job grades. Annual bonuses are distributed based on 10% of the variable performance pay pool (excluding the Chairman's special bonus) and are allocated within departments based on annual performance reviews. The Chairman's special bonus is awarded based on the company's annual business performance and the completion of breakthrough tasks.

Statutory Benefits: This includes social insurance, housing fund, enterprise annuity, supplemental medical insurance, and more.

Salary Management:

New Employee Salary: Newly recruited employees have their salaries determined based on job grades, with a standard entry-level salary. For middle management staff appointed by the company's party committee, the salary standard aligns with other employees at the same level.

Salary Adjustment: Salary adjustments are tied to performance evaluations and generally occur once a year. For exceptional contributions or excellent departmental evaluations, special adjustment rules apply. For example, if a department is rated as "excellent" for two consecutive years, the salary of its employees is adjusted up by one grade the following year.

Salary Calculation and Payment:

Standard Daily Wage = Monthly Salary / 21.75 (days), and Standard Hourly Wage = Standard Daily Wage / 8 (hours).

Salaries are paid before the 10th of each month, with fixed wages paid monthly and performance bonuses paid according to the performance review cycle. The Chairman's special bonus is paid annually.

2) Subsidiary Heads' Compensation

Compensation Structure:

Base Annual Salary: The base annual salary for the Chairman (Executive Director), Party Secretary, and General Manager is 134,800 yuan. For other deputy positions, it is 107,840 yuan.

Performance Annual Salary: Calculated based on the base annual salary and adjusted according to performance evaluation results and a performance adjustment coefficient, considering factors such as the subsidiary's function, industry, and profit levels.

Special Rewards: These are granted for major achievements in business management or technological innovation, subject to the group's approval.

Salary Payment and Restrictions: Base annual salaries are paid monthly, while performance salaries are pre-paid at up to 80% of the previous year's performance salary, with adjustments made after annual evaluations. Subsidiary heads are prohibited from receiving any additional bonuses or stipends beyond the

prescribed compensation.

3) Wage Total Management for Subsidiaries

Wage Total Determination Mechanism

The total wage amount is determined based on the principle of linking wage levels with enterprise economic performance, overall labor productivity, and per capita wage levels. Different categories of enterprises (such as Type I operating enterprises, Type II operating enterprises, Type I public welfare enterprises, and Type II public welfare enterprises) set different wage-efficiency linkage indicators. For example, Type I operating enterprises use total profit as the indicator, while Type I public welfare enterprises use project investment completion rates and progress as their indicators.

The calculation formula for the total wage amount is: Total Wage Amount = Per Capita Wage Base * (1 + Per Capita Wage Adjustment Ratio) * Average Employee Number.

The per capita wage base is the average wage determined by the group for the previous year, and the average employee number is the average number of employees who have established a labor relationship with the unit within one year. The per capita wage adjustment ratio for different categories of enterprises is calculated based on their respective assessment indicators and related rules.

Wage Total Management Method

Implement budget management, incorporating it into the annual financial budget. Each unit should prepare the total wage budget according to the budget compilation principles set by the group. The budget indicators include total wage budget indicators and wage-efficiency linkage indicators. The group will review the budget plans submitted by each unit. If special circumstances arise during execution, they can be reported to the group for approval. Each unit submits a final account report at the beginning of each year.

Wage Distribution Management

Each unit must establish and improve internal wage management methods, reasonably determine the total wage amount for employees in headquarters

management positions, and the average wage growth rate for headquarters management department positions should generally not exceed the average wage growth rate of all employees in that unit. Wage strategies should consider factors such as talent introduction, talent training, and overall labor productivity. A basic wage system primarily based on position performance wages should be established, ensuring a reasonable wage distribution gap, strengthening overall performance assessments, and strictly regulating and standardizing income outside wages.

2. Assessment and Evaluation Mechanism

1) Headquarters Departments and Employee Assessment

Assessment Organization and Classification

The company leadership is responsible for proposing overall performance assessment requirements, approving relevant systems, methods, and processes, determining departmental tasks and their assessment criteria, and resolving assessment disputes. The Human Resources Department is responsible for developing, improving, and perfecting performance assessment-related systems, methods, and processes, organizing the collection, statistical compilation of assessment data from various departments, and handling performance salary statistics and calculations. Each department cooperates with the Human Resources Department in the assessment process, providing relevant data in a timely manner. Department heads are responsible for the objective evaluation of employee performance within their departments. Assessments are conducted monthly (bi-monthly) and annually.

Assessment Targets and Classification

Assessment targets are divided into two categories: department heads and department employees. The assessment of department heads is conducted by the company leadership, while the assessment of department employees is conducted by their department heads.

Assessment Indicators and Methods

Monthly assessment indicators for departments include key departmental tasks (weight 80%), daily tasks of the party branch (weight 10%), document

processing rate (weight 10%), and other matters (adjustments). Key tasks refer to major assignments distributed to departments based on the group's annual goals. Document processing rate indicates the handling of documents assigned by superiors and reports submitted by subordinate secondary enterprises. Daily party branch work pertains to monthly party member meeting learning situations. Annual assessment indicators include task performance (weight 90%) and satisfaction evaluation (weight 10%). Task performance score is calculated as the total monthly assessment score divided by 6, and satisfaction evaluation dimensions include service awareness and service level (weight 20%) and work efficiency and quality (weight 80%).

For employees, the monthly assessment content includes monthly key tasks (weight no less than 70%) and routine work (weight no more than 30%). The annual assessment content includes task performance (weight 90%) and satisfaction evaluation (weight 10%). The assessment methods and processes follow the same guidelines as departmental monthly and annual assessments.

Assessment results are linked to performance salary distribution and position salary adjustments. For instance, if a department achieves an “Excellent” rating in annual assessments for two consecutive years, the department employees' position salaries will be increased by one tier the following year. Conversely, if rated “Basic Qualified” for two consecutive years, their salaries may be reduced by one tier the next year.

2) Assessment of Main Responsible Persons in Subordinate Secondary Enterprises

Assessment Principles

A scientifically sound and traceable asset operation responsibility system is established, aligning rights, obligations, and responsibilities. The assessment is oriented towards clear standards. Assessment is categorized based on the functional positioning, operational nature, and business characteristics of the enterprise, with a focus on linking the performance assessment results to the incentives and constraints on the chairman (executive director)—whereby performance increases

lead to salary increases, and performance declines lead to salary decreases. This is also an important basis for personnel appointments and removals.

Assessment Indicators and Weights

The annual operational performance assessment system comprises quality transformation indicators, efficiency transformation indicators, and dynamic transformation indicators. The assessment focus for chairpersons (executive directors) differs by category. For business-oriented enterprises (Category 1 and Category 2), the main assessment focuses on total profit, overall labor productivity, and operating revenue. For public-oriented enterprises (Category 1), the assessment centers on project investment, progress, preliminary project work, engineering settlement, and acceptance. For public-oriented enterprises (Category 2), the focus includes total profit, overall labor productivity, operating revenue, and project operation management. The group may also assign special assessment indicators based on actual conditions.

The performance assessment system for the term is also based on related indicators, including the rate of preservation and appreciation of state-owned capital during the term. This rate is calculated as the ratio of state-owned capital and equity at the end of the assessment period (after deducting objective factors) to the state-owned capital and equity at the beginning of the assessment period, with the calculation method being the product of the rate of preservation and appreciation of state-owned capital for each year during the term.

Assessment Process

The annual operational performance assessment includes signing a responsibility letter, dynamic monitoring, and the assessment itself. The enterprise submits an annual budget report, and the group determines the annual operational performance assessment targets. The general manager signs a responsibility letter with the enterprise's chairman (executive director), and the group conducts dynamic monitoring of the assessment target execution, followed by the final assessment and issuing results. The term performance assessment process is similar, including signing a responsibility letter, dynamic monitoring, and the assessment

itself, with the assessment cycle being three years.

Assessment results are categorized into five levels: A (Excellent), B (Good), C (Qualified), D (Basic Qualified), and E (Unqualified). These results are used for linking salaries and for personnel appointments and removals. Different levels have distinct scoring ranges and conditions, such as scoring 95 points (inclusive) or above for the annual operational performance assessment to qualify for an A grade, and similar criteria for the term performance assessment.

3) Assessment of Leadership Teams and Leaders in Subordinate Secondary Enterprises

Assessment Principles

Adhering to the principle of party management over cadres, various methods such as quantitative assessment, qualitative evaluation, democratic evaluation, and analytical judgment are used to conduct a comprehensive assessment of the political quality, job performance, work achievements, style construction, and integrity of enterprise leadership teams and leaders. A classified and tiered assessment is implemented, with comprehensive evaluations based on the functional nature divided into four categories: business-oriented Category 1, business-oriented Category 2, public-oriented Category 1, and public-oriented Category 2.

Assessment Content and Weights

The comprehensive assessment includes operational performance assessment (70%), party construction work assessment (20%), and comprehensive evaluation (10%). The proportion of each assessment component varies based on different leadership positions. For instance, for the chairman (executive director), operational performance assessment constitutes 70% of the evaluation.

Party construction work assessment covers aspects such as political, ideological, organizational, style, disciplinary, institutional development, and anti-corruption efforts. Key evaluation criteria include adherence to political discipline and regulations, fulfillment of responsibilities in party governance, strengthening leadership team construction, execution of the “three major and one

large” decision-making system, proper personnel selection and employment, enhancing grassroots party building, preventing power rent-seeking, and addressing “four winds” issues.

