

Analysis on the Problems of Human Resources in CQ Petrochemical Company and Countermeasures

Jiansheng Xue

Graduate School, Xi'an University of Science and Technology, Xi'an, China
Email: 409589565@qq.com

ABSTRACT. Since the implementation of the "13th Five-Year plan", PetroChina has continued to push ahead with the construction of a high-quality world-class comprehensive international energy company. CQ Petrochemical has achieved a stable oil and gas equivalent output of 50 million tons for six consecutive years from 2013 to 2018. Under the directive spirit of general secretary Xi Jinping on increasing the intensity of domestic energy exploration and development, the goals of accelerating the second development of CQ petrochemical and building a high-quality modern oil company were determined. 2019-2025 is an important node and key period to promote the safe, sustainable and high-quality development of petrochemical additives. The research purpose of this paper is to discuss how to effectively cope with the new tasks and requirements of the second accelerating development of the petrochemical industry for the enterprise service guarantee work, effectively solve the current human resource problems, and form a strategic plan and long-term mechanism to effectively respond to new opportunities and challenges, and embark on a path suitable for the high-quality development of the enterprise itself.

KEYWORDS: CQ petrochemical; petrochemical additives; status of human resources;

1. Analysis of the status of human resources

As of March 2019, the total number of petrochemical additive employees is 768, including 497 women, accounting for 64.7% of the total number of workers. The number of female employees is too large, which limits the source of staff for on-site service and other services. Also, the aging trend of employees is serious in recent years, the employment contradiction is increasingly prominent. The total amount of employment and salary of petrochemical additives are strictly subject to petrochemical companies. The total amount of employment, management and technical personnel of petrochemical additives is controlled by petrochemical companies, which makes it difficult for petrochemical additives to do well in the

introduction of technical talents.

1.1 The overall structure

In 2018, there were 190 management and professional technicians, accounting for 24.6% of the total number of workers; 581 operation and service personnel, accounting for 75% of the total number of workers. The low proportion of petrochemical additive management and professional technicians, unreasonable professional team structure and lack of interdisciplinary talents make it difficult to meet the needs of providing strong technical support for the current research and development, production and on-site technical services. Due to the lack of employment autonomy of petrochemical additives, it can only rely on making up for the gap of leaving and retiring. CQ petrochemical company provides 2 - 4 cadre positions for petrochemical additive every year, but it actually needs 10 - 20 new technical personnel every year, which makes the number of professional technicians difficult to meet the needs of technological research and development of enterprises, and seriously restricts the technological innovation and product development of enterprises.

The education level and skill level of skilled operators are relatively low, and there is a lack of high-skilled operators. The proportion of skilled operators and the number of senior workers, intermediate workers and junior workers in the service team is not coordinated. Some operators in the production workshop are too old, closing to retirement age. Adapting to workshop site operation positions by improving their quality is hard for them, instead, they turn to engage in simple operation business or service positions. There is a shortage of petrochemical chemical professionals and interdisciplinary talents. Petrochemical chemical professionals and technicians only account for 6% of the total number of employees, while the technical talents with senior professional titles only account for 2% of the total number of employees in the professional technical team, which cannot provide strong technical support for the current research and development, production and on-site technical services.

1.2 Educational structure

As of the end of 2018, there were 359 petrochemical additive employees with a college degree or above, accounting for 47% of the total number of workers; 62 from technical secondary schools, accounting for 8% of the total number of workers; 42 from technical schools, accounting for 5% of the total number of workers, and 308 with high school degree and below, occupying 40% of the total number of workers. In recent years, although the number of highly educated employees has increased, the proportion of highly educated employees is still significantly smaller than that of low educated employees. There is a shortage of highly educated talents and the overall level of education is low. Only 24% of employees in the company have a bachelor's degree or higher, while 40% of the total are ordinary employees who have not received professional education, which is not conducive to the

improvement of the overall quality of CQ Group employees. Therefore, it is necessary to appropriately introduce highly educated personnel to inject new blood into enterprises.

1.3 Age structure

In 2018, workers aged 21 - 25 accounted for 0.8% of the total, 26 - 30-year-old employees accounted for 2.7%, 31 - 35-year-old employees accounted for 6.1%, 36-40-year-old employees accounted for 19.1%, 41 - 45-year-old employees accounted for 43.5%, and 51-year-old and above employees accounted for 8.4%. Most of the petrochemical additive employees are aged between 41 and 50 years old. These employees have become the backbone of the company's business, but because of the low level of education of these employees, the large proportion of female workers, it is necessary to vigorously introduce young talents to improve the existing structure of the workforce, especially talents with high-level technical skill and management ability, and provide talent reserve for the high-quality development of the company.

1.4 Analysis of R & D personnel

At present, there are 6 petrochemical additive employees with a master's degree or above, 185 with a bachelor's degree and 208 with an associate's degree, including 47 technicians, 3 with a master's degree, 42 with a bachelor's degree and 2 with an associate's degree; 22 with senior title and 101 with an intermediate title. As the main research and development unit of petrochemical additives, the Institute has a younger and specialized scientific and technological research team, with 34 on-post staff and workers, including 2 with a master degree, 17 with a bachelor's degree, 12 with a college degree, 4 with a senior engineer title, 11 with intermediate title and 13 with chemical analysis senior technician title.

