

# Research on the Introduction Strategy of High-level Talents in Beijing Universities under the Background of "Double First-class"

Xinyu Zhang\*

Capital University of Economics and Business, Beijing 100070, China

\*zhangxinyu@cueb.edu.cn

## Abstract

Colleges and universities are knowledge-intensive organizations, and talents have always been the core competitiveness of their development. Therefore, the introduction of high-level talents is an important measure for colleges and universities to improve the overall level of the teaching staff. Under the background of "double first-class" construction, how to improve the construction of the teaching staff through the introduction of high-level talents and promote the development of the school's disciplines has become an important issue for Beijing universities. This article analyzes the current situation of the introduction of high-level talents in Beijing-affiliated universities through the SWOT analysis method, and proposes recommendations for the introduction of high-level talents based on the current situation.

## Keywords

Talents, SWOT, strategy.

## 1. Background of the Introduction of High-level Talents

In 2015, the State Council issued the "Overall Plan for Coordinating and Promoting the Construction of World-Class Universities and First-Class Disciplines". The construction of a first-class faculty became the primary construction task. The plan points out the in-depth implementation of the strategy of strengthening the school with talents, strengthening the supporting and leading role of high-level talents, accelerating the cultivation and introduction of a group of first-class scientists, discipline leaders and innovative teams active in the forefront of international academics and meeting major national strategic needs, and gathering world-class talents. In 2016, the Central Committee of the Communist Party of China issued an important guiding document for national talent work "Opinions on Deepening the Reform of Talent Development System and Mechanism", stating that talents are the first resource for economic and social development, and accelerating the construction of a talented country is a necessary measure to achieve the Two Centenary Goals. Therefore, various colleges and universities have launched the strategy of strengthening the school by talents, raising the construction of the talent team to the strategic height of school development. High-level talents, as an important role that can lead the development of disciplines, promote talent training, and enhance cooperation and exchanges, are an important goal of talent introduction for universities.

## 2. The Current Situation of the Introduction of High-level Talents to Universities in Beijing

Through research and analysis of literature and data, the analysis of the current situation of the introduction of high-level talents in Beijing-affiliated colleges and universities found that all municipal colleges and universities have introduced high-level talents into the construction of

talent teams. In terms of specific management, they are mainly divided into two categories. The first category of colleges and universities has a complete talent introduction system. High-level talents introduction is a part of the talent introduction system, and it has relatively complete policies. The introduction plans, procedures, and benefits are relatively clear. Among them, in terms of policy adjustment, it is divided into colleges and universities that can adjust corresponding policies in a timely manner according to the development situation and colleges and universities with relatively slow and lagging policy adjustments. There is no specific policy for the introduction of high-level talents in the other type of colleges and universities, and the introduction of high-level talents generally adopts the method of “One Discussion for One Case”.

### 3. SWOT Analysis Matrix of the Introduction of High-level Talents in Beijing's Universities

Internal factors	Advantages	<ol style="list-style-type: none"> <li>1.Location advantage</li> <li>2.Policy advantage</li> <li>3.Advantages from institutional innovation</li> </ol>	Weakness	<ol style="list-style-type: none"> <li>1.Introduction costs of introducing high-level talent are higher</li> <li>2.The introduction of high-level talents is not systematic</li> <li>3.The evaluation mechanism for the introduction of high-level talents is not complete</li> </ol>
External factors	opportunities	<ol style="list-style-type: none"> <li>1.The country and Beijing attach great importance to talents and provide a good environment for the introduction of high-level talents</li> <li>2.The Beijing Municipal Government provides policy support for the introduction of high-level talents</li> <li>3.Advancement of personnel system reform</li> </ol>	Threats	<ol style="list-style-type: none"> <li>1.Fierce competition for talent introduction</li> <li>2.Beijing's geographic advantages are weakened and talent attraction is reduced</li> </ol>

#### 3.1. Analysis of Advantages

##### 3.1.1. Location Advantage

As the capital, Beijing is the national political center, cultural center, international exchange center, and scientific and technological innovation center, with a natural location advantage. The profound historical and cultural heritage, abundant education and medical resources, an

open and innovative environment, as well as the inclusive city characteristics and degree of internationalization are all attractive to domestic and foreign talents.

With the attraction of the capital's functions and the Beijing Municipal Government's active policies of attracting talents, Beijing has now developed into the country's largest talent base. Affected by the talent gathering effect, more talents will come to Beijing for development.