The comprehensive evaluation includes internal assessments (democratic evaluations by enterprise personnel of the leadership team and leaders, including team members, middle management, and employee representatives) and external assessments (evaluations by external directors and supervisors).

Assessment Process and Result Utilization

The results of the annual comprehensive assessment are categorized into advanced, general, and poor ratings based on scores. Operational performance assessment constitutes 70%, party construction work assessment 20%, and comprehensive evaluation 10%. Leadership teams that rank in the top 30% and score 95 points (inclusive) or above are generally designated as advanced, although certain restrictions apply, such as if the enterprise or members of the leadership team are involved in serious disciplinary violations that year. If the enterprise leadership team scores below 80 points (exclusive) or there are specific circumstances, they may be rated as general or poor.

The term comprehensive assessment is conducted at the end of the term year or the beginning of the following year, alongside the annual comprehensive assessment for the third year. This includes writing a term performance report by the enterprise leadership team and leaders, conducting a term comprehensive evaluation based on annual assessment methods, calculating the term comprehensive evaluation score, and conducting individual discussions and feedback collection, ultimately forming a term comprehensive assessment report. The results are used for the construction of leadership teams, education and training of leaders, management supervision, selection and appointment, and incentive support.

3. Enterprise Classification Management

1) Classification Principles

Category 1 Business-Oriented Enterprises: Companies operating in fully

competitive and market-driven industries.

Category 2 Business-Oriented Enterprises: Companies whose core businesses are related to the national economy and public welfare, operating in sectors with government-regulated pricing and not fully market-driven.

Category 1 Public-Oriented Enterprises: Companies primarily engaged in water conservancy construction.

Category 2 Public-Oriented Enterprises: Companies primarily engaged in the operation and management of water conservancy projects.

2) Classification Management Measures

The group implements differentiated classification assessments based on the category of each unit, determining corresponding salary-performance linkage indicators. For example, Category 1 business-oriented enterprises have total profit as their linkage indicator, while Category 1 public-oriented enterprises focus on project investment completion rate and progress. The classification of each unit is dynamically managed, and when the functional positioning or core business of a unit changes, the corresponding classification is adjusted in a timely manner.

4. Technical and Economic Decision-Making & Risk Management

1) Decision-Making Mechanism

The company follows certain procedures and principles in technical and economic decision-making. Major decisions such as investment projects and R&D directions undergo comprehensive market research, technical feasibility analysis, and economic feasibility evaluations. For instance, in water conservancy construction project decisions, factors such as the technical complexity, required equipment, and staffing are considered, as well as the project's return on investment, funding sources, and usage plans.

The decision-making process involves multiple departments and levels of participation. Generally, relevant business departments propose project recommendations, the technical department assesses technical feasibility, and the finance department conducts economic analysis. These are then reviewed and decided upon by company management. For particularly significant projects,

approval from the board of directors may also be required.

2) Risk Management

Companies face multiple risks, including strategic, operational, financial, and human resource risks. Strategic risks involve the impact of macro-environmental changes on strategic planning and issues arising from strategic decision-making errors, operational risks encompass project management, operational efficiency, and market-related risks, financial risks include liquidity, debt repayment, and investment risks, while human resource risks pertain to talent loss, ineffective training, and structural imbalances.

To address these risks, the company has implemented various measures. For strategic risks, it enhances the scientific basis of strategic planning and decision-making, establishing evaluation mechanisms to monitor macro-environmental changes for timely strategic adjustments. In terms of operational risks, it refines project management systems, strengthens initial planning, process monitoring, and quality control, optimizes internal management processes, enhances departmental collaboration and communication, and allocates human resources effectively. Additionally, it formulates flexible strategies and improves product and service quality based on market research and analysis to mitigate market risks. Concerning financial risks, the company arranges budget allocations prudently, broadens financing channels, optimizes capital structure to ensure liquidity, enhances financial management to control debt scale, and strengthens investment decision-making through due diligence and risk assessment. For human resource risks, it improves salary and welfare systems, strengthens corporate culture, and optimizes training systems while adjusting talent recruitment and development strategies.[19]

5. Technological Innovation and Application

1) Investment in Technological Innovation

The Water Investment Group recognizes that technological innovation is crucial for maintaining competitiveness and achieving sustainable development in the water conservancy industry. With the evolution of the industry and intensifying

market competition, technological innovation can enhance production efficiency, improve product and service quality, and reduce costs, thus better meeting market demands and achieving strategic objectives. Therefore, the company views investment in technological innovation as a key strategic initiative aimed at promoting technological advancement in water conservancy infrastructure construction, comprehensive water resource utilization, and water environment governance.

2) Application of Technological Innovation Results

The company applies its technological innovation achievements to actual water conservancy construction and operation management. For example, applying new engineering design concepts can improve the safety and reliability of projects, while new construction techniques can enhance efficiency and project quality. The use of innovative water resource management technologies can improve both the efficiency and quality of water utilization.

The application of these technological innovations not only enhances the company's technological capabilities and competitiveness but also provides society with better water conservancy services and improved water resource management.

6. Economic Development and Social Responsibility

Chongqing Water Conservancy Investment (Group) Co., Ltd. has made significant contributions to economic development. Through its construction and operation of water conservancy projects, the company has created numerous job opportunities, including construction workers during the project phase, as well as technical staff and management personnel during the operation and management phase.

The company's investments and operations have also boosted the development of related local industries, such as building materials and machinery equipment. Additionally, the company's operating revenues have increased the local government's fiscal income.

The company actively fulfills its social responsibilities. In environmental protection, it emphasizes reducing environmental impact during the construction

and operation of water conservancy projects by implementing measures such as rational project layout planning and using environmentally friendly materials and equipment. In social welfare, the company may engage in public service activities, such as providing water conservancy assistance to impoverished areas or supporting educational development.

2.2 Assessment of Human Resource Potential of Chongqing Water Resources Investment (Group) Co., Ltd.

With the rapid economic development and increasing market competition, human resources have become a crucial component of a company's core competitiveness. As a company with significant influence in the water resources sector, Chongqing Water Resources Investment (Group) Co., Ltd. relies heavily on the quality and potential of its human resources for its growth. Therefore, a scientific and comprehensive evaluation of the company's human resource potential is essential for optimizing resource allocation and improving business performance.[20]

I. Current Status of Human Resources at Chongqing Water Resources Investment (Group) Co., Ltd.

1. Personnel Structure

As of the end of 2022, the group has 41 secondary subsidiaries and 45 other levels of enterprises, with 5,959 formal employees and approximately 1,000 additional workers, bringing the total workforce to nearly 7,000 employees.

According to the data, the composition of the group's formal employees is as follows:

Age Structure: 2,178 employees are 39 years old or younger, accounting for 36.55%; 2,282 employees are aged 40–49, accounting for 38.30%; and 1,484 employees are 50 years old or above, accounting for 24.90%.

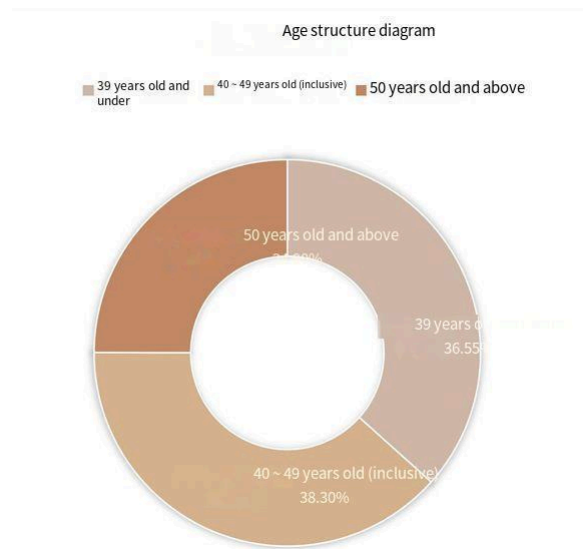


Figure 2.1. Age structure diagram

2. Competency Levels

Educational Background: 103 employees hold full-time postgraduate degrees or above, representing 1.73%; 840 employees have full-time undergraduate degrees, accounting for 14.10%; and 5,001 employees hold other qualifications, making up 83.92%.

In terms of specialization, 1,191 employees specialize in engineering (19.99%); 348 employees in finance (5.84%); 412 employees in management (6.91%); 130 employees in legal services (2.18%); and 3,848 employees in other fields (64.83%).

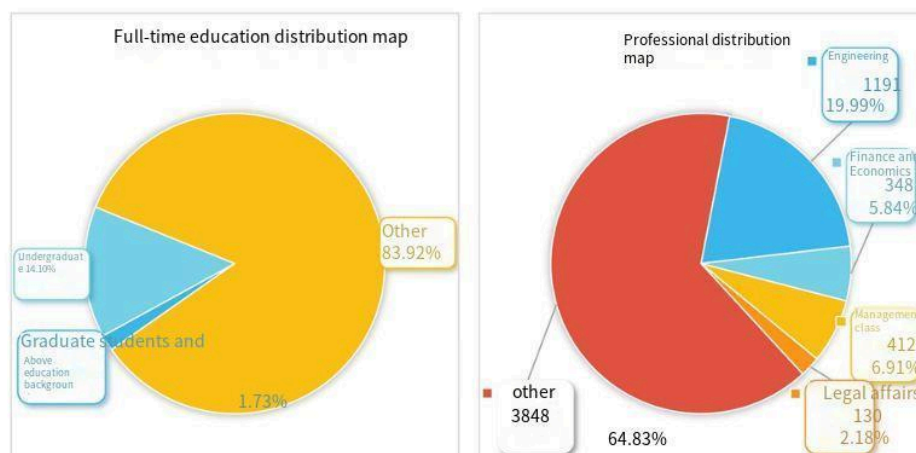


Figure 2.2. Competency map

Technical Titles: 475 employees hold senior technical titles, representing 8.04%, with 384 in engineering (6.50%), 39 in economics (0.66%), and 52 in other areas (0.88%). Meanwhile, 830 employees hold intermediate technical titles (14.06%), including 582 in engineering (9.86%), 104 in economics (1.76%), and 144 in other fields (2.44%). Lastly, 917 employees have junior titles (15.53%), with 679 in engineering (11.50%), 87 in economics (1.47%), and 151 in other areas (2.56%).