Most of the technical R & D personnel of petrochemical additives have Bachelor degrees, which is hard to meet the needs of the R & D of petrochemical additives. The lack of technical personnel has become an obstacle to the technological innovation of enterprises. Therefore, it is necessary to appropriately introduce talents to inject new blood into enterprises.

2. Existing problems

(1) The product R & D ability is weak, the technical reserve is insufficient, and the expanding of development space is hard;

(2) Structural problems such as lack of technical talents and the aging of employees have become increasingly prominent. The status of products at "low-end rich and high-end scarce" has not been fundamentally changed. Problems such as the inflexibility of the system and mechanism and the decline of the overall profitability

under low prices have not been effectively solved.

(3) There is a shortage of talents in petrochemical additives, the quality of cadres needs to be further improved

Due to the shortage of talents caused by the accumulation of history and the repositioning of enterprise, the human resources of petrochemical additives are relatively scarce, it is necessary to strengthen the introduction, training, cultivation and exchange of talents. The cadre team is the backbone of the enterprise development. Only when the quality of the cadre team is improved, can the ability of independent management be improved and the enterprise can be driven forward.

3. Suggestion

3.1 Optimize organizational structure around strategic targets

"Product + Technology + Service" is the core business of petrochemical additives, which must be supported by corresponding organizational structure and human resources. The optimization and adjustment of the organizational structure of petrochemical additives should closely focus on the "6323" work target. In terms of human resource allocation, departmental structure and division of responsibilities, etc., focus on the technical and management problems caused by market changes and personnel increase and decrease, reduce the number of staff in branches and subsidiaries, build a flat management system, and reduce the redundant functions of organs, and perform regional functional integration according to the major regions where grassroots units are located to avoid repeated waste of human resources.

3.2 Strengthen education and training to improve the skill level of employees

To meet the needs of technology and service and product quality assurance, we must strengthen the function of education and training by not rigidly sticking to the training form, weakening the data training, strengthening the practical ability and linking the training effect with the performance appraisal, focusing on the training to solve the key aspects of product quality control, technical service all-round guarantee, safety production, etc. At the same time of ensuring the technical reserve for petrochemical chemical products, technical talents are reserved for expanding the market of gas field chemical products.

Pay attention to the promotion and application of employees' skills, strengthen the matching of skill level and positions, set up technical models and examples of technical expert, create a learning atmosphere for all the employees, improve the comprehensive quality of the employees, improve the level of automation and intelligent production to make up for the problems caused by the sharp reduction of employees, so that skills of employees will not be disconnected, their ideas are not solidified, changing them to combat effectiveness quickly.

3.3 Build a target-oriented performance appraisal management mechanism

To achieve the three goals of "product quality assurance, creating a new level of service quality and innovative products leading the new CQ market", it is imperative to build a target-oriented performance appraisal management mechanism. Decompose the development objectives of petrochemical additives layer by layer, and assign to all units and departments year by year and level by level to keep assessment behavior stay on track, so that the daily work behaviors of employees focus on the needs of realizing the strategic targets of the enterprise, realizing the decomposition and pressure transfer of the company's targets to all subsidiaries and departments. Define the core value contribution of each subsidiary and department in the process of enterprise strategy realization by the establishment of hierarchical performance appraisal indicators. Evaluate and assess the performance of the subsidiaries based on the statistical data of annual economic operation, profitability, asset quality, customer satisfaction, risk control, business growth, etc. of all subsidiaries and branches of petrochemical additives, to encourage and motivate employees to achieve the company's development goals.

4. Conclusion

In summary, CQ Petrochemical will continue to improve the talent recruitment system, establish the "people-oriented" management concept, improve the quality of leaders and employees, develop a scientific and effective employee reward system, adapt to the economic needs of the new situation, and maximize the interests of the enterprise in the key period of 2019-2025 when Petrochemical auxiliaries push ahead with safe, sustainable and high-quality development.

References

- [1] Jing Hailong. Problems and countermeasures in human resource management of tobacco companies: Taking ERP as an example [J] Brand, 2015 (3)
- [2] Wang Lin. Problems and countermeasures in human resources management of enterprises in the new situation [J]. Human Resources Management, 2013 (5)
- [3] Zhuang Xiaolan. Analysis of talent core skills requirements and training strategies for cross-border e-commerce [J]. Management Watch, 2015 (6): 178
- [4] Wang Bing. Cultivation of cross-border e-commerce merchants in secondary vocational schools under the background of free trade zone [J]. Modern Business, 2015 (9): 76-78
- [5] Fan Xinmin. Internationalization of Higher Education and Cultivation of Cross-border Foreign Trade Electronic Business Talents: A Cross-Border Integration Perspective [J]. Journal of Hebei Normal University, 2015 (3): 18
- [6] Chen Xuhua. Research on the training mode of cross-border e-commerce talents: Taking Yiwu as an example [J]. Monthly Price Journal, 2014 (3)
- [7] Wu Yue, Wang Zhudong, Yang Xiaoxuan. The development trend of cross-border e-commerce and its role in promoting the transformation and upgrading of China's foreign trade [J]. Business Economic Research, 2015 (23): 63-65