

Application and Practice of Innovative Talent Incentive System in Research Units

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Abstract: This study combines the actual situation of research units to carry out trial tests of salary reform, focusing on the calculation of outstanding innovative talents, staff, supervisors, and other talents at all levels. It continuously optimizes the talent incentive mechanism of our institute. Combining with the broadband job level system, it establishes a dual-line assessment and incentive mechanism of "position + innovation", implements mechanisms such as "revealing the best" leadership, rewards for major innovative achievements, medium- and long-term incentives, etc., strengthens the incentive for scientific research work, and continuously stimulates intrinsic innovation motivation.

Keywords: Research Unit; Innovative Talent; Compensation System and Performance Evaluation.

1. Introduction

Innovative talents are employees who love the party and the country, dedicate themselves to their work, and serve the people. They have outstanding innovation capabilities, are good at solving complex problems, and have made innovative achievements in basic research, technological innovation, engineering practices, promotion and application of new technologies in areas such as energy security and guarantee, "dual carbon" initiatives, construction of new power systems, digital transformation, as well as innovative achievements in enterprise business models, management methods, and market mechanisms, making significant contributions. Effective incentive measures can increase the loyalty of employees in power enterprises, stimulate their work enthusiasm, and thus create greater value for the company. Additionally, enhancing employees' sense of belonging to the enterprise can also improve their job satisfaction and happiness, thereby enhancing the overall performance of the company. Morris and his team (2015) found in their research that employee compensation levels are related to the size of the company and employee positions, but the influence of the company environment should not be underestimated. Bo Lou proposed in his research that when designing compensation systems, companies should pay attention to the degree of compatibility with the company, the flexibility and rigor of the compensation system itself, in order to have long-term development momentum.

Facing the high requirements and goals of the company's high-quality development, it is urgent to stimulate employee motivation, unleash their potential. To fully occupy the high ground of technology, industry, and talents, enhance the sense of acquisition, belonging, and happiness of innovative talents, and differentiate the human needs of innovative talents in different stages through Maslow's hierarchy of needs theory, designing broadband compensation, performance appraisal, targeted incentives downwards, and comprehensively promoting an incentive system oriented towards ability, contribution, and value, providing strong support and guarantee for the company's "innovation highland".

2. The Importance of Employee Incentives in Human Resource Management

(1) Enhancing Employees' Sense of Belonging and Identification with the Company

Effective incentive measures can increase the loyalty of employees in the power industry, stimulate their enthusiasm for work, and thus create greater value for the company. Furthermore, enhancing employees' sense of identification with the company can also improve their job satisfaction and happiness, thereby enhancing the overall performance of the company.

(2) Promoting Employees' Personal Growth and Career Development

With the rapid development of science and technology and the constant changes in the market environment, power companies need to build high-quality talent teams. Implementing a series of incentive measures such as training and providing development opportunities can not only continuously improve the skills and comprehensive qualities of employees in power companies but also promote their personal growth and career development, providing talent support for the high-quality development of the company.

(3) Increasing Enterprise Productivity

Incentive measures can stimulate employees' enthusiasm for work, enhance their sense of responsibility and mission, encourage them to take on more work and responsibilities voluntarily, focus more on their work, and actively respond to challenges in the workplace. This, in turn, increases enterprise productivity and helps the company achieve long-term development.

(4) Promoting Enterprise Innovation

Incentive measures not only stimulate employees' work motivation but also enhance their innovation awareness and creativity. During work, employees will continuously come up with new ideas and unique solutions while maintaining good communication and cooperation with the team. This innovative consciousness and spirit of cooperation help

power companies maintain a competitive advantage in the market.