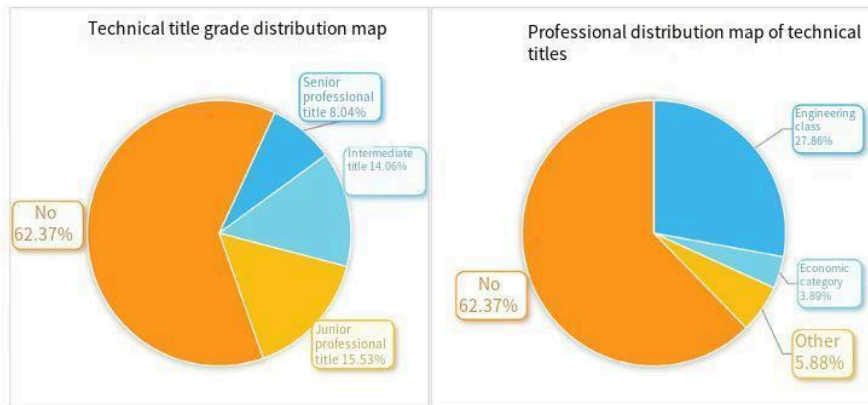


Figure 2.3. Technical title release chart

Skilled Workers: The group includes 96 senior technicians (1.61%), 130 technicians (2.18%), 396 senior workers (6.65%), 421 intermediate workers (7.06%), and 210 junior workers (3.52%).

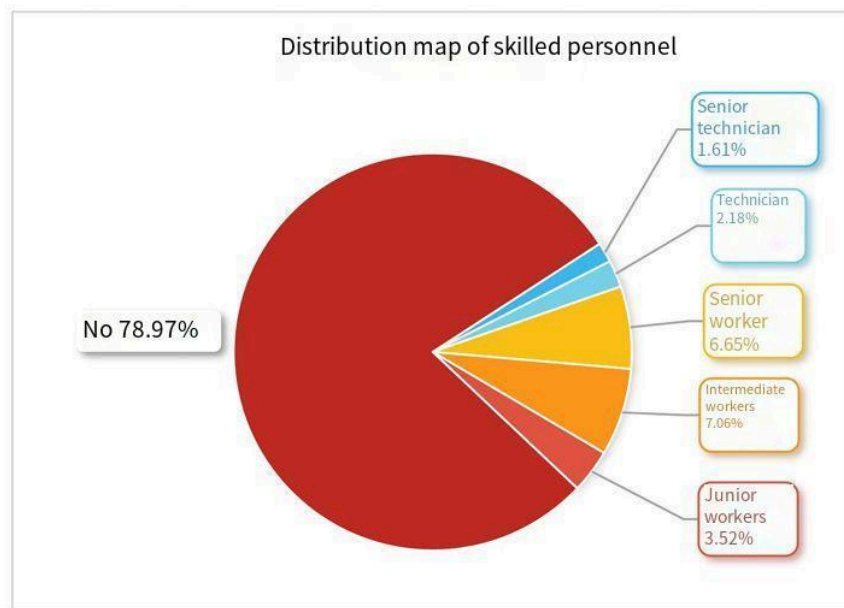


Figure 2.4. Technical talent release chart

3. Existing Issues

The workforce structure is unbalanced, lacking a talent-building hierarchy, with a shortage of young employees and backup talent, resulting in insufficient growth momentum.

There is a shortage of high-level professional talent, which does not align with modern corporate development.

Employee growth is slow, and the overall workforce competency is low.

The current management is aging, with insufficient training for backup talent.

4. Future Talent Plans

Statistics show that in the next three years, 630 employees are expected to retire, including 203 in 2023, 231 in 2024, and 196 in 2025. Due to retirement, increased capacity, and talent reserve needs, the company plans to recruit 1,179 employees over the next three years, with 465 required in 2023, 368 in 2024, and 346 in 2025.

5. Solutions

Guided by the group's transformation and upgrading strategy, the company will vigorously implement a talent development strategy, intensify talent introduction and training, establish a market-oriented recruitment, compensation, and assessment system, and create an integrated "incentive-development-recruitment" talent management system.

II. Human Resource Potential Evaluation of Chongqing Water Resources Investment (Group) Co., Ltd.

The potential assessment aims to identify employees' growth potential and promote their personal development through training and career planning. The company needs to scientifically evaluate employees' potential to determine which employees have the capability to become future leaders.

The company can design specialized training and project participation opportunities for high-potential employees to accelerate their growth and development. This potential assessment not only helps in personal career planning but also supports the organization in cultivating future leaders, ensuring continuity

and stability in talent reserves.[21]

Methods for Assessing Human Resource Potential:

1) Questionnaire Method

Design a questionnaire to survey company employees, collecting information on their satisfaction with human resource management, their needs for personal development, and their expectations for the company's future growth.

2) Interview Method

Select certain company leaders, middle-level managers, and front-line employees for interviews to gain a deeper understanding of the current state of human resources, existing problems, and future development directions.

3) Data Analysis Method

Analyze employees' educational backgrounds, titles, years of service, performance data, and more to evaluate their competency and growth potential.

4) Performance Evaluation Method

The following are the methods for evaluating human resource potential at Chongqing Water Resources Investment (Group) Co., Ltd.:

Based on the company's strategic goals and job requirements, specific performance indicators are set for each position. Clear evaluation criteria and scoring systems are developed for these indicators. Regular performance evaluations are conducted, collecting data on employees' work outcomes, work attitudes, teamwork abilities, and more. A 360-degree evaluation method is used, incorporating feedback from supervisors, colleagues, subordinates, and clients. The collected performance data is analyzed to identify strengths and weaknesses in talent management.

The results of the performance evaluations are used for decisions related to employee training, promotions, and compensation adjustments. Based on the evaluation results and feedback, the talent management system is continuously optimized to improve management efficiency and employee satisfaction. The performance evaluation method provides a direct way to assess the effectiveness of the talent management system and offers a basis for improvements. If performance

evaluation results show that employees generally meet or exceed expected goals, and feedback on the management system is positive, the talent management system can be considered effective. Conversely, if performance results are poor, or employee feedback is negative, this indicates issues in the talent management system that require improvement.

Currently, to further enhance the performance evaluation of departments and employees at the company headquarters, ensure accurate assessment of their work performance, and improve work efficiency and accountability, the following performance evaluation plan has been developed:

1. Evaluation Organization and Classification

The company leadership team is responsible for setting overall performance evaluation requirements, approving related policies, methods, and processes, determining departmental tasks, and evaluating their performance, as well as making final decisions on any disputes. The Human Resources Department is responsible for creating, improving, and refining performance evaluation policies, methods, and processes; collecting and compiling departmental evaluation data; and calculating performance-based compensation. Departments cooperate with the Human Resources Department by promptly providing relevant data, and department heads are responsible for objectively evaluating the performance of their employees.

2. Evaluation Cycle

There are both monthly and annual evaluations. The monthly evaluations are conducted bimonthly, in March, May, July, September, November, and the following January, covering the previous two months of departmental and employee performance. Annual evaluations are conducted at the beginning of January for the previous year's performance and are combined with the current monthly evaluation.

3. Evaluation Subjects and Classification

Two categories are evaluated: department heads (evaluated by the company leadership team) and department employees (evaluated by department heads).

Through the evaluation of human resource potential at Chongqing Water Resources Investment (Group) Co., Ltd., the company's strengths and areas for improvement in human resources can be identified. To fully tap into the potential of its human resources, the company should adopt strategies based on the evaluation results, such as strengthening the recruitment and development of high-end talent, improving the performance evaluation system and incentive mechanisms, and promoting the digitalization of human resource management. These efforts will enhance the overall level of human resource management and provide strong support for the company's sustainable development.[22]

2.3 Analysis and evaluation of Chongqing Water Conservancy Investment(Group)Co.,Ltd. professional development management system.

The Professional Development Management System of Chongqing Water Resources Investment Group Co., Ltd. (hereinafter referred to as "Water Investment Group") is designed to ensure continuous progress for employees throughout their careers through a series of systems and measures, achieving the common development of both the individual and the organization. This management system includes multiple aspects such as talent selection, cultivation, assessment, and incentives, forming a complete cycle.

The professional development management system of the Water Investment Group covers the entire process from onboarding to promotion, including new employee orientation, professional skills training for current employees, management capability enhancement training, performance evaluation, and incentive mechanisms. These measures not only help improve employees' overall quality and work efficiency but also contribute to building a loyal and capable professional talent pool, laying a solid foundation for the company's long-term development goals.

