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Research on the Introduction and Cultivation of Top-shelf Talent in China

Yong Du [α], Jun Du [σ] & Bo Yan [ρ]

Abstract- This article summarizes the generalizations of high-level talent introduction and cultivation at home and abroad. combined with the current situation of China's high-level talent introduction and cultivation, This article points out and analyzes some problems in the current high-level talent policy and implementation process, such as the introduction of the program is not sufficiently standardized, laws and regulations relative lag, high-level talent distribution and development of the industry requirements inconsistent supervision, management mechanism behind and so on, and then propose a series of measures to innovative high-level talents introduction and training.

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I. The Profile of Domestic and International Research

At home and abroad, many scholars, government agencies and entrepreneurs conducted in-depth study and exploration on the high-level talent management issues, have draw some useful conclusions, in which there are some following points on the treatment of specific issues about how to introduce and cultivate top talent:

a) Foreign introduction and cultivation of high-level talent Study

American scholar Schultz pointed out the improvement of human capital plays more important role than economic growth on physical capital growth, and established the important role of human capital in his presentation of the "human capital investment" as early as December 1960, the 73rd Annual Meeting of the American Economic Association. The introduction of talents plays a key role on the economic development in the past two decades. The U.S. government introduce talents in the following ways: relaxing immigration restrictions of access to technical talent, increasing work visa quota to professionals, establishing science and technology back-up team relying on students returned from America, and employing the foreign experts and scholars and so on. The formation of the U.S. Silicon Valley high-tech talent circle can be regarded as a model for the introduction of international talent. In 1996, the Singapore government set up a "Network station of Singapore employment agencies", which provided a platform for the elite talent throughout the world to display their talent. This allows Singapore to recruit 7500 talents, including scientists, researchers, and other professional skilled people. Professor Scott (2002) at Cornell University believes that high-level talent based on the promise of human resources management system, emphasizing employees' loyalty to the company. And he also pointed out that establishing a solid "psychological contract" with high-level talent through fully authorized, of shares, stock options, employee stock ownership or pension plans, etc. Jack (2005) study the talent management system such as IBM, Marriott, and found that the stability of the tower structure and flow of internal talent market is very important for the sound corporate, its personnel management practices is taking a long-term nurturing through the Bench, (bench) plan, G100, (Generation 100) talents Scheme, the internal transfer rotation and other methods, and then make the top talent into their specific human capital. The Japanese government attracts foreign students by offering preferential terms, purchase or annexation of foreign enterprises or companies, and then habitat the top talent for himself. They also engaged in "scientific tourism" and built companies in a foreign country to take advantage of global talent. Moreover, they entrusted with the task of high-tech talents, celebrities, management and industry experience rich, so that they can make every effort for Japan's economic development and technological advancement.

b) Domestic Introduction and Cultivation of High-Level Talent Study

Since the reform and opening up, China insists on the principle of "respect knowledge, respect talent", actively implement the national rejuvenation through science and education and the human resources strategy. The Third Plenum of the party stressed to be people - oriented and establish the scientific concept of development. The "Decision" in the Central Talent Work Conference clearly pointed out implement the country with talented people strategy to speed up the pace of overseas talent from overseas. In recent years, the international war for talent, cities across the country have been put forward a series of talent introduction policy. Such as Sichuan built "overseas talent pool" and "overseas project library", and there are 1500 overseas talent was selected; Tianjin overseas recruitment

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missions went to the United States in New York and San Francisco to recruit senior personnel; In Liaoning province, the government launched the "high-level talent membership card, so that senior personnel has a " home "; In Shanghai province, they established a government special fund for the implementation of the construction of an international talent highland Plan, and there is a huge capital investment each year to support the overseas talent to work and venture in Shanghai; In Beijing, the government regard attracting and making good use of study personnel as the implementation of capital development strategy, strengthen the policy and environmental advantages, and build the city's Pioneer Park network by focusing on building Pioneer Park and Venture carrier. In Jiangsu province, they focus on the implementation of talent internationalization strategy, developed and implemented high-level personnel plan such as the introduction of the ten thousand students studying overseas for five years, and opened six talents of peak project-oriented for overseas, so that they can attract high-level overseas talents with eagerness, preferential policies and quality services, RenjingJun (2007) the director of high-tech zone in Xi'an think we must attract, cultivate and retain high-level talent. If we want to make a combination of attract, train and retain the high-level talent, and have the ability such as boldness of recognize the talents, the feelings of cherish the talents and the way about gathering the talents, on the one hand, we should have to raise the awareness of enterprises, introduce and feel free to make use of talents; on the other hand, we should help businesses to improve the management mechanism and create a harmonious working atmosphere, and prepare for make use of outside the brain to strengthen cooperation with the firm of management consultants and training companies, and then help enterprises to improve their management level.

