

摘 要

针对公司直觉型人才比例极低，专业性人才和复合型人才都不能满足公司发展需要等问题，公司人才结构优化已成为迫不可待的一个事情。公司人才结构优化是结合公司战略目标、当前业务需要同时结合公司当前拥有的人才数量和质量以及公司的财务状况，有目的、渐进性地调整人才结构的过程，同时也是公司人才素质模型不断建立和优化的过程。

本文以金港公司为研究对象，以公司人才结构优化为主要研究内容。本文采用文献研究法对人才结构进行了界定，对人才结构的构成、SWOT分析法、ABC分析法、人才结构优化的原则和步骤以及人才管理的理论前沿进行了梳理。同时通过访谈法、问卷调查法、案例分析法、统计分析法，理论结合实际，对金港公司人才结构现状进行了分析，针对问题追踪原因。根据人才结构优化理论对金港公司人才结构提出了系统全面的优化建议。

为了满足公司发展战略需要，金港公司必须将人才开发工作和培训工作作为重中之重，同时结合绩效、薪酬的有效管理手段和方法，重视制度建设和企业文化建设，形成学习型组织，用制度作保障，优胜劣汰，同时实现人才结构和素质双优化。

关键词：金港公司；人才结构；人才结构优化

ABSTRACT

In view of the low proportion of intuitive talents, professional talents and compound talents can not meet the development needs of the company, the optimization of talent structure has become an urgent thing. The optimization of talent structure is a process of purposeful and gradual adjustment of talent structure in combination with the company's strategic objectives, current business needs, and the company's current talent quantity and quality as well as the company's financial situation. At the same time, it is also a process of continuous establishment and optimization of the company's talent quality model.

This paper takes Jingang company as the research object and takes the optimization of talent structure as the main research content. This paper uses literature research method to define the talent structure, and combs the composition of talent structure, SWOT analysis, ABC analysis, the principles and steps of talent structure optimization and the theoretical frontier of talent management. At the same time, through the methods of interview, questionnaire, case analysis, statistical analysis, combining theory with practice, this paper analyzes the current situation of talent structure of Jingang company, and traces the reasons for the problems. According to the theory of talent structure optimization, this paper puts forward systematic and comprehensive optimization suggestions on the talent structure of Jingang company.

In order to meet the needs of the company's development strategy, Jingang company must take the talent development and training as the top priority, pay attention to the system construction and corporate culture construction by combining the effective management means and methods of performance and salary, so as to form a learning organization, guarantee the survival of the fittest with the system, and realize the optimization of talent structure and quality at the same time.

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Key words: Jingang company; Talent structure; Talent structure optimization

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