

# Study on Talent Policy of Free Trade Zone in China Based on Nvivo12

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**Abstract-**The development of the Free Trade Zone is inseparable from the support of talents, and it is important to make good use of talent policy. In order to summarize the characteristics and models of talent policy in FTZ, and provide theoretical and practical reference for the formulation of talent policy, the paper mainly analyzed talent policy texts published publicly by 12 FTZs in China before the end of 2018, and Nvivo 12 is used to reveal the characteristics of FTZ talent policy through word frequency analysis and thematic coding analysis. The research reveals the overall characteristics of the talent policy in the FTZ, and through the research of theme coding, it is found that FTZs mainly focus on five dimensions of talent policy including innovative talent ideas, diversified and flexible talent introduction, professional evaluation and incentive system, comprehensive talent cultivation and continuous improvement of talent service. Finally, it is proposed that the top-level design of the talent policy, the establishment of a talent legal system, international talent introduction and talent cultivation still need to be improved in China.

**Keywords-** Text analysis; Free Trade Zone; Talent policy

## 1 INTRODUCTION

Guided by the national strategies, China Pilot Free Trade Zones (hereinafter referred to as the "Free Trade Zone") play a key role in transforming government functions, innovating trade forms, expanding investment, and developing convenient and efficient models for trade and investment, which drive China's reform, opening up and modernization. In August 2013, China (Shanghai) Free Trade Zone was approved by the State Council. By the end of 2018, 12 FTZs have been established in China's mainland, which upgraded the reform in terms of breadth and depth. As the development of FTZ can't be made without the support of talents, it is important to make good use of talent policies that allow talents to play their role.

## 2 MATERIALS AND METHODS

The research is conducted with text analysis methods combined with NVivo12 tools to collect the texts of relevant talent policies from 12 FTZs and related government websites and 30 typical

documents are selected as the analysis objects [1]. After enough analysis, FTZ talent policy is summarized in five dimensions including talent idea, talent recruitment, talent evaluation and incentive, talent training and education, and talent services.

### 3 RESULTS AND DISCUSSION

#### 3.1 Key Characteristics of the FTZ Talent Policies

In the research, 30 typical talent policies from 12 FTZs are uploaded into the NVivo12 system. The key characteristics of the FTZ talent policies are summarized based on the analysis of the word cloud map and word frequency (Table 1) as below.

- 1) The market concept is talent-oriented and focuses on enterprises as the main body of employment;
- 2) *The strategy highlights openness, innovation, and coordinated development;*
- 3) The policies aim to recruit, motivate, serve and develop talents;
- 4) *The targeted talents include high-quality talents, technical talents, skilled talents, various experts, overseas international talents, post-doctorate, etc.;*
- 5) Various standards are established to evaluate talents;
- 6) Incentive measures are taken to grant housing subsidies, allowances and various rewards.

TABLE 1 WORD FREQUENCY ANALYSIS OF FTZ TALENT POLICIES

Key Words	Word frequency	Key Words	Word frequency
Enterprise	1008	Skill	489
Innovation	897	Certification	438
Entrepreneurship	867	Subsidy	429
Service	856	Technology	417
Introduction	793	Funding	416
High level	672	Industry	410
Incentive	627	Department	385
Project	616	Research	378
Development	597	Capital	365
Technology	576	Country	336

#### 3.2 Specific Characteristics of the FTZ Talent Policies

The NVivo 12 system is adopted to analyze the selected talent policies, which are summarized into the following five dimensions including talent idea, talent recruitment, talent evaluation and incentive, talent training and education, and talent service from the perspective of human resources management. The theme coding of each dimension is shown in Table 2.

TABLE 2 THEMES OF THE TALENT POLICIES IN FTZ

Topics	Number of Talent Policies	Reference Points of Topics
1. Talent Services	16	84
1.1 Innovation and entrepreneurship services	8	15
1.2 Integrated talent services	16	68
2. Talent Idea	14	82
2.1 Coordinated development	12	39
2.2 Innovative mechanisms	13	20
2.3 The Party's management of talents	9	10
2.4 Talent first	8	21
3. Talent training	16	151
3.1 Forms of training	8	29
3.2 Types of training	13	59
3.3 Strengthening Incentives	6	22
4. Talent Evaluation and Incentive	16	59
4.1 Incentive system	14	31
4.2 Evaluation mechanism	10	21
5. Talent recruitment	16	138
5.1 Innovative channels for recruitment	11	17
5.2 Recruitment incentives	13	54
5.3 Types of recruited talents	14	65

Note: The first column refers to the topics summarized in the documents of talent policies. Due to space limitations, only the highest two-level topics codes are listed. The second column refers to the number of documents that include the topics in the first column; the third column of reference points of topics refers to the corresponding contents summarized in the talent policies.

