



商用飞机产业人才的挑战与思考

Challenges and Thoughts of Talents in Commercial Aircraft Industry

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航空产业：知识密集、技术密集和人才密集

Aviation Industry: Knowledge-intensive, Technology-intensive, Talent-intensive

商用飞机：航空制造领域的高端复杂产品

Commercial Aircraft: High-end and Sophisticated Products of Aviation Industry

产业特点 Characteristics

**发展
迅速
Growth**

- 未来20年，全球将有超过42700架客机交付，价值6万亿美元
- Next 20 years, more than 42,700 aircrafts worth \$6 trillion will be delivered worldwide.
- 中国预计需求约9000架客机，价值1.3万亿美元
- China's Market: 9,000 passenger jets worths \$1.3 trillion

**高端
复杂
Sophisti-
-cated**

- 数百万个零部件，上千个集成系统
- Millions of components, thousands of systems
- 组织管理数百家供应商，数万人协同工作
- hundreds of suppliers, thousands of workers
- 人工智能、高超声速、增材制造、增强现实、复合材料等带来飞机制造领域的技术革命
- Artificial intelligence, hypersonic, additive manufacturing, augmented reality, composite materials bring about technology revolution

人才挑战 Challenges of HR

**稀缺性
Scarcity**

- 商用飞机人才培养周期长、准入条件高
- Time-consuming training, high access conditions
- 高端复杂产品特性，全球商用飞机人才稀缺
- High-end and sophisticated product features, talent shortage in commercial aircraft

**竞争性
Competitiveness**

- 全球商用飞机市场格局变化，商用飞机产业竞相抢占新制高点，国际竞争日益激烈
- global market pattern changes, increasingly fierce competition
- 产业间的人才竞争逐渐加剧，汽车、互联网、通用航空等抢夺成熟人才、骨干人才
- Increasing talents competition in industries; automobile, Internet, general aviation seeking for mature & backbone talents
- 航空电子电气工程、机械控制工程等专业人才短缺，招聘难度较大
- Shortage of Avionics electrical engineering, mechanical control engineering...

中长期人才规划

Long-term Talent Planning

未来20年，公司人才缺口约20000人，涉及系统集成、工程、制造、运行支持、预研、飞行等专业
 In the next 20 years, the company will have a talent gap of about 20,000 people, involving system integration, engineering, manufacturing, operation support, pre-research and flight

精准激励 Incentive

- **具有竞争力的薪酬政策：**薪酬增长与区域经济发展水平相适应，向技术技能骨干、项目团队倾斜，绩效导向、贡献为先，与市场对标
- **Competitive salary policy:** salary growth matching regional economic level, inclined to technical skills backbone & project team, performance-oriented, and market benchmarking
- **量身定制福利包：**就餐、交通、运动设施、休假/疗养、子女教育、补充养老、住房、医疗.....
- **Welfare package:** dining, traffic, sports, vacation, children education, pension, housing, medical treatment...
- **探索中长期激励：**今天的贡献，在未来仍有收益
- **Long-term incentives:** today's contributions will be paid off in the future

加速培养 Training

- **校企合作：**推进产业与教育融合，订单式联合培养未来人才，定制化培养
- **School-Enterprise cooperation:** integration of industry and education, order training & customized training
- **商飞大学：**领导力发展、标杆学习、内部经验分享、资质培训认证
- **COMAC university:** leadership development, benchmarking, internal experience sharing, qualification training and certification
- **专题培训：**创新意识、创新能力、前沿理念、前沿技术，推动商用飞机产品与技术的创新实践
- **Special training:** innovation consciousness, innovation ability, cutting-edge ideas and technologies

| | 探索期 Explore | 成长期 Growing | 成熟期 Maturity | 高原期 Plateau | 分化期 Differentiation | 定型期 Stereotyping |
|--------------|----------------|----------------|-----------------|----------------|------------------------|---------------------|
| Seniority 工龄 | 1-3 | 4-6 | 7-10 | 11-14 | 15-19 | ≥20 |
| Age 年龄 | 25-27 | 28-30 | 31-34 | 35-38 | 39-43 | ≥44 |





THANK YOU !