

# Strategic Countermeasures in Talent Training for China's "Go Global" Railway Strategy

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**Abstract:** The pace of China's "Go Global" railway strategy has accelerated noticeably in recent years, and it has now become a national strategy. Nevertheless, the lack of qualified talent has already proven to be a crucial factor restricting its further development. After analyzing the strategic countermeasures in talent training for China's "Go Global" railway strategy, there are three principles that should be followed and three steps that need to be carried out. Accordingly, this paper explains that China's "Go Global" railway strategy is faced with three major tasks. Finally, this paper proposes systematic talent training for China's "Go Global" railway strategy by covering five main aspects: forming two mechanisms; setting up an alliance and a foundation; setting up three types of bases; making innovations in the training mode; and building two platforms.

**Keywords:** China's "Go Global" railway strategy; talent training; strategic countermeasures

## 1 Introduction

China's "Go Global" railway strategy is not only an important support for the national strategy on the implementation of infrastructure interconnection of the Belt and Road Initiative, but also of great significance in national diplomacy, security, politics, economy, etcetera [1]. In recent years, the pace of railway development has obviously accelerated, and it has been elevated to a national strategy [2]. However, the shortage of talent has become a critical issue in its further development [3], posing a big challenge to talent training. Talent training is the basis and key support to China's "Go Global" railway strategy and it is a strategic, urgent, and challenging job. In order to guarantee the continuous, fast, and healthy development of China's "Go Global" railway strategy, top-level design and long-term planning are needed for talent training, along with scientific, systematic, in-depth analysis and thinking. Hence, studying the strategy on the talent training for China's "Go Global" railway strategy has important practical significance.

## 2 China's "Go Global" railway strategy is facing the problem of talent training

### 2.1 The plan and goal of talent training is not strong

Talent training lacks top-level design, unified deployment, and policy guidance, leading to unclear talent training objectives and the decentralization of cultivation resources and funds. In the case of training talents (mainly referred to as compound talents) for export, universities have no idea about the requirements of standards, qualities, and quantities of output talents. Consequently, they do not know exactly when to cultivate the kind of talents required, the quantity of the talents, and how to train them; so, it is difficult to develop effective training plans and programs. There are some deficiencies in long-term layouts, plans, and targets joint efforts and scattered training funds and institutional forces related to local talents, including "knowing China," "being friendly to China," and "aiding China" talents (hereinafter referred to as "3C" talents)

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and localized railway professionals for China's "Go Global" railway strategy.

## 2.2 The consistency in, and expectation of, the quality of talent training is not high

As the talent training for China's "Go Global" railway strategy is still at an individual exploratory stage, there is more uncertainty about the quality and the effect of training. Meanwhile, there exists deficiency in standardization, systems, and scale in talent training. During the training of the needed talents, there is little monitoring and evaluation; in particular, there are few certifications for ensuring the quality and standard of talents from different levels and categories. The evaluation and certification system has never been built; further, no standards exist. Although some colleges and universities carry out "Go Global" talent training work according to the needs of enterprises, it is hardly sufficient to ensure the consistent quality of talent training. Because of the deficiency in reasonable expectations about the talents' future utility, there is a possibility of structural dislocation between talent training and the demand for talents.

## 2.3 A smooth cooperative mechanism of talent training has not been established

The talent training for China's "Go Global" railway strategy is a complex project, so we need to establish smooth coordination mechanisms and good cooperative relationships [4]. It relates to the relevant colleges and universities, government departments, enterprises, the innovation in talent training system, policy guidance, financial support, and many specific issues of cooperation with government. However, there is a lack of the relevant coordination mechanisms. It is better to implement the education required for the "Go Global" strategy in advance, especially for the spread of "Go Global" to target large countries or areas where a large number of target countries are located. Thus, the problem of large-scale talent demand in the target country can be solved fundamentally by developing and using the talents of the target countries; this would also strengthen the sense of identity with China's "Go Global" railway strategy in the target countries. Compared with the domestic talent training for China's "Go Global" railway strategy, the implementation of education "Go Global" strategy and 3C talents training is more complicated; therefore, the necessity of establishing a coordination mechanism becomes more urgent.