1. Talent Selection and Development Mechanism

1) Talent Selection Mechanism

Water Investment Group adheres to the principle of openness and transparency in talent selection, and ensures that every employee who joins the company is an outstanding talent after several rounds of screening through rigorous recruitment procedures. The company uses various channels to recruit talents, including campus recruitment, social recruitment and internal promotion. In the selection process, the company pays attention to evaluating the professionalism, work experience, development potential and other dimensions of candidates to ensure a high degree of fit between talents and positions.[23]

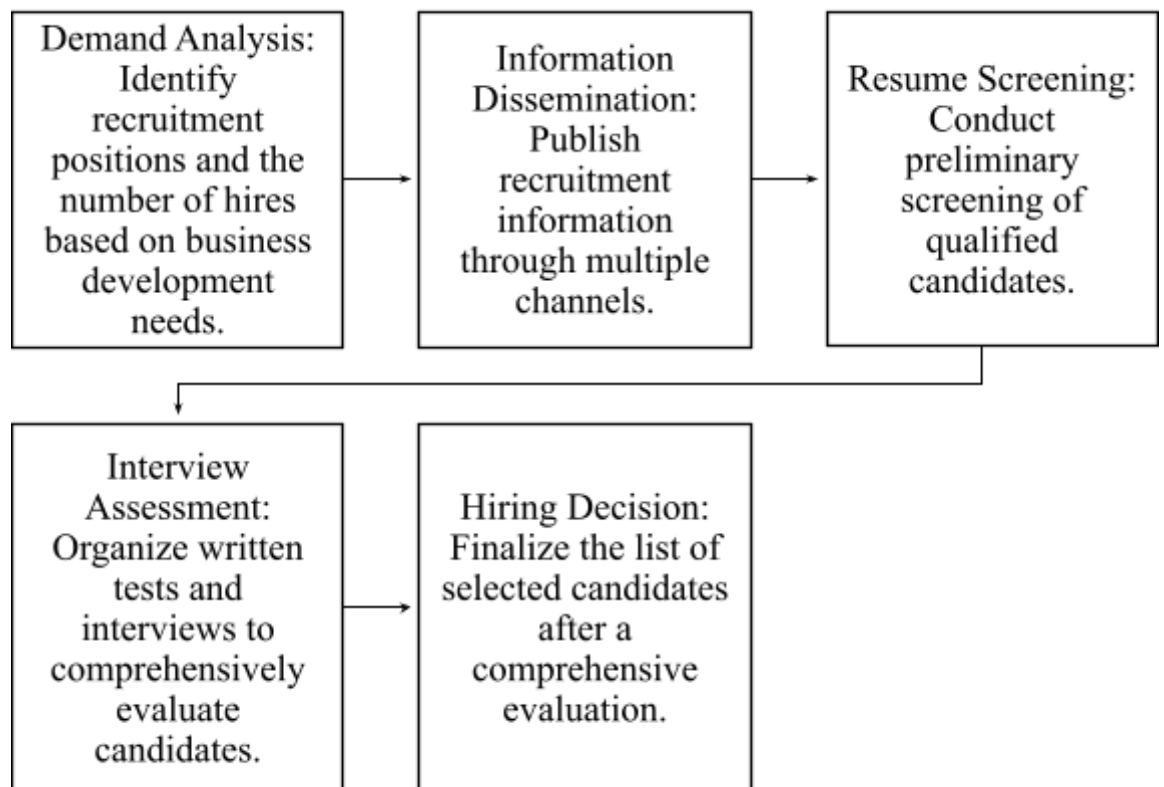


Figure 2.5. Talent selection process diagram

2) Talent Development Mechanism

Water Investment Group attaches great importance to the training and development of employees, and has established a complete training system for this purpose. According to employees' different career stages and job requirements, the company provides a variety of training programs, including orientation for new

employees, professional and technical training, and management ability enhancement. In addition, the company also actively encourages employees to participate in external professional qualification examination, and constantly improve their professional level and technical ability.

For example, new employees will attend a week-long induction training after joining the company to understand the company's culture and rules and regulations. Subsequently, according to different job requirements, employees will receive corresponding professional skills training. For example, employees in technical positions will learn the latest technical knowledge, while employees in management positions will participate in leadership development courses. These trainings not only help employees adapt to the working environment quickly, but also promote their all-round development in terms of professional skills and management ability.

2. Performance Evaluation and Incentive Mechanism in the Professional Development Management System

1) Evaluation Mechanism

Water Investment Group has established a scientific performance appraisal system to ensure that every employee's efforts can be fairly recognized by comprehensively evaluating their work performance, work attitude and teamwork ability. The assessment results are not only an important basis for salary adjustment and promotion decision, but also an important reference for employees' personal career development.

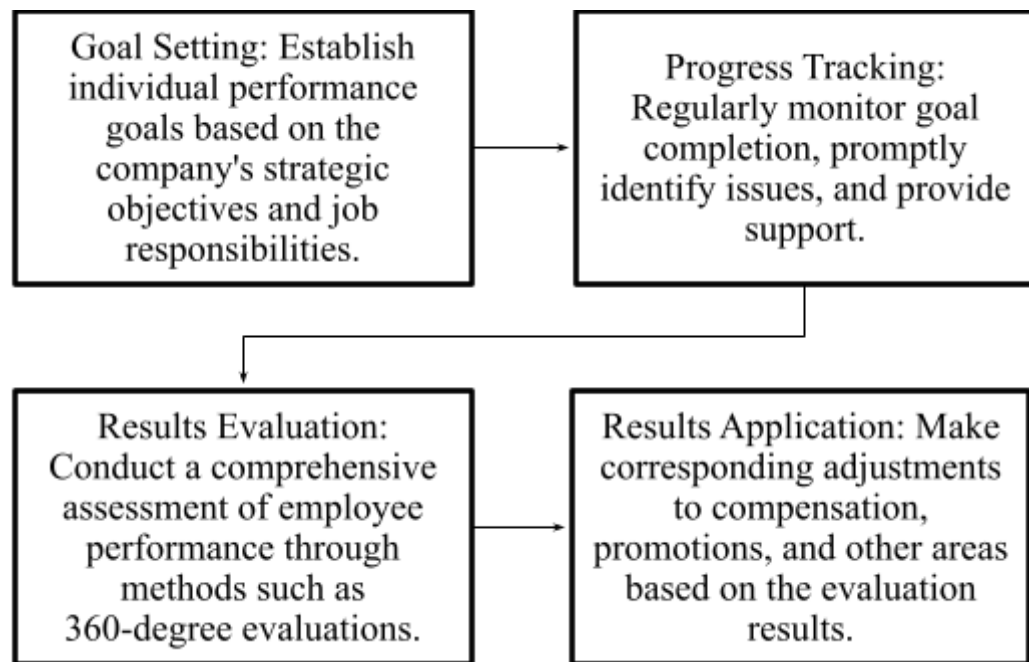


Figure 2.6. Performance evaluation process diagram

2) Incentive Mechanism

Water Investment Group adopts various incentive measures to stimulate the enthusiasm and creativity of employees. In addition to providing regular salary and benefits, the company has also set up awards such as "Outstanding Employee of the Year" and "Technological Innovation Award" to commend individuals or teams for their outstanding performance in their work. In addition, the company also provides a wide range of career development opportunities to encourage employees to grow in practice and maximize their personal value.

For example, after joining the Water Investment Group, Li Gong quickly integrated into the new environment through systematic induction training. Then, in the professional technical training organized by the company, he learned and mastered the cutting-edge technology and applied it to practical work. Because of his outstanding performance, Li Gong was named "Excellent Employee of the Year" and was commended by the company. In addition, he also participated in the management ability improvement course and gradually grew into an excellent project manager. In this process, the company not only provided necessary support, but also greatly stimulated Li Gong's work enthusiasm through reasonable salary

adjustment and promotion opportunities.

3. Evaluation of the Professional Development Management System's Effectiveness

In order to test the actual effect of the professional development management system, Chongqing Water Conservancy Investment (Group) Co., Ltd., regularly evaluates various measures to ensure the effectiveness of the management system and promote continuous improvement by collecting employees' opinions and analyzing performance data. The evaluation results are not only used to improve the current management system, but also provide valuable reference information for future development planning.

For example, the company will conduct a performance evaluation every six months, and collect evaluation information from employees' bosses, colleagues, subordinates and even customers by means of 360-degree feedback. This comprehensive evaluation method can not only fully grasp the performance of employees in all aspects, but also help identify their advantages and areas to be improved. The evaluation results will be used to adjust the salary level and promotion opportunities of employees and ensure the effectiveness of the incentive mechanism.[24]

4. Continuous Optimization of the Management System

Water Investment Group is well aware that any management system needs continuous adjustment and optimization to maintain its vitality. Therefore, when implementing the professional development management system, the company always pays attention to the following aspects:

Dynamic adjustment: with the expansion of the company's business and the change of the external environment, the effectiveness of the management system is regularly reviewed and adjusted according to the actual situation.

Technology application: using information technology to improve management efficiency and realize data-based decision-making.

Employee participation: encourage employees to participate in the improvement of the management system, listen to the opinions and suggestions of

front-line employees, and ensure that the system can be close to the actual needs.

Cultural integration: the professional development management system and corporate culture are closely combined to create a positive working atmosphere.

5. Key Elements of the Professional Development Management System

In order to ensure the effective operation of the professional development management system, Water Investment Group pays special attention to the following key points in the implementation process:

Clear goals: Set clear and quantifiable career development goals for each employee.

Systematic training: provide diversified training resources to meet the learning needs of employees at different levels.

Fair assessment: establish a scientific performance evaluation system to ensure fairness and transparency in the assessment process.