### **3.1.2. Policy Advantage**

The policy advantages of Beijing-affiliated universities in the introduction of talents are mainly reflected in the guidance of relevant national and Beijing government policies. Beijing-affiliated universities have their own talent introduction policies that are becoming more mature and can provide policy guarantees for the introduction of high-level talents. The talent introduction policy of Beijing-affiliated universities is undergoing a transition from nothing to something, from simple to elaborate. In terms of policy formulation, colleges and universities, from the original simple and standardized introduction conditions and procedures, to the formation of more complete and standardized management systems from guiding ideology, organizational leadership, and implementation rules, can better guide the introduction of high-level talents and ensure the smooth progress of all links.

### **3.1.3. Advantages from Institutional Innovation**

Beijing-affiliated universities have continuously innovated in the introduction and use of high-level talents, and gradually explored the "dual track system" and other methods of attracting talents, providing an independent environment for high-level talents, establishing specialized management models, increasing the flexibility of employment, and allowing them to work better. At the same time, in terms of the way of attracting talents, it has gradually shifted from "owning it for me" to the idea of "not asking for owning, but seeking what is used". The core is the role of talents, and the combination of rigid introduction and flexible use is adopted to introduce talents.

## **3.2. Analysis of Weakness**

### **3.2.1. Cost of Introducing High-level Talents**

Due to Beijing's high housing prices and high cost of living, the cost of introducing high-level talents in Beijing is relatively high compared to other regions in China. Beijing is a first-tier city in China, housing prices are among the highest in the country, population is constantly influx, and overall consumption levels are relatively high. Providing excellent material conditions for talents and ensuring their quality of life are basic measures for universities to attract high-level talents. Therefore, in order to attract high-level talents, Beijing-affiliated universities need to pay more for housing and providing competitive wages.

### **3.2.2. The Introduction of High-level Talents is not Systematic**

Beijing-affiliated universities generally lack long-term and systematic plans for talent introduction. On the one hand, in the process of introducing high-level talents, Beijing-affiliated universities pay more attention to the short-term role of high-level talents in school discipline development and talent training, and pay less attention to the long-term development of high-level talents and their contributions to the overall development of the school. On the other hand, in terms of talent introduction channels, Beijing-affiliated universities rely more on self-recommendations and others' recommendations, which are more random, rather than actively seeking talents that meet development needs from the perspective of school and subject

### **3.2.3. The Evaluation Mechanism for the Introduction of High-level Talents is not Complete**

The ultimate goal of the introduction of high-level talents is to give full play to their scientific research or management advantages, to promote the development of disciplines, improve the

level of talent training, and enhance cooperation and exchanges, thereby promoting the overall development of the school. A scientific and reasonable evaluation system is a necessary measure to ensure that the introduction of talents meets the construction and development of the school's talent team and the long-term development of the school. At present, Beijing-affiliated universities generally pay attention to the number of talents introduced, and the evaluation of talent quality is mostly through discussion, lacking standardized and unified standards.

### **3.3. Analysis of Opportunities**

#### **3.3.1. Good Environment for Introducing High-level Talents**

The issuance of policies such as "Opinions on Deepening the Reform of Talent Development System and Mechanism", "Beijing's Administrative Measures for the Introduction of Talents (for Trial Implementation)", "Measures on Optimizing Talent Services, Promoting Scientific and Technological Innovation and Promoting the Development of High-tech Industries" provides a good environment for the introduction of high-level talents from Beijing universities.

The reform of the social insurance system in recent years has also made the connection between Beijing and other regions' social insurance, and the connection between universities and other enterprises and institutions more smooth and convenient.

#### **3.3.2. The Beijing Municipal Government Provides Policy Support for the Introduction of High-level Talents**

For the introduction of high-level talents, the Beijing Municipal Government has systemic restrictions on the introduction conditions and procedures to ensure the quality of the introduced talents. At the same time, in terms of policy support, there are also special convenient green channels for talent settlement, spouses and children relocation, etc. Regarding the restriction on the treatment of talents in the establishment, Beijing has also issued relevant policies in recent years to break the total salary limit within the system and allow high-level talents to enjoy preferential policies such as the annual salary system. For overseas high-level talents, Beijing also has a special talent introduction policy, which can speed up the talent introduction procedures, assist in the procedures for the settlement of talents, and the selection of children, and give certain government rewards.

In terms of attracting talents, the Beijing Municipal Government has actively developed and established a variety of talent platforms to broaden channels for the introduction of high-level talents for Beijing-affiliated universities.

#### **3.3.3. Advancement of Personnel System Reform**

In recent years, the reform of the personnel system has continued to deepen, the introduction and development of talents have continued to innovate, the talent management system has become more scientific, and the talent evaluation, mobility, and incentive mechanisms have become more complete. The aim of the reform is to encourage the flow of talents and make better use of the role of talents to provide more possibilities for the flow of talents.