# 3 Strategic objectives, principles, and procedures in the talent training for China's "Go Global" railway strategy

## 3.1 Strategic objectives of the talent training

The general objective of the talent training for China's "Go

Global" railway strategy is to serve the strategy of the Belt and Road Initiative of China by building a scientific, perfect, and effective talent training system and the corresponding mechanism. The final objective is to make the talent training for China's "Go Global" railway strategy realize the iterative process through two transformations to closed-loop evolution and to the turnover of the talent training strategy.

## 3.2 Principles to follow for talent training

The policy making related to the talent training for China's "Go Global" railway strategy should stick to the "three-dimensional-oriented" principle. The first thing is the train of thought comprising three lines. That is, one line is to cultivate 3C talents, the second line is to cultivate compound talents, and the third line is to cultivate localized railway professionals (hereinafter referred to as localized talents). When making the talent training policy for China's "Go Global" railway strategy, a full consideration of the characteristics and requirements of all kinds of talents is indispensable. The second thing is the policy orientation to the difference in China's Railway's international discourse power. Whether or not China's railway has sufficient discourse power and would be widely recognized by the international community has an important influence on the demand for "Go Global" talents. However, the promotion of discourse power is a long-term process, so it is pertinent and necessary to consider China's railway's influence before formulating policies of the talent training for China's "Go Global" railway strategy. The third thing is the policy orientation of the space division. The different target countries vary in many aspects, such as languages, cultures, customs, levels of higher educational foundation and talent training, relationships with China's state, and "Go Global" difficulties. Further, the basis for the existing cooperation with the target country is different. Therefore, some regions can be distinguished on the basis of having countries with similar aspects, and more specific and effective talent training strategies can be formulated for each region.

## 3.3 Strategic procedures for talent training

The strategy of the talent training for China's "Go Global" railway strategy has to be carried out in three stages. Stage I: the stopgap measures. This stage would be achieved through the targeted training for the urgently required "Go Global" talents, and attention needs to be paid to the mechanism that is relevant and the training system that should be constructed. Stage II: the radical cure. At this stage, the talent training mechanism and the security system for China's "Go Global" railway strategy would have been established, and already would have played some role in meeting strategic goals. On the basis of this, the development of talent training system would enter a virtuous cycle, and be able to meet the talent training needs for China's "Go Global"

railway strategy. Stage III: strategic iteration. Compared with the second stage, the talent training system would be more perfect in the third stage, and be able to fundamentally solve the problems of talent training for China's "Go Global" railway strategy. To this end, two changes in the pattern for, and nature of, talent training need to be realized in this phase, that is, the pattern shifting from a "disorder" state of output talents and local talents training to that with "standardized" procedures, and the nature transforming from laying equal stress on both the 3C talents and local talents to gradually develop the local talents to the level of the 3C talents. After these two changes, the talents will not only adapt fully to the smooth implementation of China's "Go Global" railway strategy, but also play a significant role in enhancing the creativity, influence, and voices of China's railway. Furthermore, the one-way causal relationship of "layout-talent needs-talent training strategy-talents" of China's "Go Global" railway strategy will evolve to the circulation of "layout-talent needs-talent training strategy-talents-layout" of China's "Go Global" railway strategy. This would help to realize the strategic flip of the talent training from adaptation to the China's "Go Global" railway strategy to promotion thereof. In other words, the strategic iterative process of "two changes-close-loop evolution-talent training strategy transition" will be steadily completed in this phase.

## **4 Main task of the talent training for China's "Go Global" railway strategy**

### **4.1 To build a talent training system for China's "Go Global" railway strategy**

According to the problems of talents and actual demand for business talents, it is necessary to build a multi-level, multi-dimensional stereoscopic training system. The system closely relates to the requirements of international talents' knowledge, ability, and quality, as well as innovative talent training system, mechanism, and mode.

### **4.2 To form an operational talent training mechanism for China's "Go Global" railway strategy that reflects the strategic objective**

The construction of a talent training system is the foundation of the talent training for China's "Go Global" railway strategy. It is necessary to form a self-adaptive operating mechanism, which can process automatically and positively operate when the objective conditions of the system are ready. The mechanism could also fundamentally change the pervasive existing actions of emergent and passive response. The adaptive mechanism includes the horizontal coordination and the vertical coordination mechanism.

