

# A Study on the Construction of Local Talent Teams under the Rural Revitalization Strategy: A Case Study of Horqin District, Tongliao City

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**Abstract:** Central documents emphasize the need to accelerate agricultural and rural modernization while enhancing farmers' sense of gain and happiness, leading to the major decision of implementing the rural revitalization strategy. Talent plays a crucial role in rural revitalization. In recent years, Horqin District of Tongliao City has established a certain foundation in the development of local talent teams, achieving notable progress in the total number of talents, the overall structure, and the level of skills. However, compared with the pace of agricultural and rural development in the district, and with the expectations of the people, there still exist gaps and shortcomings. Therefore, Horqin District of Tongliao City must address the constraints of talent shortages, prioritize the development of human capital, cultivate more local talents, and bring together talents from across the nation, thereby providing strong talent support and guarantee for rural revitalization.

**Keywords:** Rural Revitalization Strategy; Local Talents; Horqin District

## Introduction

In the new era, China continues to prioritize the resolution of issues relating to agriculture, rural areas, and farmers as the top priority in its work. The country steadily strengthens policies to support, benefit, and enrich farmers, and steadily advances agricultural modernization and the development of a new countryside. In particular, central documents have repeatedly emphasized the need to accelerate agricultural and rural modernization while enhancing farmers' sense of gain and happiness, leading to the major decision of implementing the rural revitalization strategy. Rural revitalization cannot be achieved without talent revitalization. In advancing rural revitalization, it requires not only strong financial support and material guarantees, but also a team of high-quality talents to drive the great process of rural revitalization. As emphasized in the 2020 Central Document No. 1 regarding the reinforcement of safeguards to address rural weaknesses, it is necessary to "cultivate more talents who understand and are devoted to agriculture and rural areas, and are committed to working in the countryside, and promote the application of more scientific and technological achievements in the fields." However, due to factors such as geographical location, transportation conditions, and environmental circumstances in rural areas, their ability to attract and appeal to external talents is at a disadvantage compared to developed regions. Therefore, cultivating local talents is imperative. Local talents serve as "skilled craftsmen," "indigenous experts," and "local specialists" in rural areas. They are the skilled artisans of the countryside, infusing rural communities with the spirit of craftsmanship. These local talents work on the front lines of production year-round and possess extensive practical experience. Their skills and expertise are highly targeted, operable, easy to promote, and deliver quick results, making them highly effective in driving local communities, stimulating regional economies, and enriching rural areas. Facts have shown that only by accelerating the development of local talent teams can we provide the intrinsic impetus for rural revitalization. In recent years, with the rapid advancement of agricultural and animal husbandry industrialization in Horqin District, Tongliao City, the development of local talent teams has also been significantly enhanced. Nevertheless, compared with the pace of agricultural and rural development in Horqin District, and with the expectations of the people, there still exist gaps and shortcomings. Therefore, Horqin District of Tongliao City must address the constraints of talent shortages, prioritize the development of human capital, open up channels for the flow of intellectual resources, technologies, and management expertise to rural areas, cultivate more local talents, bring together talents from across the nation, and thereby provide strong talent support and guarantee for rural revitalization.

## **1. Practices in the Development of Local Talent Teams in Horqin District, Tongliao City**

Horqin District serves as the main urban area of Tongliao City. Its agriculture primarily focuses on corn cultivation, while its animal husbandry mainly centers on beef cattle and hogs. The district has successively attracted the establishment of large and medium-sized high-end agricultural and animal husbandry enterprises, including the nationally renowned Meihua Biological Technology, Jinluo Food, and Mongolian King Liquor Industry. With the rapid advancement of agricultural and animal husbandry industrialization, the development of local talent teams has also been significantly enhanced. In recent years, Horqin District has consistently regarded local talents as a key force in driving rural development, polishing its local "golden brand" and comprehensively strengthening the development of local talent teams. These local talents have played an active role in preserving the inheritance of skills and techniques, strengthening the development of industries, and driving the prosperity of local communities, thereby vigorously supporting the progress of poverty alleviation and rural revitalization efforts.