### **3.4. Analysis of Threats**

#### **3.4.1. Fierce Competition for Talent Introduction**

As an important element of organizational development, human resources are the main resources for competition among organizations. In terms of talent introduction, Beijing-affiliated universities must face competition among other universities as well as competition among other enterprises and institutions. There are many universities in Beijing. Beijing-affiliated universities need to compete with the universities administered by the central government. These universities administered by the central government have more advantages in terms of scale, policy support, and resource endowments. At the same time, there are still a

considerable number of research institutes, high-tech enterprises and other enterprises and institutions that have a greater demand for high-level talents. These enterprises and institutions generally have strong funds and can provide high-level talents with favorable treatment and a more open growth environment. The introduction of high-level talents to Beijing-affiliated universities is a relatively big threat.

### **3.4.2. Beijing's Geographic Advantages are Weakened and Talent Attraction is Reduced**

In recent years, the state has strengthened the construction of the Yangtze River Delta, the Pearl River Delta and other regions, driving local economic and social development, making the national regional development tend to be equalized, enhancing the attractiveness of other regions for talents, which have weakened Beijing's geographic advantages to some extent.

## **4. Strategies and Recommendations**

Through the analysis of the current situation of the introduction of high-level talents in Beijing-affiliated universities, it is found that in the introduction of high-level talents in Beijing-affiliated universities, there are both favorable and threatening factors at the macro level, as well as advantages and disadvantages at the micro level. Therefore, The formulation of high-level talent introduction strategies must consider external opportunities, challenges, and internal advantages and disadvantages.

### **4.1. To Improve the School's Policy System for Introducing High-level Talents Relying on a Good Policy Environment**

The university development strategy and talent development plan are the basis and guiding documents for the formulation of its high-level talent introduction policy. Colleges and universities should fully study the relevant documents of Beijing's talent development plan, make effective use of its preferential measures, formulate high-level talent introduction policies that meet the development of the school according to the actual conditions of the school's development stage and development goals, and explain in detail the conditions and procedures for introducing talents to the school to ensure the smooth development, orderly progress, and solid implementation of the introduction of high-level talents.

### **4.2. Based on School Development, Scientifically Formulate Talent Recruitment Plan**

For the introduction of high-level talents, the school should take the school development strategy as the starting point, carefully analyze the structure of the existing faculty, and formulate a plan for attracting talents scientifically in accordance with the location advantages and subject development goals. Let the introduced high-level talents be able to fill the vacant roles of specific disciplines and truly give play to their outstanding advantages. At the same time, it can work with the existing team as soon as possible to form a new and stronger team, and improve the fitness between the introduction of high-level talents and the development of the school, which is more conducive to the achievement of organizational goals.

### **4.3. To Establish a Scientific Evaluation System and Accurately Introduce Talents**

The objective evaluation of talents' academic level, professional ability, and professional role is the key link to ensure the fit of high-level talent introduction. Deepening the supply-side structural reform requires universities to comprehensively, rationally and practically assess the effectiveness and long-term nature of talent introduction. Due to the special role of high-level talents, the development of the evaluation system should be based on the principles of strategic, multi-dimensional and omni-directional, and the combination of quantity and quality should be emphasized in the evaluation indicators. The evaluation method should be a

combination of qualitative and quantitative. Evaluation should also focus on the combination of short-term and long-term effects.

The introduction of high-level talents often pays relatively high costs. Scientific evaluation and precise introduction can maximize cost-effectiveness..

#### **4.4. To Strengthen Cooperation and Exchanges to Avoid Vicious Competition**

Facing the fierce competition for talents, Beijing-affiliated universities should change their thinking, avoid joining vicious competition, strengthen exchanges and cooperation with universities and enterprises and institutions in the region, hold the ultimate goal of giving full play to the role of talents, and actively explore multiple ways to employ people.

#### **4.5. Focus on Improving Soft Power and Increasing the Dependence of Talents Introduced**

Individuals in all organizations have needs for organizational identity and belonging, especially high-level talents. In the process of introducing high-level talents, Beijing-affiliated universities should not only provide market-competitive treatment and supporting facilities, but also pay attention to the cultivation of their own soft power. Providing a scientific research platform and setting up a scientific research team can enable the introduced high-level talents to quickly understand the scientific research situation of the school and enter the state of scientific research. Timely feedback and affirmation on the effectiveness of the introduction of talents can increase their sense of gain. Regular humanities activities and team building activities can give high-level talents a stronger sense of belonging. The sense of identity and belonging to the organization, the sense of achievement and accomplishment of work, etc., can effectively increase the dependence of talents, reduce their mobility, and better play their long-term effects.

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