Research on the Construction and Application Strategy of Railway Enterprise Talent Evaluation System for Employee Training

Peng Wang[*]

School of Economics and Management, Dalian University, No.10, Xuefu Avenue, Economic & Technical Development Zone, Dalian, Liaoning, The People's Republic of China (PRC)
*corresponding author: Peng Wang

Keywords: *Railway enterprises; Training; Talent evaluation system.*

Abstract: Talent evaluation is an important way to grasp the ability and quality of employees. This paper analyses the application status of railway talent assessment technology and its value in railway employee training. The research conclusion shows that talent assessment is an important link to improve the employee training process and improve the quality of employee training. Talent assessment modelling, assessment and result application constitute the talent assessment system. The application strategy of railway talent assessment is proposed from the perspective of training demand analysis, training effect assessment, and employee quality portrait and information platform construction.

1. Introduction

Assessment is through comprehensive use of psychology, management, human resources, information technology, statistics, and so on many discipline knowledge, ability, personal characteristics and behaviour of people system, objective measurement and evaluation of the scientific method, for education and training, and the evaluation of the recruitment, selection, configuration, and talent to provide scientific basis, in order to improve the individual post competence and enterprise oriented service efficiency and effectiveness [1].

The main application subjects of talent assessment technology in China are mainly in foreign assessment institutions, government assessment institutions, academic research institutions and commercial assessment institutions. According to the published data, only about one third of enterprises in China have applied the talent assessment technology in human resource management. At present, among the enterprises that have applied the talent assessment technology, only less than one third of them have used the talent assessment technology for interview in the recruitment, and the personnel department has relatively little understanding of the talent assessment technology. From the perspective of the application time of talent assessment technology, about two thirds of enterprises in China started to apply it in recent years, and most of them started to apply it in the last two to three years, which shows that talent assessment technology is gradually getting more and more attention in the talent development strategy of Chinese enterprises.

According to the research of railway enterprises, the vast majority of railway enterprises still use the traditional personnel training mode, namely, according to business needs, combined with personal training to training plan, training after conducting training effectiveness research using a simple questionnaire, investigation and research results for general reference only, more can't form the objective quantitative reference basis. To accept though not specifically for research of railway enterprise staff training talent to evaluate or apply for an interview, but most of the enterprise for a talent to evaluate all have different levels of demand, for assessment of target users include fresh graduates, new recruits, and some of the average worker enterprise high-level leadership, it is mainly used for the interview recruitment and training of new employee orientation, workers' daily, and enterprise high-level leadership post competency assessment. In general, railway enterprises have an urgent need for the application of talent assessment technology, which has the value of in-depth research and broad application prospect in the recruitment and training of railway employees.

2. Construction of Railway Personnel Evaluation System for Employee Training

2.1. Content System

The content of railway talent assessment can be divided into three categories: new employee assessment, post competency assessment and leadership assessment. The evaluation of new employees is mainly for new entry, new entry and new post transfer employees. Railway enterprises attach great importance to the training of such employees with special characteristics. The post competency assessment is mainly aimed at the general staff to understand the individual characteristics of the staff that can distinguish the excellent performance from the general performance. The leadership assessment is mainly conducted for the team leader to investigate his leadership ability as a railway team leader. The content system of railway personnel evaluation oriented to employee training is built on the basis of training type [2].

New employees in railway enterprises usually need to attend adaptive orientation training after entering the company, so that the organization and new employees can know more about each other and communicate with each other more, so as to ensure that new employees can adapt to the organization environment quickly. In order to construct the assessment of new employees, it is necessary to combine it with the post standards, dig out the deep psychological characteristics of new employees, and provide a reference for managers to conduct individualized orientation training for new employees in accordance with their aptitude, so as to help new employees integrate into the team as soon as possible, enter the work role, and improve work efficiency and quality. Therefore, the evaluation system for new employee orientation training needs to be constructed from the following aspects: employee's personality awareness, career planning, team cooperation ability and personnel recognition ability.

Position competency assessment is to assess employees' competency, selection and placement, training and development of the important basis and means, in front of the staff training, through the competency assessment to understand the employee's job competence, competence quality characteristics, team role, career driven force, personality characteristics and professional development level and characteristics of etc., on the basis of this set is suitable for the employee personalized courses, to help improve trained employees post competency; After the training, the training effect of the staff shall be investigated through the post competency assessment to understand whether the staff's post competency has been improved, so as to achieve the purpose of quantitative evaluation of the training effect and more intuitively understand the training effect.

The evaluation of leadership is an important basis and means to evaluate the leadership of employees, select and place them, train and develop managers. Leadership assessment and post competency assessment are similar in nature, and the model building method is basically the same.

The main difference lies in that the leadership assessment focuses on the investigation of the leadership and management ability and quality of the team, while the post competency assessment mainly focuses on the investigation of the competence and quality of the group of professional skill posts. The railway Enterprise leadership evaluation model for railway staff training needs according to the characteristics of railway industry leadership at the grass-roots level, middle managers and senior leaders faced the leadership of the working content, working environment and team are different, with different professional direction, so the emphasis of the model and modelling method will be different, need to be established hierarchical.