### ***1.1 Policy Guidance, with Efforts Focused on Improving the Institutional Mechanisms for Local Talents***

The district improves the mechanism for cultivating and developing local talents, which features unified leadership, close collaboration among relevant departments, and extensive participation from social forces. Based on the quantity, quality, structure, and distribution of local talents, it establishes a categorized database, implements dynamic management, and places emphasis on providing services such as the cultivation and utilization of local talents. The district formulates and issues six policies, including the Implementation Plan for Strengthening and Improving Talent Work in the New Era, through which it continuously optimizes the mechanisms for talent cultivation, attraction, mobility, and incentives. It accelerates the reform of the talent management system, reduces constraints on talent innovation and entrepreneurship, and maximizes the release of talent dividends through reform dividends. In addition, adhering to the principle of demand orientation at the grassroots level, the district further improves and refines its talent allocation database. It incorporates specialties such as desertification control, resource utilization and plant protection for agricultural extension, agricultural engineering, and veterinary medicine into the catalog of urgently needed and scarce talent specialties. Through flexible talent introduction methods such as advisory guidance, project cooperation, and rotating expert programs, the district precisely introduces 17 "highly advanced, sophisticated, and urgently needed" industry professionals who address key technical challenges in key rural revitalization industries and lead industrial development. This approach not only enhances the alignment between talent resources and rural revitalization, but also achieves a virtuous cycle where industries concentrate talents and talents lead industrial development.

### ***1.2 Dual Cultivation, with Efforts to Strengthen the Leadership over Local Talent Work***

The district focuses on cultivating members of the village "two committees" into large-scale industrial operators. It integrates local talent resources such as leading officials, professional and technical personnel, and rural wealth-driven individuals, carries out publicity and education on the "strengthening villages through industries" initiative, and strengthens technical guidance. These efforts continuously stimulate the endogenous development momentum of members of the village "two committees," and the district has cultivated over 300 large-scale industrial operators in total. The district also focuses on cultivating large-scale industrial operators into members of the village "two committees." It establishes learning platforms such as "farmer night schools" and "rural lecture halls," and strengthens the ideological awareness of large-scale industrial operators, skilled individuals, and educated youths, thereby encouraging them to align themselves with the Party organizations. The district incorporates over 500 outstanding rural progressive individuals and large-scale industrial operators who possess education levels of senior high school or above, are around 30 years of age, and have certain capabilities to lead development and prosperity, into the cultivation pool for reserve cadres of the "two committees." It assigns them tasks, places responsibilities on them, and entrusts them with leading development projects. After the election of the new "two committees," a number of outstanding reserve cadres join the "two committees" leadership. In addition, the district deepens the "Hongyan Returning to Tongliao" initiative, extensively conducts surveys to identify talents working outside the region, and organizes forums for local talents and establishes liaison platforms. Through these measures, it informs these individuals about the development of their hometown, solicits their opinions and suggestions, and discusses major plans for the hometown's development. By appealing to their

emotional ties to their hometown, the district awakens the nostalgia of migrant workers, professionals, retired personnel from government agencies and institutions, college and university graduates, and demobilized and retired soldiers, among other talents. It guides and mobilizes 52 such "returning talents" to come back to their hometown for entrepreneurship and development, thereby contributing to rural revitalization.

### ***1.3 Scientific Training, with Efforts to Enhance the Skill Levels of Local Talents***

The district implements the "Capability Enhancement Project" for local talents. In light of the development of characteristic industries such as onions and sandy-land grapes across the region, it integrates training resources including the Sunshine Project, the Warmth Project, the Rain Plan, and labor transfer training programs. It fully leverages the initiative and proactiveness of functional departments such as the Bureau of Agriculture and Animal Husbandry, the Bureau of Science and Technology, and the Bureau of Labor and Employment, and vigorously implements the "New-Type Professional Farmer Training Project" to intensify the cultivation of local talents. Precisely aligning with the talent demands of the rural revitalization strategy, the district deepens the program of leading talents driving rural revitalization, vigorously cultivates innovative and entrepreneurial talent teams in modern agriculture and animal husbandry industries, and accelerates the pace of cultivating local leading talents. At the beginning of 2024, it organized two sessions of skill enhancement training courses for rural practical talents in Hangzhou, Huzhou, and other cities in Zhejiang Province, training 53 rural professional brokers and e-commerce livestreaming talents for rural revitalization. The district further implements the "Capability Enhancement Project" for local talents. From 2023 to the present, it has conducted 69 training sessions in various forms, including centralized rotational training, on-site instruction, and distribution of materials, reaching over 42,000 participants, thereby continuously strengthening the internal driving force for advancing rural revitalization.