Effective motivation: arouse the enthusiasm of employees through reasonable salary and benefits and career development opportunities.

Continuous optimization: regularly evaluate the effectiveness of the management system and make adjustments according to the feedback information.

To sum up, by establishing and perfecting the professional development management system, Chongqing Water Conservancy Investment (Group) Co., Ltd., not only improved the overall quality and work efficiency of employees, but also built a loyal and capable professional team for the company. The successful implementation of the management system has provided solid talent support for the company to achieve its long-term development goals. In the future, in the face of changes in the external environment and the renewal of the company's strategy, Chongqing Water Conservancy Investment (Group) Co., Ltd., will continue to optimize and improve the professional development management system to ensure that it always meets the needs of the company's development.

Through the above measures, Chongqing Water Conservancy Investment (Group) Co., Ltd., is committed to building a dynamic and competitive talent management system to provide strong human support for the realization of the

company's strategic goals.

In order to ensure the effective operation of the talent management system, Chongqing Water Conservancy Investment (Group) Co., Ltd., has set clear performance indicators for each position according to the company's strategic objectives and the specific needs of each position. These indicators cover many aspects, such as work achievement, work attitude and teamwork ability. According to the characteristics of different positions, differentiated evaluation standards and scoring systems are formulated. For example, technical positions focus on technical innovation ability and technical application efficiency, while management positions focus more on teamwork and leadership evaluation.

Table 2.1

Performance indicators for technical positions

Performance Indicators	Evaluation Criteria
Technical Innovation Capability	Proposed and implemented at least one innovative solution in technology improvement or new product development, enhancing work efficiency or product performance.
Technology Transfer Efficiency	Successfully applied new technologies to practical projects, meeting predetermined goals within the specified timeframe, reducing costs, or improving customer satisfaction.
Work Results	Completed assigned tasks and met quality standards.
Work Attitude	Actively participated in team discussions and was willing to take on additional responsibilities.
Teamwork Ability	Demonstrated good team spirit in projects, effectively communicated with team members, and collaboratively solved problems.

Through regular performance evaluation, Chongqing Water Conservancy Investment (Group) Co., Ltd., has collected a lot of data about employees' performance, including but not limited to work results, work attitude and teamwork

ability. In addition, the company also used a 360-degree feedback mechanism to obtain evaluation information from employees' superiors, colleagues, subordinates and even customers. This all-round evaluation method can not only fully grasp the performance of employees in all dimensions, but also help to determine the advantages of employees and the areas that need improvement.

The collected performance data is used to analyze the strengths and weaknesses in talent management. Through careful analysis of these data, the company can determine which aspects are performing well and which links need to be improved. Based on the results of performance evaluation, the company applies this information to human resource decisions, such as employee training, promotion opportunities and salary adjustment. For outstanding employees, the company will provide more career development opportunities and rewards; For employees who need to improve, targeted training and development plans will be formulated.[25]

The application of performance evaluation results mainly includes:

Training: according to the evaluation results, customize personalized training programs for employees.

Promotion: Employees with outstanding performance will have the opportunity to be promoted to higher positions. Salary adjustment: adjust the salary level of employees according to their performance.

Feedback: Through regular performance evaluation, the collected data can be used to improve the working environment and conditions of employees.

The company continuously optimizes the talent management system based on the results of performance evaluations and employee feedback. If the evaluation results show that most employees have met or exceeded their performance goals and have provided positive feedback on the management system, it indicates that the current talent management system is functioning well. On the other hand, if the evaluation results are unsatisfactory or employee feedback is negative, it suggests that there are issues within the talent management system that need to be addressed and improved. Through this closed-loop mechanism, the company can improve management efficiency and enhance employee satisfaction.[26]

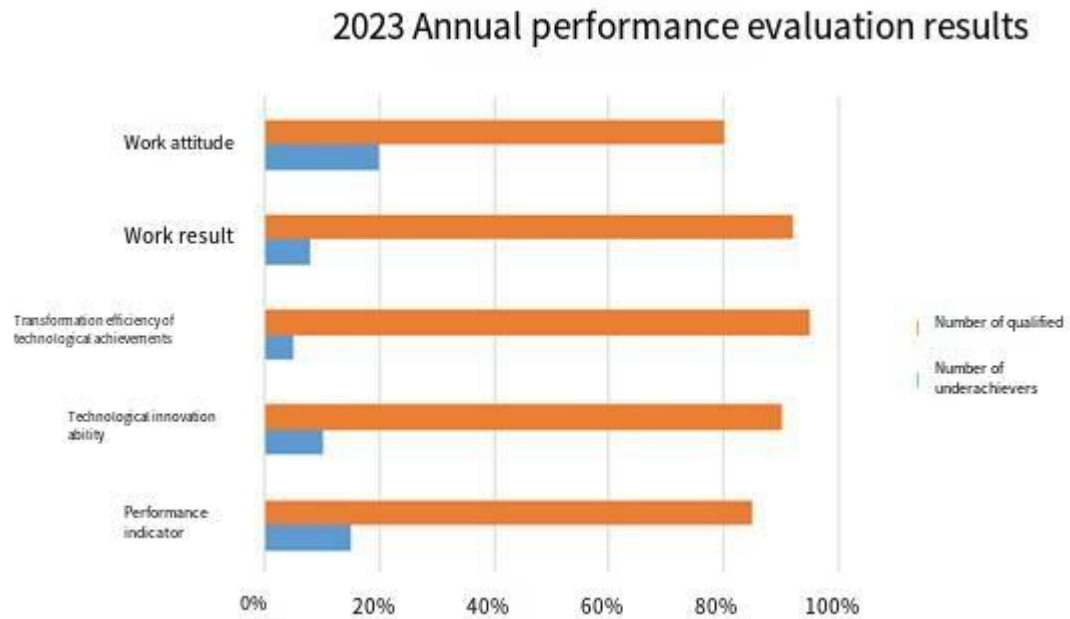


Figure 2.7. Water investment group's 2023 performance evaluation results

Through such a performance evaluation method, the company can not only intuitively evaluate the effectiveness of the talent management system, but also provide a reliable basis for continuous improvement. For example, in the performance evaluation cycle in 2023, the company found that although most employees achieved their performance goals, there was still room for improvement in teamwork and innovation. To this end, the company decided to strengthen the team building training for employees in the next year, and introduce more incentive innovation mechanisms to further stimulate the potential of employees.[27]

In the future, Water Investment Group will continue to promote the integration of performance evaluation and talent management system, constantly improve evaluation tools and strengthen decision-making mechanism based on data to ensure more scientific, reasonable and efficient talent management. At the same time, the company will further increase investment in employee training and development, create a broader career development platform for employees, improve the overall quality of employees, and provide a solid talent guarantee for the company's sustainable development.

CHAPTER 3

DIRECTIONS FOR IMPROVING TALENT MANAGEMENT IN THE COMPANY

3.1. Strategic talent planning for the company.

Chongqing Water Conservancy Investment (Group) Co., Ltd., as a development company, needs to build a talent pool that meets the strategic development needs of the group, with sufficient numbers, a reasonable structure, and high quality, to provide a solid talent foundation for the group's high-quality development. In terms of quantity, based on the group's business growth forecast, during the planning period, the company must ensure that the number of talents across all categories meets the development needs of the group, particularly in core areas such as water conservancy engineering, water resource management, and operations management, as well as in key functions like marketing, financial management, and human resources. This will allow for reasonable growth in talent numbers. In terms of quality, it is necessary to improve the overall quality of the talent pool, focusing on professional skills, innovation capabilities, leadership, and work ethics. Through training and development programs, employees should be equipped with the skills required to adapt to industry developments and technological innovations. Regarding structure, the talent structure should be optimized to form a reasonable age distribution, professional mix, and hierarchical structure. Ensuring a balanced proportion of talent across different age groups is crucial to avoid talent gaps; there should also be a diverse range of expertise to meet the group's diversified business needs. Establishing a scientific hierarchical structure will facilitate smooth career advancement channels.[28]

As of the end of 2022, Chongqing Water Conservancy Investment (Group) Co., Ltd. has 41 secondary subsidiaries, 45 other-tier companies, with a total of 5,959 permanent employees and close to 1,000 other staff members, bringing the total workforce close to 7,000 people. Based on an analysis of employee education,

professional titles, skill levels, and work performance, the quality of existing talent has been evaluated. Currently, the group has 103 employees with full-time graduate degrees or above, accounting for 1.73%; 475 employees with senior professional titles, accounting for 8.04%; and 830 employees with intermediate titles, accounting for 14.06%. Some employees have shown a lack of innovation capabilities, cross-field knowledge reserves, and complex problem-solving skills, which need further improvement. Company personnel are distributed across various fields, including engineering, finance, management, and legal affairs; however, talent distribution is uneven across these business areas, with some key fields experiencing talent shortages.

In terms of age structure, 2,178 employees are aged 39 or younger, accounting for 36.55%; 2,282 employees are aged 40-49 (inclusive), accounting for 38.30%; and 1,484 employees are aged 50 and above, accounting for 24.90%. Some enterprises, such as Guanjingkou, Yusheng, Fengdu, Fuling, Yinglonghu, Xingye, and Tianbai, face issues with an aging workforce, where the proportion of employees aged over 50 exceeds 40%, with a concentration of retirements expected over the next 5-10 years.

In terms of professional structure, there are 1,191 employees specializing in engineering (19.99%), 348 in finance (5.84%), 412 in management (6.91%), and 130 in legal affairs (2.18%), with 3,848 employees in other specialties (64.83%). In new business fields such as information technology and aquaculture, specialized talent is relatively scarce.

