

## 摘 要

中国地质矿产行业在实现国家经济社会发展和社会可持续发展中扮演着重要的角色，地质勘探和资源开发为国家的能源供应、工业发展和基础设施建设提供了重要支持。近年来，随着国家对矿产资源开发和生态环境保护要求越来越高，地质找矿相关工作的技术要求也不断提升。而随着勘探区域的逐渐向复杂地质条件和深部目标转移，对专业技术人员的技能要求越来越高。因此，地质勘探单位迫切需要高水平的专业技术人才来应对这些挑战。对专业技术要求高的企事业单位而言，专业技术型员工不仅是重要的生产要素，更是单位保持高速发展不可缺少的核心资源。科学、合理的员工激励措施能够激发员工创造性，并能提高员工积极性，进而提升组织的经营效率，是企事业单位长远发展的重要保障。

D 地质调查大队是 A 省地质局下属正处级公益二类事业单位，主要承接固液气体矿产勘查、地质钻探、岩土工程勘察、工程测量、地质灾害防治、土地规划等业务，是一支集地质矿产、生态文明、地理信息、工程建设、工业智造、商贸综合为一体的综合性地勘单位。全队现有在职职工 733 人，其中专业技术人员 362 人。近年来，D 地质调查大队出现了离职率较高、工作不够积极等一系列问题，包括薪酬激励、晋升考核、能力提升、以及工作环境等多个方面问题。综合来看，目前 D 地质调查大队激励体系在一定程度上为员工的职业发展和绩效提供了支持，但仍然面临不小的挑战。通过调研发现，专业技术员工普遍对考核过程的透明性和公平性有着一定的疑虑，这表明需要更全面的改进和优化，并加强与员工的沟通和倾听。

本文通过文献分析法、问卷调查法、案例分析法对 D 地质调查大队专业技术员工激励进行系统探讨和研究，通过调研分析其激励在设计和实施过程中遇到的难题，发现 D 地质调查大队目前激励体系问题主要包括薪酬福利制度不完善、考核晋升不够全面、员工能力提升有效性不足以及规章制度和企业文化有待改进。具体分析这些问题的原因主要包括未设置长期薪酬激励方案、不支持奖金发放设置双重标准、领导层对考核不够重视、考核缺乏差异性、缺乏了解专业技术员工需求、没有全面考虑员工工作内容和难点、未根据员工具体情况制定不同的培训方案、制定规章制度缺乏员工参与和反馈机制以及企业文化相对保守等。最后运用相关理论和方法找到解决相关问题的有效方法，提出相应的优化措施，包括细化薪酬福利方案、分等级发放奖金、建立模块化考核标准、建立分层级考核反馈、建立全面培训体系、建立一对一带教制度、完善相关工作制度以及重视企业文化创新。以期能够达到合理分配 D 地质调查大队人力资源的目的，并促进 D 地质调查大队内部人员更加稳定，帮助我国企事业单位实现高质量发展。

**关键词：**地质调查；技术员工；激励体系；优化

## Abstract

The geological and mineral industry in China plays an important role in achieving national economic development and social sustainability. Geological exploration and resource development provide crucial support for the country's energy supply, industrial development, and infrastructure construction. In recent years, as the national requirements for mineral resource development and ecological environment protection have become increasingly stringent, the technical requirements for geological prospecting-related work have also been continuously raised. With the gradual transition of exploration areas to complex geological conditions and deep targets, the skill requirements for professional technical personnel have become higher. Therefore, geological exploration units urgently need high-level professional and technical talents to cope with these challenges. For enterprises and institutions with high requirements for professional and technical expertise, professional and technical employees are not only important production factors but also indispensable core resources for maintaining high-speed development. Scientific and rational employee incentive measures can stimulate employees' creativity, improve their enthusiasm, and thereby enhance the organization's operational efficiency. It is an important guarantee for the long-term development of enterprises and institutions.

The D Geological Survey Brigade is a Class II public welfare institution subordinate to the A Provincial Geological Bureau, with a formal rank at the department level. It primarily undertakes the exploration of solid, liquid, and gaseous mineral resources, geological drilling, geotechnical engineering surveys, engineering surveying, geological disaster prevention and control, land planning, and other businesses. It is a comprehensive geological survey unit integrating geological mineral resources, ecological civilization, geographic information, engineering construction, industrial intelligence manufacturing, and commercial trade. The brigade currently has 733 staff, including 362 professional and technical personnel. In recent years, the D Geological Survey Brigade has encountered a series of problems such as a high turnover rate and insufficient enthusiasm for work, including issues related to compensation incentives, promotion assessments, capacity enhancement, and working environment. Overall, although the current incentive system of the D Geological Survey Brigade has provided support to some extent for employees' career development and performance, it still faces considerable challenges. Through research, it has been found that professional and technical

staff generally have certain doubts about the transparency and fairness of the assessment process. This indicates the need for more comprehensive improvement and optimization, as well as strengthening communication and listening to employees.

This article systematically discusses and researches the incentive system for professional and technical staff in the D Geological Survey Brigade through literature analysis, questionnaire surveys, and case analysis. By investigating and analyzing the difficulties encountered in the design and implementation of incentives, it is found that the main problems of the current incentive system in the D Geological Survey Brigade mainly include imperfect compensation and benefits system, inadequate assessment and promotion, insufficient effectiveness of employee capacity enhancement, and the need for improvement in rules and regulations and corporate culture. Specific analysis of these problems reveals that the reasons mainly include the absence of a long-term compensation incentive plan, lack of support for setting double standards for bonus distribution, insufficient attention from the leadership to assessments, lack of differentiation in assessments, lack of understanding of the needs of professional and technical staff, failure to fully consider the content and challenges of employees' work, failure to formulate different training plans based on employees' specific situations, lack of employee participation and feedback mechanisms in formulating rules and regulations, and relatively conservative corporate culture, among others. Finally, effective methods to solve these problems are found using relevant theories and methods, and corresponding optimization measures are proposed. These include refining the compensation and benefits scheme, distributing bonuses by grades, establishing modular assessment standards, implementing hierarchical assessment feedback, establishing a comprehensive training system, implementing one-on-one mentoring systems, improving relevant work systems, and emphasizing innovation in corporate culture. The aim is to achieve the rational allocation of human resources in the D Geological Survey Brigade, promote greater stability among internal personnel, and assist Chinese enterprises and institutions in achieving high-quality development.

**Key Words:** Geological survey; Technical staff; Incentive system; Optimize

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