### ***1.4 Prominent Demonstration, with Efforts to Fully Leverage the Driving Role of Local Talents***

Relying on the 334 "New Era Civilization Practice Centers" established across the region, the district invites outstanding local talents to take the stage and uses them as exemplary models. It organizes these exceptional local talents to teach technical knowledge to farmers through hands-on instruction, effectively helping farmers acquire skills and increase their income. The district utilizes activities such as the "Experts at the Grassroots" initiative and the dispatch of first secretaries for village-level assistance as vehicles for this work. It further implements "group-based" assistance actions in depth, dispatching 10 teaching teams and 50 outstanding teachers to provide targeted support to 13 underperforming schools in Sumu towns and Gacha villages; establishes "apprenticeship-style" service relationships between 50 key medical experts and grassroots health centers; sends 42 science and technology commissioners to the front line to carry out technology promotion, transformation, and application of achievements; and selects 12 senior technical specialists and 115 agricultural technology specialists to provide paired assistance to 345 key demonstration entities in science and technology. These efforts focus on resolving prominent issues such as the shortage of quality teacher resources, the lack of high-quality medical and health resources, and the weakness of scientific and technological work capacity at the grassroots level, thereby powerfully empowering rural revitalization to enhance its quality and efficiency.

## **2. Problems in the Development of Local Talent Teams in Horqin District, Tongliao City**

The research findings indicate that, with the rapid development of agricultural and animal husbandry industrialization, Horqin District has achieved considerable progress in the development of local talent teams in terms of the total number of talents, the overall structure, and the level of skills. However, compared with the pace of agricultural and rural development in the district, the expectations of the people, and the demands of the rural revitalization strategy, there still exist gaps and shortcomings in the current development of local talent teams. The district mainly demonstrates these issues in the following aspects:

### ***2.1 Insufficient Total Number of Local Talents and Severe Brain Drain***

The rural population has a large base, but the total number of practical talents remains small, the overall educational level is relatively low, and the structure of the talent team is unreasonable, which

fails to meet the demands of rural revitalization. With the advancement of urbanization, an increasing number of local talents choose to leave rural areas to engage in non-agricultural work elsewhere, and most rural students who pursue education in cities also opt to seek employment in urban areas after graduation. These trends exacerbate the lack of vitality in rural areas, which already suffer from an insufficient total number of talents.

## ***2.2 Low Proportion of Local Talents Who Remain Rooted in Rural Areas for the Long Term***

Among the existing local talents, only a small portion live and remain rooted in rural areas for the long term, with their lives and work fully dedicated to rural revitalization. The majority of local talents, however, are active and temporary in nature, spending most of their time working and living in cities.

## ***2.3 Severe Shortage of High-Level Talents in the Agricultural Sector***

As a major agricultural district, the region hosts a number of large and medium-sized agricultural and animal husbandry enterprises. However, overall, traditional processing enterprises still constitute the majority. These enterprises have products with low modern technology and technological content, and their entrepreneurs lack innovative thinking and sufficient awareness. Their development concepts have not yet fully shifted to relying on talent and technology. Consequently, the district faces a shortage of high-level talents, particularly in terms of its capacity to attract and retain leading talents.

## ***2.4 Insufficient Emphasis on the Cultivation of Managerial Talents***

Influenced by traditional concepts, the district pays relatively high attention to practical technical talents in rural areas, but its efforts in cultivating and selecting managerial talents remain insufficient. The district faces the concurrent problems of an inadequate number and low quality of managerial talents.