Regarding hierarchical structure, among the enterprises managed by the group, the size, organizational setup, and personnel structure vary, with some enterprises reaching four levels of management, which leads to inefficiencies and hinders career advancement opportunities.

In terms of workforce inflows and outflows, the group has attracted a certain number of talents in recent years through campus recruitment and social recruitment channels. However, some new employees, due to insufficient understanding of the company, job pressures, and compensation issues, have led to

a high turnover rate, affecting the stability of the talent pool. Statistics indicate that in the next three years, there will be 630 retirements, with 203 retirements in 2023, 231 in 2024, and 196 in 2025. The planned demand for additional personnel due to new capacity, retirements, and talent reserves is 1,179 over the next three years, with 465 required in 2023, 368 in 2024, and 346 in 2025.

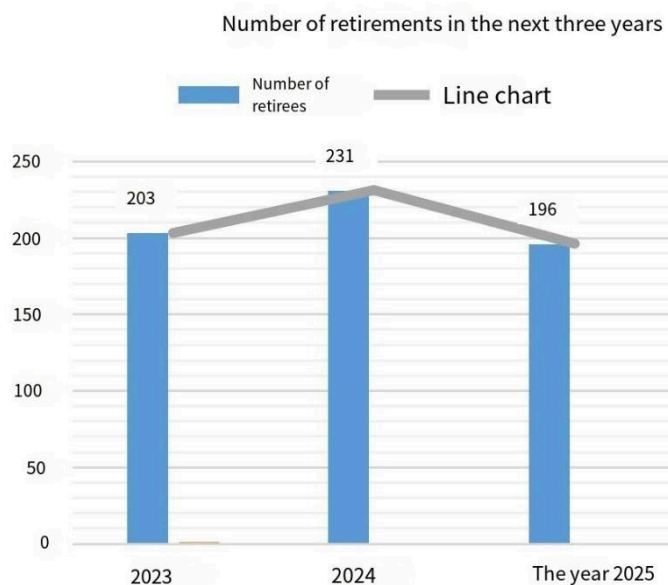


Figure 3.1 The number of retirements in the next three years.

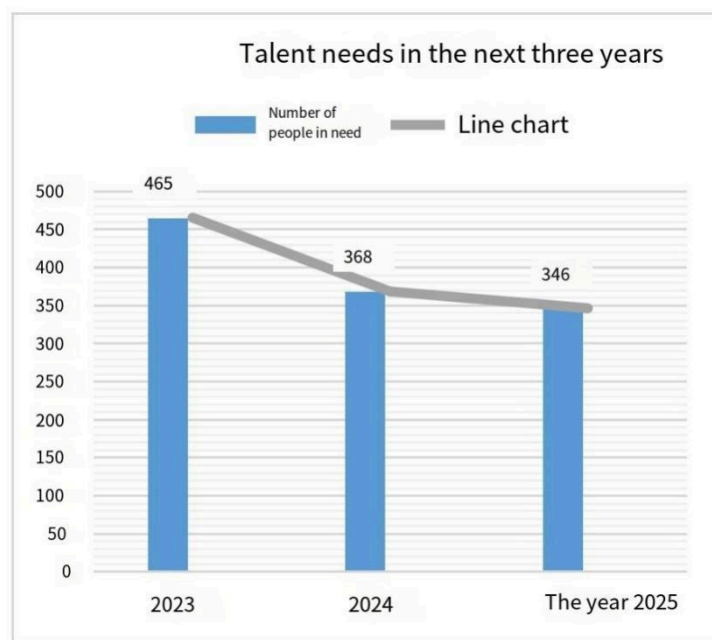


Figure 3.2 Talent demand in the next three years.

According to the group's strategic plan, future business development direction, and key projects, the demand for various types of talent in areas such as water infrastructure construction, comprehensive water resource utilization, and

water environment management will increase. Considering the expansion of the group's business scale and market share, the number and professional competencies required for talent in supporting functions, including marketing, financial management, and human resources, will also increase. With continuous advancements in technology, the water industry faces the opportunities and challenges of digital and intelligent transformation. The group will require more technical professionals and innovative talent in the application of new technologies and research and development innovation.

Therefore, the company needs to develop a reasonable strategic talent plan.

For talent acquisition, it is essential to establish attractive recruitment policies covering aspects such as compensation, career development opportunities, and work environment. Broadening recruitment channels through campus hiring, social recruitment, and talent referrals can help attract outstanding individuals to the group. Strengthening cooperation with universities and research institutions will enable the establishment of a cooperative mechanism for talent introduction, allowing for the early selection and preparation of talent with development potential.

For talent development, the company should enhance its training system by designing tailored training courses and methods based on the needs of employees at different levels and in various fields. Formulate personalized training plans based on employee positions, career development stages, and individual abilities, and establish a competency assessment system for timely adjustments, increase diverse training methods, such as case analysis and simulated projects, while encouraging knowledge sharing and mentorship, further reinforce practical training, allowing key talent in crucial positions to accumulate experience through projects, and establish a rotation system to broaden employees' perspectives and overall capabilities, deepen cooperation with universities and research institutions, jointly undertake research projects, set up corporate scholarships, and invite experts for training sessions.[29]

Regarding talent incentives, the group should improve the salary incentive

system by conducting regular market research to adjust salary structures and levels, ensuring competitiveness and fairness, while closely linking compensation with performance, enrich non-material incentive methods by establishing honor awards, providing more career development opportunities and promotion pathways, and improving the work environment, enhance care for employees by addressing work and life needs and strengthening corporate culture, establish long-term incentive mechanisms, such as equity incentives, while formulating implementation details and assessment standards, reinforcing management and supervision.[30]

For talent retention, it is important to focus on employees' career development needs by providing clear career paths and promotion opportunities. An internal promotion mechanism should be established to prioritize selecting top internal talent for management positions and key roles. Strengthening corporate culture, fostering a positive work environment, and encouraging teamwork will increase employees' sense of belonging and loyalty, aligning them with the group's values and mission. Regular employee satisfaction surveys should be conducted to understand their needs and opinions, address their concerns promptly, and improve their job satisfaction.[31]

When implementing the strategic talent plan, the group should establish implementation plans divided into short-term, medium-term, and long-term plans. The short-term plan, to be completed within 1-2 years, requires an analysis of current talent status and a demand forecast report, along with an annual implementation plan for talent acquisition and development. Some key positions will commence recruitment, cooperation with universities and research institutions will be strengthened, and a talent reserve pool will be established. The internal training system will be improved, offering training courses for employees at different levels and in various fields. A basic framework for talent evaluation will be set up, initiating pilot assessments. The medium-term plan, to be completed within 3-5 years, will involve the continuous acquisition and development of various types of talent according to business development needs, optimizing the talent structure. A comprehensive implementation of the talent training plan will

enhance employees' professional skills and overall competencies. A scientific and reasonable compensation system and performance assessment mechanism will be established to improve incentive and restraint mechanisms. The development of talent management mechanisms, including selection and appointment, performance evaluation, incentives, and a system that allows for advancement or demotion, will be strengthened. The long-term plan, set for more than 5 years, aims to establish a high-quality, well-structured, and innovative talent pool that meets the long-term strategic development needs of the group. A comprehensive talent development system will be established, achieving sustainable talent development.[32]

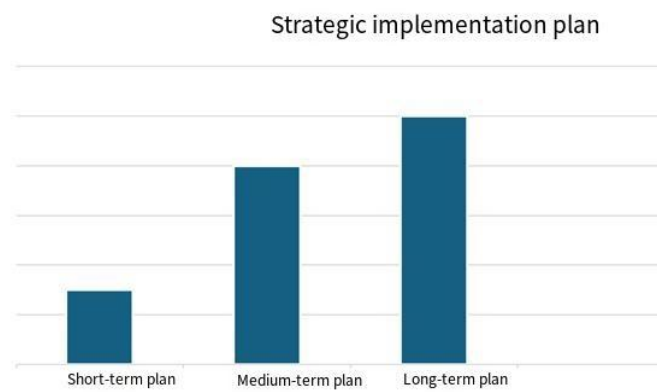


Figure 3.3 Strategic Implementation Plan

3.2. The latest talent management tools

The key to effective talent management in a company lies in having a comprehensive talent management system and efficient talent management tools. With advancements in technology, the market now offers increasingly sophisticated and diverse talent management tools, presenting new opportunities and challenges for enterprises.

