

Improve Huawei's human resources priority areas



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Abstract

In the field of human resource management, talent recruitment is always a core and unavoidable issue, and it has gradually received the attention of many high-tech enterprises. A perfect enterprise recruitment model can better promote the development of enterprises and attract outstanding talents. This paper provides an analysis of the recruitment, screening and onboarding of talent at Huawei based on human resource management. Firstly, this article introduces the recruitment model for attracting talents as a priority area in Huawei enterprises, explore the impact of Huawei's recruitment model on the company's development and core competitiveness. And conduct a comprehensive analysis based on the current problems of Huawei enterprises, and propose reasonable solutions and suggestions based on the actual situation of the company to promote the effectiveness of recruitment of outstanding talents from Huawei. Summarizing Huawei's successful experience in recruiting excellent talents and expanding it appropriately can provide some reference for the development of many technology enterprises.

Keywords: Priority areas 、 Talent strategies 、 Talent recruitment, 、 Incentive models

Chapter one : Introduction

1.1: Background of the research

In the 21st century, the competition between every company is a battle for technology and the best people. The recruitment and management model for outstanding talents has always been the most challenging and key issue in the human resources of various enterprises, and is also the focus of attracting talents. Because talent strategy is the key factor in the development of many technology enterprises. In today's era of diversified market demand and accelerated product iteration, a company that lacks enterprise competitiveness will easily lose its existing resources and advantages. Therefore, the standard for measuring a technology enterprise now is the quantity and quality of its technological, management, and marketing talents.

1.2: Purpose of the research

Based on human resource management, this article studies and analyzes the multidimensional aspects of Huawei's talent strategic plans, incentive models, and recruitment models. Explore the reasons why Huawei, as an excellent technology company in China, has continuously improved its competitiveness and developed so far with its perfect talent recruitment model. Through an analysis of Huawei's recruitment, screening, and induction systems, a comprehensive analysis is conducted using the dual aspects (strengths and weaknesses) of the recruitment model. It also summarizes the successful experience and impact of Huawei's development so far, and provides some reference significance for enterprises.

1.3: Huawei's corporate introduction

In 1987, Huawei was founded in Shenzhen, China. Huawei has developed into a leading global provider of information and communication infrastructure and intelligent terminals. Huawei's main business focuses on the field of basic communication facilities, and enterprises serve the government, public utilities, financial fields, etc., continuously innovating for each customer's needs. Provide communication and information products and solutions for enterprises, helping many enterprises improve

efficiency and reduce operating costs. Currently, Huawei has approximately 195000 employees, and all of its businesses are located in more than 170 countries and regions. As a technology company, Huawei strives to innovate and develop with the goal of building an intelligent world. Faced with the goal of sustainable development in the future, Huawei has been striving to explore the endless frontiers of science and technology, guided by its corporate vision, opening up and cooperating with global technology and academia, and continuously exploring new theories and technologies.

Huawei, as a high-tech enterprise, has always insisted on technology research and development as its primary goal, and Huawei has invested a total of about 845 billion yuan in the field of research and development technology in the past ten years. Huawei adopts an inverted triangle talent structure, with around 107000 people currently engaged in technical research, accounting for 54% of the company's total workforce, marketing, sales and service staff accounting for around 33%, and the remaining 13% in management and production. Every year Huawei currently invests 10-15% of its revenue in technology development for the following year. In 2021, research and development expenses were approximately 142.7 billion yuan, and as of 2021, Huawei had more than 110000 valid technology license patents worldwide. Long-term high investment in research and development has enabled Huawei to achieve multiple successes and advantages. Huawei's maturity for technology has confirmed how important investment in technology research and development is for a technology company, and that investment in technology research and development also requires the support of top talented people.

