

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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产业特点与人才挑战 Characteristics and Challenges



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

产业特点 Characteristics

发展 迅速 Growth

复杂

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■ 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
- 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

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

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 trainning, 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
- 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

竞争性 Competitiveness

- 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... Copyright © COMAC. All rights reserved.

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我们的思考 Thoughts



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

我们的思考 Thoughts



		探索期 Explore	成长期 Growing	成熟期 Maturity	高原期 Plateau	分化期 Differentiation	定型期 Stereotyping
Seni	ority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