Examples of codes for specific topics in the talent policies for each FTZ are shown in Table 3.

TABLE 3: EXAMPLES OF CODING REFERENCE POINTS FOR TALENT POLICIES

5. Talent recruitment	Examples of Coding Reference Points
5.3 Types of recruited talents	
Leading high-level talents in innovation and entrepreneurship	A total of 300 leading talents in innovation and entrepreneurship and several talent teams are introduced and trained, and over 150,000 high-level talents are attracted.

Outstanding masters	As high-level talents are attracted, ten top talents are to be introduced such as Nobel Prize winners and academicians of the Chinese Academy of Sciences .
College graduates	According to the latest "New Talent Policy", doctors, masters, and undergraduates can respectively receive three-year living allowances of 1,500, 1,000, and 500 RMB per month; full-time preparatory technicians who graduated from technical colleges are to be awarded living allowances according to the standards of undergraduates.
Overseas talents	The internationalization of talents is sped up in the FTZs. Supported by the national incubators and bases for overseas talents, offshore innovation and entrepreneurship bases are established for overseas talents. The offshore model is studied featuring registration in the zones, overseas operation, and research and development to allow enterprises in the FTZs to set up R&D centers in key cities and overseas; high-level talents in offshore entrepreneurship and R&D will be included in the evaluation of the "Three Gorges Talent Award Program". The accredited foreign experts are to receive personal income tax paid during their work in the district within five years with a maximum of one million RMB.
Urgently needed talents	Target task: 500 overseas high-level skilled talents, together with 5,000 high-skilled talents who are urgently needed, are to be introduced; 50,000 high-skilled talents are to be cultivated to meet the needs of enterprises.

### 3.2.1 Talent Idea

#### a) *Talent as the First Resource*

Since the 18th National Congress of the Communist Party of China, General Secretary Xi Jinping has emphasized the importance of talents: Development is the priority; talent is the first resource, and innovation is the first driving force [2]. The focus on talent development is what underpins the talent policy. To raise the importance of talents, the investment in talent-related affairs must be increased to ensure special funds are used in the publicity, recruitment, and incentives of talents. Various forms of funds are guaranteed in FTZs, such as industry development funds and talent development funds, and special rewards are given to high-level talents in key enterprises. The city of Xi'an focuses on optimizing the environment for talent development and perfecting plans for talent development and promotes the social visibility and influence of high-level talents through publicity, systems, and innovative practices.

*b) Adherence to Party's Management of Talents*

This fundamental principle is reflected in talent policies formulated by different regions. As the outline of China's talent systems, the Communist Party's management of talents embodies the advantages of the talent system of socialism with Chinese characteristics, which allows FTZs to get involved in the fierce competition for international talents and accelerates the building of a globally competitive talent mechanism.

*c) Innovation and Collaboration*

The talent mechanism must go hand in hand with the strategy of the FTZs to ensure consistency and unity between the orientation of the talent training and the plans for science and technology in industries. A mechanism for talent-related affairs must be market-led, enterprise-based, and government-led. In terms of human resource management, while talents are introduced and cultivated, talent retention mechanisms should be stressed for incentives and services, urban construction, and governance. In terms of talent management and services, each department must work together to divide specific responsibilities, make sure responsibilities are shouldered, providing institutional guarantees for implementing talent policies.

### **3.2.2 Diversified and Flexible Mechanism for Introducing Talents**

At the initial stage of the establishment of FTZs, the structure of talent demands has been adjusted in the short term. As local talents and temporarily trained talents cannot meet the needs of developing the FTZs, an efficient and convenient mode is created to introduce talents. Because innovative reforms of introducing talents are taken in the FTZs, talents are flexibly recruited by enterprises or intermediaries; through modern modes of talent introduction including professional competitions, talent gathering, and the participation of third-party intermediaries, a full-fledged, sound mechanism has been established to recruit talents. Talents to be introduced include overseas high-level talents, overseas talents, innovative and entrepreneurial talents, high-skilled talents, and college graduates.

### **3.2.3 Talent Assessment and Incentives**

*a) Study of a Precise and Professional Talent Assessment System*

To improve the precision of talent assessment, a professional assessment mechanism must be put in place for specific fields or specific positions. Evaluation modes, such as professional mutual evaluation in the industry, must be adopted to soundly evaluate talents by considering professional qualities, business skills, market needs, and social environment. For some regions, it is proposed that evaluations from the industry must be considered to conduct a dynamic evaluation of outstanding talents and they are to be evaluated twice within five years to determine their future positions and salaries based on their evaluations. For other regions, specialized assessment mechanisms are formulated for key fields, and evaluation standards are to be continuously optimized following the talents' needs for growth. In Dalian, various selection criteria have been formulated to assess outstanding talents, top talents, young talents, and leading talents.