Chapter two : Huawei's talent strategy

2.1: Talent attraction

Every year, Huawei brings in talent, using high annual salaries and benefit packages to attract the best talent from around the world in order to be able to bring in more people. In 2022, Huawei again released a plan to recruit talented young people in the global market. There are no restrictions on academic qualifications for candidates, but candidates should make contributions and technical achievements in fields such as mathematics, computers, physics, materials, and chips. Huawei companies have always attached great importance to the recruitment of outstanding talents, from Huawei's 2022 talent introduction plan to the establishment of a talent introduction policy with the school. They have always maintained their determination on the path of talent introduction. The salary level and various other benefits of Huawei employees are also very attractive. In the gifted youth plan, the salary is divided into three levels: the first level is 1.82-2.01 million yuan, the second level is 1.4-1.56 million yuan, and the third level is 0.89-1 million yuan. Each year, the investment in salary exceeds 100 billion yuan. Huawei's salary has always been at a high level in the same industry to ensure competitiveness both internally and externally. As a high-tech enterprise, 50% of Huawei's internal employees are engaged in research and development. They need to use knowledge to create value, while Huawei needs to enhance value through innovation. In an era of rapid technological development, if cannot stay at the forefront of technology, will be eliminated by market competition. The Chairman of Huawei stated that only excellent talents can solve the current situation of Huawei and make Huawei further develop.

2.2: Recruitment, screening and induction

The selection of talent is not limited to the positions available in the company, but is also based on a comprehensive assessment of the company's growth rate and plans. There are two foundations of Huawei's recruitment process, namely job management and HR budgeting. The core elements of Huawei's recruitment work are the quality, efficiency and cost of recruiting people. In Huawei's recruitment system, the

recruitment of personnel is divided into three parts: top talents, social workers and campus students. Huawei believes that graduates in campus recruitment have great potential and are malleable and can serve as a fresh force for the company. When recruiting personnel, Huawei will take a systematic and comprehensive consideration. When recruiting personnel in Huawei, the vacant position department and the human resource management department cooperate to recruit. Involving the vacant position department in the recruitment process improves work efficiency and increases the matching degree between the recruited personnel and the position. During the recruitment phase, employees are first reviewed from their resumes to see if they meet the recruitment requirements, followed by a series of job description screening, and finally, appointments are made for interviews with personnel who meet the recruitment requirements. The Huawei interview stage generally includes four parts: business, quality, psychology, and synthesis, through which the final evaluation is conducted. Internal recommendation by Huawei companies is also an important recruitment channel. Contact Huawei internal personnel and make self recommendation. For high-end talent recruitment, external headhunting companies will be used for recruitment, which is difficult. Due to the relatively large investment in information collection in the early stage, the advantage is that the quality of talent is high, increasing the competitiveness of the enterprise in the market. Currently, the recruitment of human resources management is included in Huawei's development strategy, and is also an important factor for an enterprise's success in the market. Huawei's recruitment model is an important part of its talent strategy, and it is also a direct manifestation of the company's executive ability to attract talent.

2.3: Inspiration model

The essence of motivation is the management of future expectations, and the scientific use of incentive mechanisms can more effectively stimulate the potential and enthusiasm of employees. The motivation mechanism acts on people's psychological activities, strengthening their behavior through stimulation and driving to achieve their ultimate goal. Huawei's long-term incentive plan consists of two parts: the employee

stock ownership plan, the time unit plan. The essence of employees holding Huawei's own stocks is to allow them to hold virtual restricted stocks, and only enjoy the benefits and dividend rights of the corresponding stocks, rather than actually owning the stocks. Huawei's time unit plan is based on Huawei's own stock price and stock dividend mechanism, which is essentially a delayed distribution method of bonuses. It mainly distributes most of the bonuses to young groups with project contributions to stabilize the core values of "strivers". After the implementation of Huawei's time plan, it not only mobilized the enthusiasm of some old employees of the company, but also enhanced the ability to retain young employees to continue working in the company. Huawei not only has a high salary positioning, but also adopts a long-term equity ownership incentive method, which effectively encourages employees to become partners in the enterprise and makes the development of the company a personal development goal. To a large extent, this approach binds the interests of employees with the interests of the company, and employees and the company share risks and benefits. This not only enhances the cohesion within the enterprise, but also attracts a large number of outstanding talents. There is also a simple and efficient short-term incentive system. Huawei sets up a bonus pool and stipulates that the distribution of bonuses should be biased towards high-performance employees and departments. The distribution of bonuses should comply with the principles of timeliness and efficiency, so that the incentive and traction effects of bonuses can be brought into play. Huawei's compensation system is the first driving force for internal management.