2.2. Modelling Method System

At present, most domestic enterprises still use the traditional paper-based questionnaire in the application of talent assessment, which is not only inefficient, but also difficult to collect, collect and analyse data, which is not convenient to form training strategies macroscopically. The establishment of a unified talent evaluation information platform can not only greatly improve the evaluation efficiency, but also make statistical analysis on the big data of talents, which can be arranged from a macro perspective and accurately analysed from the perspective of individual employees. The unified talent assessment information platform of the whole road is an effective tool to assist the railway talent assessment oriented to employee training.

The talent assessment information platform can be used to evaluate the competence and quality of railway employees. It is suitable for education, assessment, training that focuses on the development of railway talents, and departmental applications that are dedicated to establishing a railway talent team. The platform mainly includes a background management terminal and an evaluation user terminal. The background management terminal includes user management, item bank management, dimension management, test management, test management, and report management. The evaluation user terminal consists of filling in information, participating in evaluation, downloading reports, etc. functional composition.

When setting up a railway talent assessment model, first conduct interviews with target positions using behavioural event interview methods, including selecting interviewees, distinguishing high-performance groups, double-blind interviews, collating interview manuscripts, coding, initially establishing job competency models, and model verification Steps to establish the final competency model. After the model is established, the corresponding job competency quality characteristics assessment questions are prepared. Questionnaires for the assessment questions are distributed to employees in the same position. Initial assessment and question quality analysis are conducted to form a re-testing questionnaire. Re-testing, norm analysis, and questionnaire reliability are then used. Degree analysis forms an assessment questionnaire that can be finally applied to training needs analysis. Finally, the subject is introduced into the railway talent evaluation system, the evaluation dimension is established, and the test is established. Based on the evaluation results, the training planners formulate training plans based on the actual performance of employees and arrange courses for their shortcomings.

3. Application Strategy of Railway Talent Evaluation for Staff Training

3.1. Used for Training Needs Analysis.

The formulation of a corporate training plan must be determined based on the company's strategic orientation and individual training needs. Before training, railway personnel need to collect training plans from the personnel or vocational education department, and each business department determines the training needs. In the process of formulating the traditional training plan of railway

enterprises, rough decision-making methods are often used, that is, the business department determines the training direction, trainees and other information according to business needs, and sends the trainees to the training implementation unit for training after reporting the plan. In the process of determining training needs, although the head of the business department will conduct a demand questionnaire survey, the survey respondents often cannot accurately determine their lack of job competence, so the demand for training is vague. The results are often not precise enough. And by building a talent assessment system for railway enterprise employees, using railway talent assessment tools to tap employees 'job competencies, based on this, accurately positioning railway employees' training needs and training directions, and assisting railway personnel and vocational education departments to help employees. The training program design plays an effective auxiliary role.

3.2. Used for Training Effect Evaluation

When the training is over, the training organizer will evaluate the training effect of the trainees. The evaluation methods include paper questionnaires and online evaluations. However, most of the trainees will self-evaluate the main content. Satisfaction of the environment and content, and the specific training effects are mostly evaluated by employees based on their subjective feelings. This kind of evaluation method is often not very objective, and the evaluation of the training effect is not accurate enough, and it is difficult to clearly reflect the improvement of the quality of the trained employees. In the talent evaluation system for railway enterprises, when the training is over, the person in charge needs to clearly understand the training effect in order to adjust the work of the trainees and the next training program. Within one week after the training, one month after the training, three months after the training, and six months after the training, the relevant person in charge will evaluate the training effect of the trainees and observe the changes in scores before and after training Focus on observing whether the short board dimension before training has changed significantly after training, and finally form a training effect dimension score curve.

3.3. For railway Talent Team Building

The establishment of a railway talent evaluation system for employee training is an effective tool for the construction of railway talent teams. In the process of talent team construction, the level of talents, the role of talents in the team, and the talents' expertise need to be accurately positioned.
The subjective impression of team leaders alone is often not accurate enough. Through the establishment of a talent evaluation system, team leaders can discover the shortcomings of the team based on the evaluation results during the training process, give full play to the advantages of each employee, and maximize the ability of the entire team, thereby significantly improving the team performance of railway enterprise staff.

4. Conclusions

Based on a summary analysis of existing research and domestic railway industry applications, this article builds a content system and a modelling method system for railway talent evaluation for employee training. The content system includes new employee evaluation, job competency evaluation, and leadership. There are three main directions for evaluation, and the functional framework of a service platform based on railway talent evaluation is proposed. Based on this, the research puts forward the application strategies of railway talent evaluation for employee training, which mainly include four strategic directions: training demand analysis, training effect evaluation,

employee quality portrait, and railway talent team building. Research provides method basis and application strategy direction for railway talent evaluation for employee training.

Acknowledgements

References

[1] Howard, I. (2019) Knowledge, attitude and practices of clinical quality and performance assessment among emergency medical services personnel in South Africa: A mixed methods study, Emergency medicine Australasia: EMA, 1, 42-58.

[2] Al-Omoush, S. A. (2019) Assessment of occupational noise-related hearing impairment among dental health personnel, Journal of Occupational Health, 3, 196-228.