

# Research on the Establishment and Management of High - skilled Talent Teams in Urban Rail Transit Enterprises

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**Abstract:** *From the perspective of the strategy of strengthening the country with talents, cultivating high - skilled talents has become an important orientation. Urban rail transit enterprises also face new challenges and opportunities. In the critical period of digital transformation, building a high - skilled talent team is conducive to meeting the innovation needs of the enterprise's operation and operation models. Based on this, this article takes the digital transformation of urban rail transit enterprises as the background, focuses on researching the paths of establishing and managing high - skilled talent teams. Starting from the influencing factors, several suggestions are put forward from the perspectives of strategic orientation, talent supply, training system, performance incentives, etc., so as to promote the construction of high - skilled talent teams and give full play to the advantages of high - skilled talents in enterprise innovation.*

**Keywords:** Urban rail transit enterprises, High - skilled talent teams, Establishment and management.

## 1. Introduction

The construction of a high - skilled talent team is at the core of building a modern industrial system. The transformation and upgrading of the industrial chain have put forward high requirements for skilled talents. In addition, there is an inseparable relationship between the transformation and upgrading of the industry and the improvement of the level of skilled talents. Therefore, during the transformation and development period, urban rail transit enterprises need to simultaneously implement the construction of high - skilled talent teams, give full play to the advantages of human resources, effectively respond to new challenges, and grow into modern industries.

## 2. Influencing Factors in the Establishment and Management of High - Skilled Talent Teams

Strategic orientation, talent supply and demand, training system, performance incentives, etc. all affect the establishment and management of high - skilled talent teams in urban rail transit enterprises.

- **Strategic Orientation:** The impact of strategic orientation on the construction of high - skilled talent teams is reflected in the direction of talent cultivation. The transformation and upgrading, as well as the daily operation of urban rail transit enterprises, revolve around the strategic orientation. The strategic goals set by the enterprise will affect its talent requirements, and then influence the determination of the talent cultivation direction.
- **Talent Supply and Demand:** Talent supply and demand mainly affect whether urban rail transit enterprises can smoothly establish high - skilled talent teams. In this regard, urban rail transit enterprises are required to adjust their talent cultivation plans according to the dynamics of the talent market.

- **Training System:** The perfection of the training system is related to the quality of high - skilled talent cultivation and even the talent team. For urban rail transit enterprises, the high - skilled talent training system is closely related to the realization of their strategic goals. A complete high - skilled talent training system can not only cultivate high - skilled talents with good qualities but also help achieve development strategies. Therefore, when establishing high - skilled talent teams, urban rail transit enterprises should pay attention to improving the talent training system.
- **Performance Incentives:** Performance incentives are related to whether urban rail transit enterprises can attract and retain high - skilled talents. Based on this, it is necessary for urban rail transit enterprises to establish and improve an effective performance incentive mechanism to ensure that performance incentives are open, fair, just, and transparent, and provide more development channels for high - skilled talents to encourage their growth and progress.
- **Corporate Culture:** Corporate culture also affects the establishment of high - skilled talent teams. For urban rail transit enterprises, a good cultural atmosphere is conducive to creating a positive working environment, uniting employees, and promoting the construction of high - skilled talent teams. Therefore, urban rail transit enterprises should pay attention to corporate culture construction, win the favor of more high - skilled talents with a good corporate culture, and attract them to contribute to the enterprise's innovative development.

## 3. Measures for Urban Rail Transit Enterprises to Establish and Manage High - Skilled Talent Teams

### 3.1 Innovate Talent Development Planning with the Guidance of Development Strategies

At present, the job - setting model of urban rail transit

enterprises is relatively rigid. Each level of skilled talents is set according to the standard of 5 - 6 for a long time, resulting in the failure of the talent development plan to achieve the expected results and the lack of obvious talent advantages. To address this issue, urban rail transit enterprises should take the development strategy as the guide, start from the horizontal and vertical directions, innovate the job - setting model, meet the supplementary needs of the high - skilled talent development planning system, and thus give full play to the abilities of high - skilled talents.

- **Vertical Perspective:** Urban rail transit enterprises should adjust the talent proportion and appropriately increase the proportion of high - skilled talents. For the purpose of achieving strategic goals, when setting the talent proportion, the proportion of high - skilled talents can be controlled at 30%. According to this standard, high - skilled talents can be introduced and cultivated in a planned manner. Considering that the total amount of high - skilled talents needs to be dynamically adjusted according to development strategic goals and actual needs, a certain space for talent flow should also be reserved appropriately. Based on the existing technicians, urban rail transit enterprises should also focus on cultivating senior technicians, super - senior technicians, and chief technicians, set corresponding positions, select talents according to the ability levels and innovation awareness of technicians at all levels, and place them in suitable positions to give full play to their talents. At the same time, it can also enable more excellent skilled talents to realize their values.
- **Horizontal Perspective:** Urban rail transit enterprises should open up two - way channels, encourage high - skilled talents with high - skilled talent skill - level certificates to participate in professional technical management. Select high - skilled talents from the existing high - skilled talent team who have a strong interest in professional technical management and have job adaptability, and gradually guide them onto the development path of professional engineers, and gradually achieve process skill transformation, scientific research and technological innovation, and management model innovation. In addition, urban rail transit enterprises also need to provide more development paths for high - skilled talents with management potential. For example, they can participate in the management of the production front line in the form of a temporary appointment to test their management abilities in practice and provide new development channels for high-skilled talents with real management potential.