Throughout the various measures of the introduction and cultivation of high-level talent at home and abroad, we can find some common trends: A) high salaries to attract talent and create a good working environment; B) the way of talent mobility varies from the "rigid flow "to the "hardness and softness"; C) unscrupulous compete for talent, including through the generous pay and benefits, comfortable office environment, high-level job title, fully authorized, participation in decision-making, given the challenging work, learning and training opportunities, encourages entrepreneurship, well-developed career planning and other measures, in order to attract and retain high-level talent. We can learn from the means and manner of the introduction and cultivation of talent.

II. The Current Situation of Chinese High-Level Talent Introduction and Cultivation

In recent years, many local governments have issued some policies and measures for the introduction and cultivation of high-level talents, such as "the regulations about introduce senior software talent's preferential policies", "the Rules about the implementation of preferential policies to the introduction of talent", "the notice about encourage overseas high-level talents studying abroad return to work", "the decision on the further optimization of the talent environment", etc. The implementation and enforcement of these policies makes local governments achieved some encouraging results in the high-level talent introduction and training, and talent development environment also has been further improved and optimized. At the same time, however, the current high-level human resources policies and implementation process still exit some problems and defects, as follows:

a) High-level talent introduction work program is not sufficiently standardized and scientific

Most of experts around introduced by government-leading, introduced by the non-profit foreign expert organizations are less than that, and through market intermediary channels is the least, and the short-term employed experts is more than the long-term employed experts. Moreover, there is a big gap between the wages of foreign talent and the international market price. In addition, with the intensification of international competition, the government pays more attention to the protection of the senior personnel both in developed and developing countries when attracting foreign talent, but the combination of these two works is not satisfactory. How to link China's domestic and international talent market and the demand for talent is not very clear. What industries, what types of personnel need to recruit the international talent and how to link up the two works also require careful study. The problem how to create a good working and living conditions after the introduction of qualified personnel and how to effectively develop their talents also worth exploring.

If we haven't made in-depth analysis about whether the introduction of talent is the professional or technical talent, the talent can't show their ingenuity in a specific working environment.

b) The introduction of laws and regulations of international talent is lagging behind

At present, in addition to a small amount of local laws and administrative regulations make provision for the introduction of international talent; China is still exits a law or administrative regulations to make clear specifically on how to use the international talent.

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Although published "opinions to encourage overseas high level talents studying abroad to return to work", but its main purpose is to appeal other people. For example, how to implement continue to create conditions to attract overseas talent, and focuses on the material living conditions and the recommendations on employing is still a problem. Substance treatment is necessary, but the key is to implement and create a good, interactive, cooperative, coordinated and healthy legal environment, work environment, human environment. International talent, especially talent from developed countries' awareness of the law is very strong, if the legal environment in China is incomplete will make them discourage the Chinese market. As soon as public and legalized policy for the introduction of international talent, and provide legal protection for work in China's international talent is the primary challenge on the process to attract intellectual in China.

c) The distribution of high-level talent and profession development the request does not coordinate

In order to attract the best talents and the growth of talent, we need to have an platform for exchange and development, especially high-level professionals need to have suitable housing units, jobs and working conditions. In many regions the carrier is not enough to attract top talent, leading to the ability of absorbing and carrying is low. According to statistics in 1999, Chinese employees with college education accounted for 3.5%, while Chongqing city accounted for only 1.4%, not only under the average of 6% in eastern area, but also exits a large gap compared with the western region such as 3.2% in Shanxi Province, 2.5% in Sichuan Province and 2.2% in Guizhou Province. This is reflected in the following points: First, due to limited preparation at agencies and institutions, the space and capacity for talent is very small; second, since the research institutes, large enterprises and high-tech enterprises is not enough, the platform to attract talents is relative inadequate; third, the R & D center in enterprise is not enough, Especially, in some large and medium-sized cities, more than half of the introduction of high-level talent concentrated in the organs and institutions, especially culture and education of health professionals accounted for the larger proportion. The introduction of high-level talent on literature and history is relatively abundant, while the much-needed foreign trade and economic cooperation for economic development, information engineering, foreign language, urban construction and planning, legal aspects of high-level talent is still relative insufficient. Education, health and economic accounting talents have accounted for the most part in the city's professional and technical talents, but engineering talents are in short supply, which can not meet the needs of enterprises, showing a gross mismatch between the high-level talent distribution and development of the industry.