*b) Multiple Methods to Encourage Talents*

Based on talents' different needs, incentives are adopted for career, emotions, treatment, promotion, awards, and honorary titles. Incentive mechanisms are not limited to academic

qualifications, professional titles, and thesis but include special rewards, tax incentives, one-off rewards, and subsidies. In some regions, the "one case one meeting" approach is taken to reward greater innovations and applications in key industrial fields.

### **3.2.4 All-round Talent Training**

Various talent training models are explored to implement a comprehensive program for talent training in collaboration with universities, scientific research institutions, and social training institutions. For each region, institutions work together and different training forms are adopted such as international exchanges, industry-university-research cooperation, talent exchanges, high-skilled talent training projects, craftsmanship learning, competition, academic qualification improvement projects, master studios, apprenticeship, and pair learning. Such elites are trained as innovative and entrepreneurial talents, overseas talents, college graduates, and talents who are urgently needed.

### **3.2.5 Innovative Mechanism for Talent Services and Comprehensive Service Platform**

First, the mechanism for talent services must be innovated to attract high-level talents with an agreeable working environment and bright prospects for their growth. Service policies are introduced, including support for innovation and entrepreneurship, entrepreneurial mentors, financial services, optimization of approval, and guidance. In terms of international talents, corresponding green channels are introduced. Second, the comprehensive service platform for talents must continue to be improved. The efficiency and quality of talent services must be enhanced by establishing a platform for talent exchanges and cooperation, optimizing organizations for talent services, strengthening the management and evaluation of those organizations, and evaluating the talents.

## **4 CONCLUSIONS AND SUGGESTIONS**

Although FTZs in China's mainland have started late, the external environment of sustained economic development and political stability is conducive to attracting more talents. As a series of talent policies have been rolled out in different regions, continuous innovations have been made in talent standards, introduction methods, evaluations, incentives, and services [3]. Therefore, good cases can be copied and drawn on, and remarkable results have been achieved in talent management. Meanwhile, problems in the development of FTZs should be emphasized. Here are several aspects in which improvements can be made.

### **4.1 Top-level design**

The top-level design of talent policies must be emphasized to break the traditional modes of thinking, and soundly define the talent standards. At present, a series of policies made by different regions must be based on long-term planning for industrial development under the guidance of the top-level design, in addition to addressing short-term needs for talents.

### **4.2 Talent legal system**

A legal system for talents must be established to provide a guarantee for recruiting talents. The government and all regions must promote the development of talents through legislation, create

a favorable environment for the rule of law, and ensure the authority and continuity of talent policies [4].

#### **4.3 Attract more international talents**

More efforts should be made to introduce international talents [5]. It is necessary to grasp the needs and flow of international talents, learn from advanced experiences and practices, and build a realistic, more open, and effective system for introducing international talents based on strategic goals [6].

#### **4.4 Long-term talent training**

In terms of talent training, the traditional, short-term mindset must be shifted from "putting the recruitment of talents first" to cultivating talents in the long run, so that talents can display their skills and play their part. Investments must be increased in science and technology to promote the reform of the education system and the integration of production, education, and research, and to focus on the adaptation of education to the industrial structure and the cultivation of innovative talents [7][8]. Against the backdrop of the talent war, each region must balance the relationship between the introduction of overseas talents and the training of local talents to avoid overemphasis on talent introduction and thus neglect talent training. Also, such scenarios must be evaded in which foreign talents are believed to do better than local talents or foreign talents are attracted while local talents flow out [9][10].

#### **4.5 Talent retention**

In addition to the current housing and living subsidies, diversified incentives must be explored to meet the diverse needs of different talents; the mechanism for talent services must be innovated to retain talents.

In short, China has made impressive results in the talent policies of FTZs, but there are also some areas to be improved. As the core of the talent policies in FTZs is to break through the bottleneck of making innovations and improve the quality of talents, the basic principles, concepts, and specific mechanisms of the talent policies must be based on strategic and systematic thinking. On the one hand, the laws of talents and the market must be followed, but on the other hand, it is necessary to break the routine and promote the innovative development of businesses in FTZs with the innovation and high-quality development of the talent mechanism.

Acknowledgment: The teacher research project of China University of Labor Relations, *Research on the Knowledge Workers' Career Dilemmas and Talent Policy in a New Era* (Project Number: 21XYJS001).

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