Currently, our company leads with a digital empowerment approach, primarily by establishing a systematic mindset and leveraging digital drivers to integrate digital thinking throughout the entire talent selection, development, management, and utilization process. This aims to promote refined talent

management, precise talent services, and enriched digital talent. At the same time, the company can utilize the following intelligent tools to enhance the application of digital empowerment in talent management.[33]

1. Intelligent Recruitment Systems

At present, the main recruitment method for companies still involves selecting talent through face-to-face interviews. This entire process consumes a considerable amount of human, material, and financial resources. The intelligent recruitment system is one of the most sought-after talent management tools today. Therefore, in talent recruitment, companies can leverage intelligent tools that allow candidates to upload their resumes to the system and select their desired positions based on their expertise. After uploading, they wait for the system to conduct screening, followed by interviews to determine successful hires. This not only simplifies the recruitment process and reduces company expenses but also enhances recruitment efficiency. For instance, Moka is an example of such a system, integrating various recruitment channels such as job boards, social media, and internal referrals. It utilizes artificial intelligence technology for automatic resume screening and matching. Through big data analysis, the system can quickly identify candidates that best meet job requirements, saving recruitment time and human resources.[34] Additionally, some intelligent recruitment systems also offer features like online video interviews and AI interview evaluations. Video interviews can overcome geographical limitations, enabling companies to communicate more conveniently with remote candidates, while AI evaluations can analyze candidates' language expression and logical thinking, providing interviewers with reference insights. For example, some large internet companies are currently using intelligent recruitment systems to serve their talent acquisition needs, quickly screening thousands of resumes and successfully inviting dozens of qualified candidates for interviews. This has significantly improved recruitment efficiency and greatly assisted the company's talent management, reducing financial consumption in talent management and saving enterprise costs. Therefore, in talent recruitment, companies can enhance management efficiency by building dedicated recruitment

websites to carry out their talent acquisition efforts.[35]

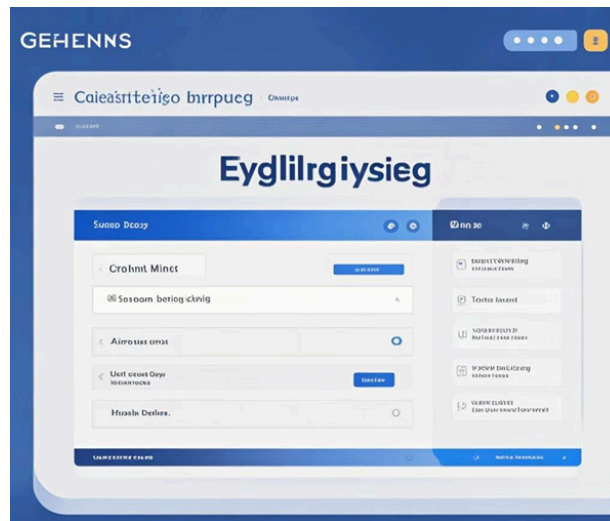


Figure 3.4 Intelligent recruitment system

2. Online Training Platforms

Employee capabilities are the driving force behind a company's development. After onboarding, employees require training to enhance their specialized skills and facilitate their integration into the company, enabling them to quickly engage in their respective roles. Currently, our internal onboarding training primarily relies on in-person sessions; however, in recent years, online training platforms have become essential tools for talent management. Companies can choose innovative and efficient online training platforms that offer a wide range of courses, including professional skills training, leadership training, and career development training. By implementing quantitative assessments to track training completion, companies can establish reward and penalty mechanisms to motivate employees to improve their skills. Employees can select courses based on their needs and interests, free from time and location constraints. Additionally, online training platforms feature learning record tracking, allowing HR or managers to monitor employees' progress and achievements through system records and analytics, thereby helping companies integrate talent identification, assessment, development, evaluation, and utilization. This provides effective training solutions to continually enhance employees'

capabilities and qualities.[36]

3. Talent Assessment Tools

Talent assessment tools are crucial for companies to accurately understand their employees' abilities, potential, and performance. The VPP talent assessment model is an advanced tool in this realm. It is based on three characteristics: high professionalism, high autonomy, and high human value output, and extracts nine sub-items from three main categories—Value, Performance, and Potentiality—centered on guiding thoughts, team leadership, and task execution for a comprehensive talent evaluation. Through this assessment method, companies can categorize talent into exploratory, operational, and execution types, providing a scientific basis for talent selection, development, and deployment. Additionally, some companies use 360-degree assessment tools, allowing supervisors, colleagues, subordinates, and clients to provide comprehensive feedback on employees, offering a more holistic view of their performance and capabilities.

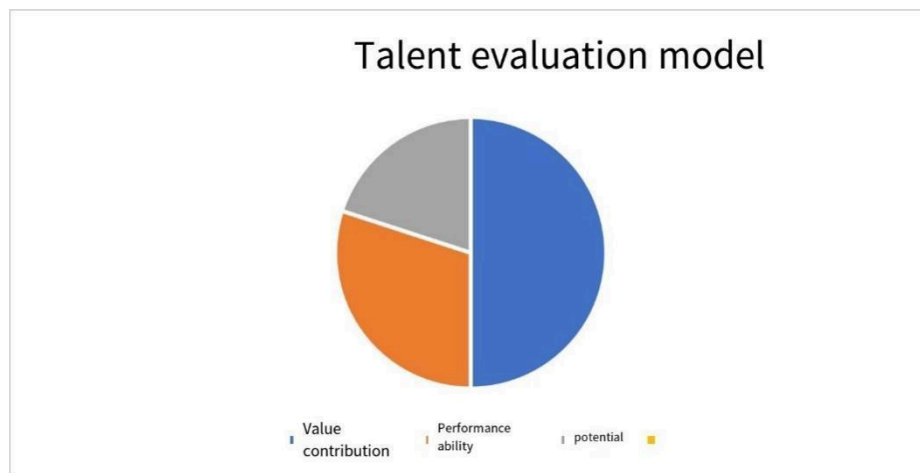


Figure 3.5 Talent evaluation model

4. Employee Lifecycle Management System

An Employee Lifecycle Management System can record all information about an employee from onboarding to offboarding, including recruitment interview records, probationary performance, training experiences, performance evaluations, and position transfer records. This provides significant reference value for companies in talent inventory and planning. HR can analyze employee

development trends and needs using the data from the system, supporting the formulation of reasonable talent development strategies. For example, one company discovered through its Employee Lifecycle Management System that there was a high turnover rate among certain employees shortly after onboarding. By analyzing the information of these employees, the company identified shortcomings in the onboarding training process and promptly adjusted the training content and methods, effectively reducing the turnover rate of new hires.

5. Intelligent Compensation Management Tools

Intelligent compensation management tools can help companies automate and streamline compensation management. A compensation management system with built-in payroll calculation robots can automatically compute employee salaries based on attendance, performance, and position information, significantly improving the accuracy and efficiency of payroll processing. The system also includes features like real-time social insurance cloud services, intelligent tax reporting, and intelligent compensation analysis, helping companies achieve scientifically-based salary setting and adjustments, as well as one-click smart tax reporting. For example, a medium-sized enterprise found that after implementing intelligent compensation management tools, the monthly payroll processing time was reduced from one week to just one day, and the number of salary disputes caused by human calculation errors decreased.[37]

6. Performance Management Tools

Performance management is a core aspect of talent management, and the latest performance management tools place greater emphasis on continuous and dynamic management. For instance, the OKR (Objectives and Key Results) performance management method emphasizes setting challenging goals and breaking them down into specific key results. Through regular evaluations and feedback, organizations can continuously adjust and optimize goals. Companies can utilize performance management tools to set clear performance indicators and assessment processes, allowing employees to understand their work objectives and requirements clearly, while also providing objective grounds for the company's

performance evaluations. Additionally, some performance management tools feature performance data analysis capabilities, helping companies identify high-performing employees and areas with issues, thus supporting management decision-making.[38]

Talent management tools provide strong support for companies in talent management, helping them achieve better results in talent selection, development, utilization, and retention. Companies can choose talent management tools that fit their needs and characteristics and continually optimize and enhance their talent management systems to improve core competitiveness. In the future, with ongoing technological advancements, talent management tools will continue to innovate and develop, bringing more convenience and opportunities to corporate talent management.

3.3. Suggestions for improving the talent management system in the company

Water Investment Group, as a state-owned enterprise focused on the water conservancy industry, has always adhered to high standards and strict requirements in human resource management. However, with the continuous development of its business, some existing management systems and processes have gradually revealed issues that need optimization to meet new development needs. Based on research into the specialized planning of human resources at Water Investment Group, and considering its actual situation in employee recruitment, training, and assessment, specific optimization measures are proposed.

1. Strengthening Strategic Talent Planning

Water Investment Group should further strengthen strategic talent planning to ensure that talent resources match the company's long-term development goals. This includes the prediction of future talent demand, the inventory of existing talent situation and the identification of potential talent gap. By regularly updating the

talent plan, the company can ensure that its organizational structure can flexibly cope with changes in the internal and external environment.[39]

2. Improving Talent Selection Mechanisms

Water Investment Group should continuously optimize the talent selection mechanism to ensure that every employee can be competent for his post responsibilities. This includes:

Broaden recruitment channels: In addition to traditional methods, we should also use emerging platforms such as social media, industry forums and professional recruitment websites to attract more high-quality talents.[40]

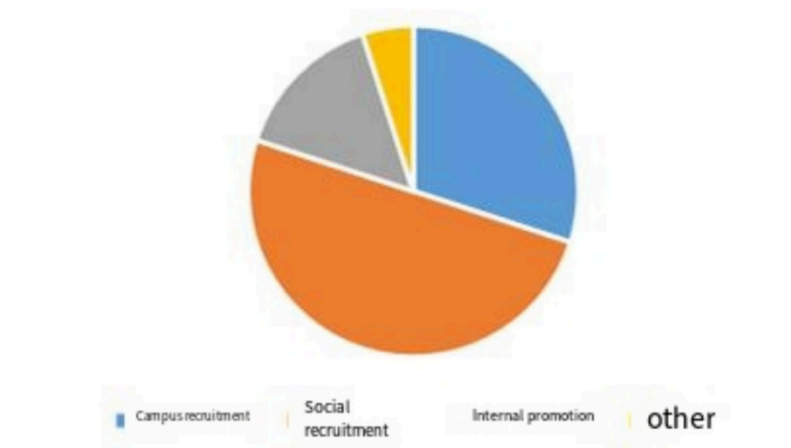


Figure 3.6 Distribution of talent recruitment channels

Improve the transparency of the recruitment process: update the recruitment progress in real time through the online platform, so that candidates can clearly understand their status in the process.