3. Overall Approach

Based on the orientation of ability, pay attention to material rewards, salaries, etc. In the fixed salary of positions, design "one position, multiple levels, performance linkage" according to individual abilities, promote "high energy, high salary" through "person-job" matching, and achieve vibrant energy burst; based on the orientation of contribution, pay attention to career development, self-worth, establish a dual-line assessment and incentive mechanism of "position + innovation" in employee performance appraisal, tilt towards

innovative talents, encourage employees to "work more and gain more", and realize emerging potential; based on the orientation of value, pay attention to self-transcendence, self-realization, etc., through targeted incentive measures such as rewards for results transformation, independent customization of medium- and long-term incentives, etc., reflect value return, value creation, embody "excellent performance, excellent rewards", and stimulate motivation; Based on Maslow's hierarchy of needs theory, integrate the broadband compensation, performance appraisal mechanism, targeted incentive system, and create an incentive mechanism of "assessing ability, emphasizing contribution, creating value".



Fig 1. Maslow's hierarchy of needs theory

4. Specific Practices

(1) Broadband Salary System Design

Designing broadband job levels to facilitate career advancement. Following the principle of "cross-level interaction," a comprehensive "basic job level + development job level" broadband job level system is established. The basic job level is the starting level for employees in their positions, determined based on factors such as job responsibilities, workload, and qualifications. The development job level is the level employees can advance to based on their performance in their current positions. By streamlining the allocation relationship, a salary distribution system linked to job value, performance contribution, and competency is established, implementing a "one position, multiple levels, performance linkage" broadband job level system.

Dynamic adjustment of salary grades to be value-driven. Employees can advance one development job level after accumulating 4.5 points, with any remaining points carried forward. Employee promotions are evaluated based on qualification levels, professional achievements, and employee mobility, quantified through point accumulation, with a promotion threshold set at 2 points. Optimization is done on the evaluation dimensions of qualification levels, professional achievements, and employee mobility, with the quantification of professional achievements being expanded and elevated based on company needs. The dynamic adjustment of development job levels is determined based on employees' annual performance ratings, with A-level performers earning 2 points and B-level performers earning 1.5 points, with an additional 0.5 points awarded for maintaining an A rating for two consecutive years.

(2) Performance Evaluation Design

"Position + Innovation" indicators drive effective results. Considering the job requirements and innovation aspects of innovative talents, a "position + innovation" assessment and incentive mechanism is established. The job performance assessment emphasizes the match between job requirements and qualifications, linked to departmental and personal performance appraisals. Innovation emphasizes the individual's technical role, difficulty level, workload, contribution, and involvement in innovative achievements, determined by the team leader. To promote organizational performance and employee performance improvement, the proportion of A-level employees is increased, and organizational performance is linked to individual performance. A comprehensive incentive and constraint mechanism is established to strengthen the rigid application of performance results in job promotion, employee retention, talent selection, and other areas.

Team-based strategies stimulate flexible team efficiency. Performance assessments are oriented towards business objectives, following a "one center, one strategy" model, fully leveraging performance as a management tool. A "working day" system is implemented for professional lines, with coefficients calculated based on categories such as business travel, proposal submissions, scientific work, and academic activities, and monthly performance salaries are calculated accordingly. Functional departments adopt a direct manager evaluation system, where employees self-report their major tasks and are evaluated by their immediate supervisors, with both self-assessment and supervisor evaluation contributing to the final performance appraisal results.

Encouraging innovative effectiveness through quick and agile methods. Focusing on three main areas: intelligent equipment research and development, micro-application

development, and digital technology research and application. For small-scale projects (with budgets below 200,000), which show quick results and can be flexibly implemented, a "raising hands" mechanism is implemented for young talents.

(3) Precise Customized Incentives

Awarding rewards in stages to encourage major innovations. In order to smoothly promote the "technologically strong enterprise" project and the "new leap forward" action plan, and strengthen incentives for scientific research work, intrinsic innovation motivation is stimulated. For significant innovation achievements, awards are granted based on provincial company reward policies, focusing on laboratory construction, academic institution establishment, research projects, technology project approvals and acceptance, research awards, standardization initiatives, technology monographs, and publications.