## ***2.5 Insufficient Capacity of Local Talents to Drive Prosperity***

The research findings reveal that the entities established by local talents are generally neither large nor strong, with only a minority truly capable of driving local economic development. Most local talents are content with self-sufficiency. Whether operating specialized cooperatives or large-scale planting and breeding households of family farms, the majority generate annual incomes ranging from tens of thousands to over one hundred thousand yuan, and their radiating and driving effect remains unremarkable.

# **3. Countermeasures and Suggestions for the Development of Local Talent Teams in Horqin District, Tongliao City in the New Era**

Talent is the key to rural revitalization. The Opinions on Implementing the Rural Revitalization Strategy emphasize that "to implement the rural revitalization strategy, it is necessary to address the constraints of talent shortages. Priority should be given to the development of human capital, and channels should be opened up for the flow of intellectual resources, technologies, and management expertise to rural areas, so as to cultivate more local talents and bring together talents from across the nation." Rural revitalization requires not only attention to cultivating high-level agricultural technology and management talents, but also a focus on nurturing local talents such as indigenous experts and local specialists, with an organic combination of cultivating local talents and introducing external talents. Based on summarizing existing experiences, Horqin District should address the existing problems, take into account its own actual conditions, and seize the opportunity presented by the rural revitalization strategy. It should cultivate, in rural areas, various types of talents dedicated to rural development and rural revitalization, including village governance talents, new-type professional farmers, rural technical professionals, leaders in wealth creation, and rural economic managers. Through these efforts, the district can gradually form a rural talent team that meets the needs of rural economic development, thereby providing strong talent support for advancing rural revitalization.

## ***3.1 Improving the Construction of the Policy System for Local Talents to Ensure Sound Mechanisms***

First, the district continuously strengthens policy support. It intensifies efforts to implement services

for engaging experts, establishes institutional mechanisms, and studies and formulates new and favorable policies to support the development of local talents, such as the Measures for the Management of Member Units of the Leading Group for Talent Work in Horqin District, the Measures for Rewards and Penalties for Talent Work in Horqin District, and the Opinions on Further Caring for and Supporting Talents. It further increases the level of support in terms of policies, funding, and treatment toward local talent work, enhances the enthusiasm of local talents for innovation and entrepreneurship, and continuously strengthens their sense of political identity and sense of shared purpose.

Second, the district strengthens the assessment of local talents. It implements dynamic management for local talents, ensuring that the superior are retained while the inferior are eliminated. Through various methods such as public evaluation, on-site inspections, and live questioning, it organizes assessments of local talents every two years, focusing on their technical proficiency and actual performance. Those who receive excellent assessment results are commended and rewarded, while those who fail the assessment face revocation of their qualification as local talents. New candidates identified during the assessment process are promptly included in the talent pool for management.

### ***3.2 Focusing on the Development and Introduction of Local Talents to Ensure a Large-Scale Talent Pool***

First, the district establishes a database for local talents. It conducts extensive surveys and carries out comprehensive statistics on local talents, including those currently rooted in rural areas for the long term, as well as those among migrant workers and businesspeople, professional and technical personnel, retired personnel from government agencies and institutions, and college and university graduates. Based on their professional expertise, the district categorizes and registers these local talents, establishes a local talent database at the district, town, and village levels, comprehensively clarifies the baseline of local talents, and lays the foundation for the development of local talents.

Second, the district intensifies efforts to attract local talents to return. Through methods such as organizing forums for local talents and establishing liaison platforms, it informs these individuals about the development of their hometown, solicits their opinions and suggestions, and discusses major plans for the hometown's development. By appealing to their emotional ties to their hometown, the district awakens the nostalgia of migrant workers and businesspeople, professional and technical personnel, retired personnel from government agencies and institutions, college and university graduates, and demobilized and retired soldiers, among other talents. It guides and mobilizes them to return to their hometown for entrepreneurship and development, thereby truly "bringing back" local talents.