Introduce AI-assisted screening: use artificial intelligence technology to automatically filter resumes to improve the accuracy and efficiency of preliminary screening.

3. Improving Talent Training Mechanisms

Customized training plan: provide targeted training courses according to job requirements to ensure that the training content fits the actual work.

Lifelong learning culture: advocate continuous learning, provide online education resources, and create opportunities for outstanding employees to go out

for training.

Career development planning: develop a personalized career development path for each employee, clarify its growth direction and give necessary support and guidance.[41]

4. Enhancing Training and Development Tools

Diversification of training content: In addition to technical training, we should also pay attention to the cultivation of soft skills such as communication skills and teamwork.

Flexibility of training methods: adopting a mixed mode of online and offline to facilitate employees to choose the most suitable learning method according to their own situation.

Establish a tutor system: provide experienced tutors for new employees to help them integrate into the team faster and improve their work ability and professionalism.

5. Improving Compensation and Incentive Tools

Incentive mechanism is an important link in talent management. Water Investment Group should continuously optimize the incentive mechanism, which not only stimulates the enthusiasm of employees, but also ensures the fairness and effectiveness of incentive measures. For example, you can set up an annual outstanding employee award to commend employees who have performed well in their work; At the same time, adjusting the salary of employees according to their performance will realize distribution according to work.[42]

Differentiated salary system: according to the performance and contribution of employees, design differentiated salary structure to reflect personal value.

Performance-linked mechanism: employees' salary is closely related to the overall performance of individuals, teams and even companies, and employees are encouraged to create more value for the company.

Long-term incentive plan: implement long-term incentive measures such as equity incentive and option plan to enhance employees' sense of belonging and loyalty.

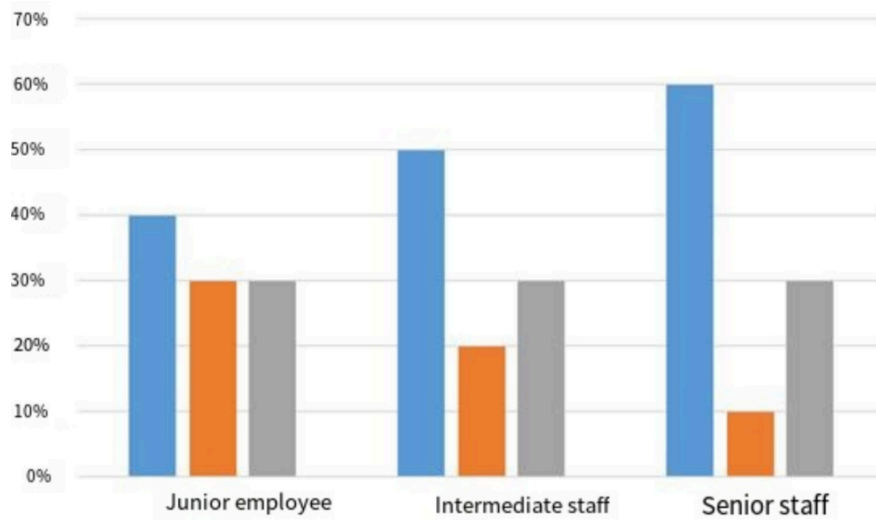


Figure 3.7 Comparison chart of salary structure

6. Optimizing Performance Evaluation Tools

360-degree performance evaluation: In addition to the evaluation of superiors, feedback from colleagues, subordinates and even customers should be included to comprehensively evaluate the performance of employees.

Regular feedback mechanism: establish a regular feedback system, communicate with employees in time the highlights and areas to be improved in their work, and promote their continuous progress.

Performance improvement plan: for employees with poor performance, formulate specific improvement plans and provide necessary support to help them improve their performance.

Evaluate the effectiveness of the talent management system regularly to ensure that it meets the needs of the company's development. By applying the results of performance evaluation to employee training, promotion opportunities and salary adjustment, the management system can be continuously optimized to make it more scientific, reasonable and efficient.

7. Strengthening the Application of Human Resource Information Systems

Digital transformation: promote the digital upgrade of human resource management, and realize the efficient management and analysis of employee information by using HRIS system.

Mobile management: develop mobile applications, so that employees can check personal information, submit leave applications, check payroll, etc. at any time.

Data analysis to support decision-making: Use big data analysis technology to deeply mine human resource data and provide strong data support for company decision-making.

Use information technology to improve management efficiency and realize data-driven decision-making. For example, develop specialized human resource management software, integrate functions such as recruitment, training and assessment, and provide one-stop service. In addition, you can also use big data analysis technology to dig deep into talent management data and provide support for the company's strategic decision.[43]

8. Enhancing Organizational Culture Development

Attach importance to cultural construction and create a positive working atmosphere. Combine professional development management system with corporate culture to create a positive working environment. By organizing various cultural activities, we can enhance the cohesion and sense of belonging of employees, thus improving their work enthusiasm and creativity.

Cultural identification: Enhance employees' identification with the company culture through various activities, and create a positive working atmosphere.

Open communication: encourage open communication, establish barrier-free information exchange channels, and let employees feel respect and equality.

Recognition and reward: select outstanding employees regularly, commend and reward outstanding employees, and improve the morale of the whole team.

Through the above improvement measures, Chongqing Water Conservancy Investment (Group) Co., Ltd., can not only attract more outstanding talents to join, but also better stimulate the potential of existing employees and lay a solid talent foundation for the company's long-term development. In the future, in the face of changes in the external environment and the adjustment of the company's strategy, Chongqing Water Conservancy Investment (Group) Co., Ltd., will continue to

optimize and improve the professional development management system to ensure that it always meets the needs of the company's development.

CONCLUSIONS

The study yielded the following conclusions:

The essence of talent management within Chongqing Water Conservancy Investment (Group) Co., Ltd. encompasses resource management, investment management, relationship management, psychological contract management, and strategic management. The company values its talent resources highly, with significant investment in talent, well-established employee relations, a focus on psychological contracts, and a strong alignment with corporate strategy to achieve effective talent management and sustainable development.

A talent management system is critical to a company's success, covering recruitment, training, performance, compensation, and human resource planning. The 5P model (Identify, Select, Train, Retain, Utilize) provides a systematic framework for Chongqing Water Conservancy Investment (Group) Co., Ltd., enabling effective talent attraction, development, and retention to support organizational goals and promote sustainable growth through clear objectives, talent profiling, reserve building, performance management, and potential assessment.

To attract and retain talent, the company has formulated a clear recruitment plan, selecting suitable talent through both internal and external channels and offering competitive compensation and benefits. Additionally, it fosters a positive work environment, focuses on employee personal development, and establishes effective communication mechanisms, promptly recognizing and rewarding employees to enhance team cohesion and corporate competitiveness.

The study also introduced the technical and economic characteristics of Chongqing Water Conservancy Investment (Group) Co., Ltd., highlighting its primary focus on water conservancy construction and management. The company values technological innovation, with investment in research for advancements in water conservancy engineering technology, including new engineering design concepts, construction technologies, and water resource management. These

innovations are applied to actual water conservancy construction and operational management, improving the company's technical capacity and competitiveness and delivering enhanced water conservancy services and resource management outcomes to society.

A quantitative (statistical) analysis and evaluation of Chongqing Water Conservancy Investment (Group) Co., Ltd.'s human resources potential identified challenges in resource structure, missing talent pipeline, and shortage of high-quality specialized talent. In response to the anticipated wave of retirements and increased capacity demand over the next three years, the company plans to recruit 1,179 new employees. Through performance appraisals and potential assessments, the company aims to optimize talent management, improve employee quality, and establish an integrated talent development system to support sustainable development. This analysis contributes to a deeper understanding of the company's human resource potential and further identifies directions for improvement.

The company fosters employee and organizational growth through a comprehensive professional development management system encompassing selection, training, evaluation, and motivation. This system incorporates clear performance metrics, 360-degree evaluations, and data-driven decision-making, ensuring a scientific and effective approach to talent management. The company continuously enhances its management system, reinforcing technology use and employee engagement to adapt to business development and external changes, aiming to build a dynamic and competitive talent team to support its long-term strategic goals.

Chongqing Water Conservancy Investment (Group) Co., Ltd. has formulated a strategic talent plan to support group development, covering talent attraction and development, optimization of talent structure, quality improvement, rational age and professional distribution, and establishment of effective talent incentive and retention mechanisms. The plan is divided into short-, medium-, and long-term stages, aiming to build a high-quality, well-structured talent pool for sustainable

development.

The company can enhance talent management efficiency through intelligent tools, such as using smart recruitment systems to screen resumes, online training platforms to improve employee skills, talent assessment tools for comprehensive employee evaluation, full lifecycle management systems for talent development planning, smart compensation tools for automated payroll calculation, and performance management tools for ongoing performance tracking. These tools help the company optimize talent management and enhance core competitiveness.

Chongqing Water Conservancy Investment (Group) Co., Ltd. needs to optimize human resource management by implementing strategic talent planning, improving selection and training mechanisms, refining compensation and performance evaluation, strengthening digital information system applications, and enhancing corporate culture to attract and develop talent, perfect the talent management system, and support company strategic development.

The results obtained have practical value, as the theoretical guidelines and conclusions of the research can be implemented within the company's talent management system. This can help improve the company's talent management system and transform it into a concrete, systematically developed framework.

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