### **4.3 To establish and implement the certification system for China's "Go Global" railway talents**

It's essential to implement a certification standard for China's "Go Global" railway talents and formulate the corresponding certification system. The system is not only an organic part of China's standard, but also an important way to enhance the discourse power of China's railway. The talent certification system is to create a favorable environment and conditions for the activities of talents certification and the use of the qualified talents. The certification system of China's "Go Global" railway talents includes the grades and standards, series, the implementation stages, and so on.

## **5 Strategic countermeasures in talent training for China's "Go Global" railway strategy**

### **5.1 To form two mechanisms**

Guo [5] pointed out that the multi-cooperation international talent training mechanisms have an important significance. Therefore, in order to carry out the talent training for China's "Go Global" railway strategy more efficiently, it is essential to construct the "four coordination" educational mechanism. That is, the "four synergy mechanism": the government doing the domination, the school as the main part, the enterprise as the participant, and the scientific research institutions responsible for the cooperation, which is based on the coordination of ministries and universities and the cooperation between schools and enterprises.

#### **5.1.1 Ministries coordination mechanism**

Under the lead the National Development Reform Commission (NDRC) of People's Republic of China, a coordination mechanism has been established by the National Railway Administration of the People's Republic of China, Ministry of Commerce, Chinese Scholarship Council, Ministry of Finance, Ministry of Foreign Affairs, Ministry of Education, and other relevant ministries. The mechanism includes the coordination between the ministries and the state, as well as the vertical coordination between the ministries and research enterprises. The talent training for China's "Go Global" railway strategy is an integral part of the comprehensive coordination among the ministries.

#### **5.1.2 Cooperation mechanism of school, enterprise, and research institution**

Colleges and universities are the main bodies for the implementation of the talent training for China's "Go Global" railway strategy and education "Go Global" strategy. Enterprises and research institutions are the recipients for the "Go Global" talents, and also important participants in talent training. For 3C talent training, enterprises and scientific research institutions are the

main window to display the level of the overall strength of China's railway. Therefore, it is necessary to establish an excellent and effective school and enterprise cooperation research mechanism, to make the talents meet the requirement of "Go Global," as well as assure the demand of 3C and localized talent training.

## 5.2 To set up an alliance and a conference

### 5.2.1 To establish a strategic alliance of China's railway international talents

The strategic alliance for China's railway internationalization of talent is to be initiated and led by the National Railway Administration, and the colleges and universities, as well as the enterprises and scientific institutes at home and abroad that are involved should jointly set up the talents alliance supporting China's "Go Global" railway strategy. The secretariat, policy center, talent quality assessment and monitoring center, talent certification center, and other institutions should then be set up for the talents alliance. As the third party, the talents alliance is independent of government departments, enterprises, colleges and universities, scientific research institutions, and its main task is to develop talent training plan, formulate policies, implement the assessment and certification of the talents, and assist government departments to establish the talent incentive mechanism.

### 5.2.2 To establish Chinese railway's international strategic foundation for international talents

It is best to take some of the funds in government departments that are earmarked for granting scholarship to students studying abroad and use them to establish the international talents strategic foundation of China's railway. This should be named as the third party non-profit social organization, so that it can avoid exploitation based on an ulterior motive in foreign countries, and it will also improve the efficiency in the use of funds. Chin's Railway Fund will be set up under the leadership of the talents alliance or the National Railway Bureau. The talent foundation serves the talent training for China's "Go Global" railway strategy of domestic compound talents and the training work of localized talents and promotes the international exchange of "Go Global" and scientific research activities. At present, it is of great significance in supporting the 3C compound talent training and implementing the project of education "Go Global," according to the time and space layout of "Go Global" strategy.

## 5.3 To ensure distribution of three types of bases

### 5.3.1 Base of talent training for China's "Go Global" railway strategy

According to the talent demand for China's "Go Global" railway strategy and its spatial and temporal distribution, a number of domestic and foreign talent training bases are to be established, based on the plans, batches, grades, and sub-regions. The

talent training base is the unit undertaking the talent training for China's "Go Global" railway strategy and the foundation to ensure the quality of talent training, including two categories: domestic bases and foreign bases. In order to motivate China's "Go Global" railway talents in the related colleges and universities better, we can select a number of talents based on a certain standard from the existing colleges and universities with all-round strength and high quality, which can be of the national level, especially the traditional ones with a background in railways, as the main body of talent training. The title of "China's railway 'Go Global' talent training base" can be awarded to them to confirm the relevant talent training qualification. The overseas talent training bases can be selected and identified from the relevant overseas colleges and universities.