Strengthening result transformation to clarify incentive direction. Special rewards are given to technology transformation projects that have profit entered into the company's account. For technology transformation business, a special bonus is determined at 7% of the net contract amount (8% for newly developed businesses). The transformation rewards are distributed to project members based on their contributions and achievements. At present, one technology transformation project has been successfully completed, involving 5-6 participants, with a total transformation amount of 1.5 million yuan.

Adjusting the total project appointment system to improve project quality and efficiency. To strengthen the construction of professional talent teams and further stimulate employees to be rooted in the front line, a total project talent pool is established, with tenure management and dynamic management of the talent pool. A salary adjustment strategy accompanies the role dynamics, with personnel promoted dynamically by two salary grades for main and assistant project managers, based on the time of appointment announcement, and the tenure period ends with the final salary grade adjustment. A project structure-specific bonus is established to evaluate the performance and work capabilities of main and assistant project managers at the end of their tenure, providing additional rewards to those who have not been involved in safety or quality incidents, serving as a reference for talent cultivation and evaluation.

(4) Strengthen Targeted Incentives

Enhance the transformation of achievements and clarify the direction of incentives. Special rewards are given to technology transfer projects where profits enter the company's account. For the first set of research achievements products, the proportion of net profit rewards is increased. The rewards for transformation are distributed by the project leader to the project members, and the incentive amount for members is based on contributions, performance, and other factors.

Participation in the "setting the record straight" initiative and the extension of the "raising hands" system. In order to encourage and guide more employees to carry out technological innovation, the institute focuses on three major areas: R&D of intelligent equipment, development of micro-applications, and research and application of digital technology. For projects with small scale (project amount less than 200,000), fast results, and flexible implementation of technology transfer, the "raising hands" system is implemented.

Gradual rewards to encourage major innovations. In order

to smoothly continue to promote the "Technology Strong Enterprises" project and the "New Leap Forward Action Plan," rewards are given for major innovative achievements. Based on the provincial company's reward policy, rewards are given for innovation processes such as laboratory construction, academic institution construction, specialized research rooms, scientific project approval and acceptance, scientific research achievements awards, standard formulation and promulgation, scientific monographs, and published papers.

Tilted welfare security to optimize talent environment. Innovative talents are given priority to participate in activities such as advanced unit learning, technical forums, and high-end training. They can also attend major conferences to enhance their political status. Outstanding innovative talents enjoy an additional honor-type recuperation once per recuperation cycle, with a duration of 7 days, and the standard for honor-type recuperation for outstanding innovative talents is twice the standard for health-type recuperation. Extensively publicize the deeds of innovative advanced individuals and teams, lead by example, and create a good atmosphere for striving to be innovation pioneers.

(5) Innovative Compensation Allocation Mechanism

To stimulate and enhance talent vitality, focus on horizontal technical service projects and technology transfer projects within the institute. Highlight the contributions of knowledge, technology, and other production factors in market competition and market development. Provide a certain percentage of project revenue as commission and offer special rewards to project team members, with a focus on rewarding research leaders, technical talents, and key personnel. Create a conducive atmosphere of respecting and aspiring talents, aiming to attract and retain talents, and laying a solid foundation for the provincial company to implement a long-term incentive system.

5. Result Application

Since the implementation of the incentive system, positive changes have occurred in employee attitudes and spirits, optimizing the company's development ecology, and creating a strong competitive atmosphere of "salary based on ability, performance based on contribution, and honor based on value." The implementation of the dual-drive salary distribution system has promoted the improvement of the technical service brand. The commissioning of transmission and transformation projects has achieved a capacity of 4000 MVA and a line length of 3169 kilometers. No responsibility-related safety incidents or violations occurred throughout the year, and there were no incidents of sudden petitions or security breaches, earning the company the title of an advanced unit in safety production. An optimized incentive system has encouraged more professional and technical personnel with specialized expertise to return to their original intentions, focus on technical expertise, and concentrate on scientific research innovation. This has sparked a "return tide" from management positions to specialized technical positions, creating a conducive atmosphere at the Institute of Electrical Engineering where talents who are enthusiastic about technology and adept at innovation are dedicated to technical research, fostering a culture of respect and focus on innovation.

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