d) The problem about the reverse flow of high-level talent is serious

With the rapid development of economic globalization, the pace of globalization and scale of the flow of talent has reached alarming proportions, especially in high-level talent; and it has formed a pattern without national borders. But China is in a weak position in the competition for high-level talent. In addition, facing the foreign excellent conditions, the foreign companies prone to the problem of talents reverse flow. Among the returning professionals, the loss is basically the elite, but the return talent's quality is difficult to guarantee and the number has been remarkably reduced. Shortage of key talent have a global convergence, that means what we are indispensable is also what people indispensable. For example, China's large talent gap such as modern communications, bioengineering, computer chip manufacturing and software design and other high-tech talent; talents familiar with the international financial and WTO rules; complex talent not only understood business but also understood management, in developed countries also at a shortage. The comprehensive competition around the globe for information technology, biological engineering, international finance, commerce, business and other talents led China to dilemma that the inadequate talents may taken away. Not long ago, a company in the United States published a list of more than 2,000 senior personnel of Chinese financial sector, which details the suitable positions of each senior personnel, and combined with the employer, the company often give them higher vocational, high-paying, high-equity and other extremely allure offensive. These cause the problem of Chinese top talent reverse flow more serious.

e) The Supervision And Management Mechanism Of The Introduction Of Talent Is Fall Behind

Most of the units in China, human resources management development system is in transition, and advanced talents incentive and restraint mechanisms is far from being established. It is a challenge to the employing unit how to make good use of the international talents to adapt the organizational culture of the employing unit. If the employing units haven't followed the laws of modern human resource development and management, they will miss the opportunity in fierce competition for talent. There are two critical process in organization when develop and manage human resources, one is configuration in place, the other is to "develop a color", "Developed a color" is to provide a good institutional environment of development and management for talent performance. At present, the organization introduced talent has recognized the importance of the construction of these systems, and gradually change the traditional personnel management system, introduce and improve the new personnel management system. Configuration of human

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resources is the premise of its development, but human resources configuration in place are far from to do, or simply did not arouse the attention of the parties concerned. The work that human resources should in right place is far away from the target, and interested parties even haven't draw attention to it.

The existence of the above issues seriously restrict China's economic and social development, so it is necessary to innovative the policies and measures of introducing and cultivating high-level talents.

III. The Measures about Innovating Chinese High-Level Talent Introducing and Training

a) To Establish Analysis and Forecasting System of Scientific High-Level Talent Demand

In order to reasonably plan the hierarchy of the various types of high-level talent, and make high-level talent distribution structure to comply with the requirements of the development of the industry, the government should introduce and perfect policies and regulations related to the introduction of international talent, and develop a good international talent introducing institution environment. In addition, they also should carry out scientific and rational analysis and forecasting of high-level talent demand. The analyzing and forecasting of high-level talent needs be based on the various regions, various industries, the development prospects of the organizations, organizational skills, job requirements and other various factors including macroeconomic factors such as economic, political, social and microeconomic factors such as organizational strategy, the operating conditions, management level, to estimate and analyze the type of high-level talent (including quality and quantity) required in the future. At first, this requires we must know the organization's development strategy, and consider what kind of people can achieve organizational goals, whether there are enough people to implement the organization's goals. Secondly, we should analyze a variety of factors what effect on the high-level talent needs. In this analysis, we mainly make use of this tool of work analysis to analyze the content, characteristics, work environment and work itself of the organization work, and then summarize the quantity and quality of the high-level talent in various positions that we need on the current organization. Finally, we collect the quantity and quality of the same type of high-level talent and form talent needs analysis and forecasting report.

b) To Improve the Social Evaluation Mechanisms of High-Level Talent Introduction and Training