Chapter three : Two sides and influence of talent recruitment model

3.1: Advantages of talent recruitment model

Huawei's talent strategic plan is based on the absorption of outstanding technical talents in society, and its ultimate goal is to improve its market competitiveness and technical capabilities. In the fierce competition in the technology market, if Huawei companies want to achieve long-term business strategies, they must have clear talent strategic plans and systems as support. As a high-tech enterprise, Huawei adopts a predatory talent strategy and a hybrid talent strategy for personnel selection, providing strong support for its own business strategic development and talent reserve. Huawei's complete recruitment model realizes a two-way matching model between individuals and enterprises, and it no longer wastes too much time on traditional recruitment processes, improving the efficiency of personnel recruitment.

Through the use of predatory talent strategic plans, Huawei has absorbed a large number of outstanding talents, and has also provided sufficient talent support and reserve forces for the company's rapid and long-term development. Based on the support of these forces, Huawei has gradually made achievements in some unmanned research fields. Today, Huawei has gradually overcome some technical difficulties. To continue to maintain its market competitive advantage, it must rely on top talents in the industry. Based on a strict recruitment model and two talent strategies, Huawei has provided rich technical experience for many technology companies in creating technology projects on the premise of its own technological growth, and has also reduced employment pressure for society. Taking recruitment models that meet its own development requirements as a company's priority area to attract technology and talent is undoubtedly the best choice for companies in the field of technological innovation.

3.2: Disadvantages of talent recruitment model

Huawei's recruitment model is relatively suitable for the time period during which school graduates seek employment each year. However, today's Huawei faces the

problem of reducing corporate profits due to restrictions on foreign chip resources, and its future development is slow. Faced with lower corporate profits, Huawei companies have had to lay off workers. During the time period when unconventional graduates are looking for jobs, it takes a long time to fill a vacancy in a position. Based on the high requirements of Huawei companies for candidates, human resources departments need to spend more time searching for personnel needed for vacant positions worldwide. The original workload of vacant positions will be allocated to other employees, resulting in reduced work efficiency, slowing business progress, and ultimately forming a negative cycle. Huawei's current recruitment model is "seeking" and "absorbing", which seeks for top talents and attracts regular job seekers and selects the required personnel from them. This is especially true for vacant positions caused by resigned personnel, the process of replenishing personnel again is inefficient, and there will also be some negative effects. During the non job hunting season, Huawei is in a passive state in recruiting personnel for vacant positions, resulting in a long and slow recruitment process.

In the annual job hunting season, many companies compete for talent, and job seekers value a company's salary standards and future development prospects. In the face of top talents who have made great achievements and contributions in a certain technological field, Huawei is not the only company competing. Top talents will choose the party with higher welfare. If Huawei wants to win, it must pay higher welfare standards than other competing companies. This will increase the burden on companies to pay personnel salaries, which may be a drawback of Huawei's recruitment model. Based on the shortcomings found in Huawei's recruitment model, the recruitment competition for high-end talents in enterprises will have a negative impact on the loss of high-end talents under the pressure of a relatively low enterprise economy that cannot support salaries.

Chapter four : Suggestions for priority areas of talent recruitment

If an enterprise wants to have a development advantage in a highly competitive market, it must take human resource management as the primary development factor, and should establish a series of scientific and rigorous systems and processes for human resource recruitment and staffing, because the state of an enterprise is reflected in personnel management. Huawei should refine its existing recruitment model, And have a forward-looking and comprehensive consideration of personnel recruitment in future development. For future variability, it is necessary to determine their own needs, and also consider the needs needed for future development. In the face of the changing talent market, it is necessary to appropriately adjust the recruitment model based on the direction driven by changes. With the development of the times, the actual needs of positions and the abilities of employees will undergo some changes. After recruitment, talents who have already been recruited should continue to be trained to meet the actual development needs of Huawei enterprises.

Chapter five : Conclusion

Huawei has continuously refined human resource management and recruitment in its actual development, which has also made talent recruitment and staffing at various stages greatly conform to the company's strategic development goals and requirements. At the same time, Huawei has accumulated a large number of technical talents after a long-term talent strategic plan, and also has an advantage in the talent market and talent reserve, laying a solid foundation and development prospects for its own development. Therefore, human resource management and talent recruitment are key priorities for the development of each enterprise, and each enterprise should develop its own human resource management based on its own development strategy. Huawei's successful experience in accumulating talent is in line with current development trends, but the economy is developing and changing, and uncertainties are also increasing. Therefore, enterprises must make changes with the development of the times and adjust new trends and strategies to achieve the principle of sustainable development.

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