### 5.3.2 Practice base of talent training for China's "Go Global" railway strategy

According to the needs of the talent training for China's "Go Global" railway strategy, the practice base should be set up in a planned way. The main function of the practice base of the talent training for China's "Go Global" railway strategy is to carry out the coordination mechanism of schools and enterprise research, as well as to provide necessary practice bases and conditions for the "Go Global" talent training. The practice bases for talents can be chosen from the enterprises with standard management, which have international business and the will to supply the needed practice conditions for the "Go Global" talent training.

### 5.3.3 Think tank base of talent training for China's "Go Global" railway strategy

Besides the strong international competitors, such as Japan and Germany, China's railway industry encountered the various setbacks in the process of "Go Global"; this relates to the lack of understanding of the target countries and other related research. For instance, too much emphasis was put on going global in strategic thinking, such as overemphasizing "I" as the central aspect; this produces a negative effect on the target countries, such as "excess capacity transfer, plundering of quality resources, and even railway colonialism." Many problems also need to be solved: deficiency in strategic initiatives, long-term planning, sufficient investment and support strength, as well as the countermeasures for lagging action, insufficient research on national conditions of the target countries, shortage of risk assessment and coping ability. Hence, it is essential to organize a number of high-end think tank bases as soon as possible, through in-depth study of the previous system to create the conditions for "Go Global" strategy that can avoid risks [6].

## 5.4 To innovate training mode

The appropriate talent training mode is an important way to improve the effectiveness of the talent training for China's "Go

Global" railway strategy [7]. Research shows that the different types of "Go Global" talents have different talent training modes. The training modes of output talents include output school students exchange mode, training mode of joint schools, and training mode of schools and enterprises. Local talents training mode currently depends on the training, while in the long-term, it will depend on the education "Go Global" talent training mode. Education "Go Global" for China's railway implicates two implementation plans: the support and construction oriented, and the support and teaching. The first one indicates China helps target countries to construct transportation (railway) universities; the second one indicates China's traditional railway colleges and universities give help to run railway schools at the appropriate colleges and universities selected from the target countries.

## 5.5 To build two platforms

### 5.5.1 Index platform of the talent training for China's "Go Global" railway strategy

The talent supply and demand situation is the basis of the talent training for China's "Go Global" railway strategy; Further, the "Go Global" talents index can provide effective data support for it. The "Go Global" talent index is compiled and published by third parties, such as China's "Go Global" railway think tank. The talents index includes the demand index, the supply index, and the contribution index. It is recommended that it be published once a year. Using them, the talent demand index determines comprehensively the quantity, standard, and structure of "Go Global" talents needed. The talent demand index is the foundation of the strategy of talent training, and also the anchor of the talent training system. Talent supply index reflects the contribution of enterprises, colleges and universities, scientific research institutions, and other relevant bodies involved in talent training for China's "Go Global" railway strategy. The compilation is determined by the talent training base in the colleges and universities, and the specifications, qualities, quantities, levels, and factors helping to meet the demand of the international railway talents' training of the relevant colleges and universities. Talents contribution index includes enterprise contribution index of colleges and universities, which aims to encourage relevant principals of talent training for China's "Go Global" railway strategy to play a more important role.

### 5.5.2 Database platform of talent training for China's "Go Global" railway strategy

Database platform of China's "Go Global" railway consists

of the main database, teacher database, and talent database. The main database mainly develops the talent training for China's "Go Global" railway strategy at the colleges and universities, enterprises, scientific research institutions, which differs from the ordinary colleges and universities, enterprises, scientific research institutions and talent training base in colleges and universities, etcetera. The teacher database refers to teachers in colleges and universities and part-time enterprise experts with the requisite certification in talent training. The talent database includes certified "Go Global" international professionals and other senior professionals. The database information can be used for the relevant research or decisions conducted by relevant government departments, talents alliance, colleges and universities, scientific research institutions, other social units, and individuals.

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