It allows us to authenticity and to prevent some errors in the process of introducing high-level talent that establish and improve the social evaluation mechanism. Such as Tsinghua University requested outside peer to do review, because it is outside with independent, so it can avoid the obstacle of the sensibilities at least. In addition, there is no nepotism, dark psychological such as "Wu dalang shop" (they fear of someone higher than himself, so they only leave the "dwarf") and conflict for interest. This will ensure objective and impartial. At the same time, they are the peer after all, and they have some understanding on the frontier disciplines and academic trends, and can identify the truth and false of the academic achievements of the council people, and test their academic content. On this basis, no matter the leadership finalized or collective discussion, we have a "lung"; professional in the personnel department had survey the details through the "third eye" perspicacious in the process of the introduction of procedures. In the process of establishing a sound social evaluation mechanisms should draw attention to the background checks of high-level talent. Background investigation is to collect data from various sources, including vocational proof of previous work and educational status, personal identity, criminal records, civil litigation, employee compensation records, credit records. But we also should confirm and check the elements such as the identity card number, social security number, etc. If it is possible, you should also understand the "living material" of the article documented. In the background investigation, you may encounter some resistance and obstacles. Such as former employers may be reluctant to provide truthful information, even some investigators may be charged with the risk of invasion of privacy or defamation laws. Because of legal security, the employer may require job applicants to sign the declaration of a power to allow background checks. But, no matter what difficulties they will encounter in the background investigation, the employers have no choice but to do it. If you do not have enough manpower, you can use the specialized services of a professional review body. This is an important part of the society evaluation mechanism.

c) To Establish Channels of Domestic and International Talent Market Share of Human Resources

It is learned that in order to encourage domestic talent from overseas and enhance trust of the use of foreign talent, the State Administration of Foreign Experts Affairs is to accelerate the pace of the qualifications for licensing the foreign talent agency and recruiters. Currentlythe number of certified foreign expert organizations is 69, and abroad (Habitat) training institutions is 258. Moreover, the State Foreign Experts Bureau also plans to take effort to extend the number of the talent pool of state-level overseas talent pool of resources to 80,000 for two years. However, attention should be paid to the problem that market mechanism plays an active role in resolving the contradiction between supply and demand, and strive to establish the international talent market system in line with international practices with Chinese characteristics as soon as possible. It is necessary to closely co-

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coordinate the employer and the talent market, the market of domestic talent and the linkages of international talent market; to establish new partnerships with foreign talent agency and recruiters.

d) To Establish a Perfect Risk Identification and Prevention System of High-Level Talent Introducing

The false introduction of talents accidentally is the main reason of staff conduct risk. In the recruitment process, job seekers and enterprises in the situation of asymmetric information, job-seekers know the requirements of the employer, however, the enterprises know little about the personal circumstances of job seekers, they can determine the job-seekers' personal conduct only through resume and interview performance, and job seekers can pass the test through the camouflage, impression management, as well as to conceal under false pretenses, even worse, some of them do not meet the requirements of the company conduct job-seekers, but they do not believe their conduct problems. Therefore, we need to establish a perfect risk identification and prevention system of high-level talent introducing. Specifically, before the introduction of senior personnel, the enterprise should consider whether the environment and conditions can give full play to the high-class talent to the business, including the institutional environment, cultural environment, resources and so on. Critical aspects should follow systems and processes running, rather than the person's direct personnel placement by the boss or the boss battle. In the process of the introduction of senior personnel, the enterprise should consider whether they can take the risks of its high cost and failure or not, and make an accurate measurement of the various costs in the process of introducing, establishing special funds for the introduction of high level talent. After the introduction of high-level talent, companies should give competitive in vocational high salaries, options, and other favorable conditions, to prevent brain drain and the occurrence of the phenomenon of talent reflux. And the company should establish database of high-level talent flow and reserves, in order to adjust and supplement for the brain drain of vacancies in important posts.

e) Increase Efforts to Develop the Introduction of High-Level Talent

Once companies introduced the high-level talent, they should intensify efforts to develop the high-level introduction of talent in order to let high-level talent, knowledge, skills, advantages run well, to make it localization, organization as soon as possible. Therefore, governments at all levels accord to the various policy and regulations issued to guide microstructure introduction. Except using general outside talent, for the national strategy field, industry which need advanced strategic talents, the government should not only directly involved in talent demand analysis, introduction, but also through the establishment of corresponding research institutions or national key laboratory. Moreover the government should also help build new corresponding team with the necessary management talents and all kinds of auxiliary talents, ensure sufficient scientific research outlays and operation of funds, and avoid unnecessary from distraction outstanding professional and technical personnel, in order to ensure the team operate efficient.

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6

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