### 3.2 Provide Career Planning Services to Increase Development Opportunities

Career planning can point out the direction for the future development of high - skilled talents and affect the construction of high - skilled talent teams. Based on this, urban rail transit enterprises should provide career planning guidance for all high - skilled talents, help them explore their career interests through methods such as vocational aptitude tests, guide them to form correct career outlooks, and lead them to develop corresponding career development plans

based on reality. Secondly, it is also necessary to appropriately broaden the career promotion channels, guide high - skilled talents to give full play to their ability and job advantages, and obtain more development opportunities through the career promotion channels to participate in more training activities and continuously improve their abilities. In order to build a high - skilled talent team with strong professional capabilities, urban rail transit enterprises can establish and improve the job rotation learning system, develop corresponding job rotation learning plans, enable high - skilled talents to be exposed to more jobs in different fields during continuous job rotation learning, acquire more skills, and truly understand their interests. Urban rail transit enterprises can use the reward and recognition system to attract high - skilled talents to actively participate in career planning and stimulate their work enthusiasm.

### 3.3 Improve the Training Mechanism Comprehensively and Make Overall Plans for the Training of High - Skilled Talents

In order to achieve the goal of establishing a high - skilled talent team, it is necessary for urban rail transit enterprises to comprehensively improve the training mechanism and make overall plans for the training of high - skilled talents.

- **Systematic Training:** Incorporate the training of high - skilled talents and the construction of the team into the annual development plan to form a standardized system to ensure the smooth and orderly progress of high - skilled talent training. Adjust the training courses according to talent requirements and build a corresponding resource system to ensure the systematicness and effectiveness of high - skilled talent training. With the mainstream of intelligent urban rail transit, urban rail transit enterprises need to adjust the construction direction of the course and resource system to fields such as intelligent operation and maintenance and digitalization.
- **Cooperation with Training Institutions:** Establish cooperative relationships with vocational colleges and other major skill - based talent training institutions, conduct regular exchanges and research, help high - skilled talents master cutting - edge technologies, and become high - skilled talents required for the enterprise's transformation and development.
- **Utilize the Educational Value of Competitions:** Competition projects provide a platform for high - skilled talents to show their self - value. During the competition, high - skilled talents can also obtain more valuable things. Therefore, urban rail transit enterprises should also encourage high - skilled talents to participate in national and provincial competition projects, and exercise and improve their skill levels in competitions among top - notch talents.

### 3.4 Establish and Improve the Evaluation Model and Innovate the Incentive Distribution System

- **Adjust the Evaluation System:** Urban rail transit enterprises should adjust the existing evaluation system,

emphasize the basic role of job qualifications, and objectively and quantitatively evaluate the on - the - job performance of high - skilled talents based on their achievements. Conduct regular assessment and evaluation of all high - skilled talents, help high - skilled talents understand their own advantages and disadvantages through job transfers, and encourage high - tech talents to continuously improve themselves with the help of the incentive mechanism. For example, provide bonuses and other forms of rewards for high - skilled talent teams or individuals who solve major technical process problems, and promote them out of turn.

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- **Encourage Participation in Key Projects:** Urban rail transit enterprises encourage high - skilled talents to participate in key technical projects, overcome technical difficulties through team cooperation, and evaluate them according to their performance, so as to maintain the enthusiasm of high - skilled talents to improve themselves and participate in key projects.

### 3.5 Innovate Corporate Culture and Enhance Team Cohesion

When establishing and managing high - skilled talent teams, urban rail transit enterprises should also attach great importance to cultural construction and innovation. Use a characteristic cultural system to unite high - skilled talents and enhance their sense of belonging and loyalty. Organize exchanges among teams through platforms such as team sharing sessions, share experiences, create a harmonious and positive working environment, and achieve cross - departmental sharing. At the same time, the cultural concept and values can also be promoted through information - based channels to achieve the effect of corporate culture shaping people.

## 4. Conclusion

High - skilled talents are the support for the sustainable development of urban rail transit enterprises. By establishing and managing high - skilled talent teams, it is helpful to promote technological innovation and gain a competitive advantage. Therefore, during the critical period of digital transformation, urban rail transit enterprises should plan and implement the training of high - skilled talents to fully demonstrate the advantages of talents.

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## Author Profile

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