### ***3.3 Comprehensively Strengthening the Training and Cultivation of Local Talents to Ensure Excellent Competence***

First, the district increases support for local talents. It allocates budgetary funds for farmer training programs and provides them with priority support, incorporates local talent training into farmer training plans, and gradually increases investment in the development of local talents. The district encourages private capital to enter the field of local talent development, fostering a favorable atmosphere in which the whole society jointly promotes the development and cultivation of local talents.

Second, the district strengthens the training of local talents. It makes full use of resources such as vocational schools and agricultural technology promotion centers to carry out technical training focused on practical skills. It fully leverages the role of intermediate and senior agricultural technical professionals in the region, conducts regular "Experts at the Grassroots" activities, organizes experts and scholars to visit rural areas, carries out initiatives to bring science and technology to the countryside, establishes pairing assistance with local talents, and provides effective guidance through teaching and mentoring. By utilizing the advantages of abundant scientific and technological resources and strong technical expertise from institutions such as Inner Mongolia Minzu University and the Tongliao Academy of Agricultural Sciences, the district implements agricultural science and technology extension and training programs, thereby achieving the goal of cultivating a group of talents through the implementation of each project. The district also explores the selection of outstanding local talents for further studies in colleges and universities, comprehensively enhancing their capabilities and competence.

### ***3.4 Actively Leveraging the Demonstrative Role of Local Talents to Ensure the Driving of Prosperity***

First, the district fully leverages the radiating and driving role of local talents. By taking advantage of local talents' proficiency in technology, management capabilities, and access to information, it adopts a combination of project promotion and market-driven approaches to encourage the surrounding population to engage in the commodity economy. The district encourages and supports local talents in organizing farmers to establish various types of new specialized rural cooperative economic organizations in accordance with the principles of voluntariness, mutual benefit, equal cooperation, shared benefits, and shared risks. It guides farmers toward large-scale production, strengthens their competitive awareness, marketing capabilities, and organizational connectivity, and facilitates their organized entry into the market, thereby ensuring a steady increase in farmers' income.

Second, the district fully leverages the demonstrative and guiding role of local talents. It encourages and supports local talents in establishing science and technology demonstration bases, high-quality seedling breeding bases, and high-efficiency precision agriculture demonstration parks, accelerates the promotion and application of new varieties and technologies, and guides farmers to increase income and become prosperous through reliance on scientific and technological progress. The district supports local talents in organizing technical training courses and establishing technical intermediary service institutions, popularizes and disseminates scientific and technological knowledge among farmers, improves their scientific and technological literacy, provides technical guidance, helps farmers address practical problems in production, and enhances the efficiency of agricultural and animal husbandry production.

### ***3.5 Continuously Strengthening the Construction of Environment and Atmosphere to Ensure Talents Remain Rooted***

First, the district strengthens rural infrastructure construction. It adheres to narrowing the urban-rural gap, increases project investment, and continues to prioritize the allocation of public infrastructure construction toward rural areas, further enhancing the level of rural infrastructure development. The district continuously improves the rural environment, advances the treatment of rural domestic sewage, the "toilet revolution," waste disposal, and the construction of beautiful and livable villages, explores and promotes effective models for ecological treatment of rural domestic sewage and harmless treatment of domestic waste, and strives to create a favorable living environment.

Second, the district vigorously publicizes the exemplary deeds of local talents. It actively selects and promotes outstanding models among local talents, and through various media such as Horqin Converged Media, it extensively publicizes their exceptional achievements, as well as their role and significance in rural economic and social development. The district celebrates the spirit of local talents in pursuing science, engaging in arduous entrepreneurship, and demonstrating a commitment to practice, thereby fostering a social environment that encourages local talents to pursue their endeavors, supports them in achieving success, and assists them in excelling in their work. This creates conditions that enable more outstanding local talents to stand out.

Third, the district improves the system of commendation and rewards for local talents. It formulates practical and feasible measures for commending and rewarding local talents, provides appropriate commendation and recognition to those who lead farmers and the masses along the path of common prosperity and make outstanding contributions. Through these efforts, the district gradually fosters a favorable atmosphere in which local talents are highly valued, thereby enhancing their sense of gain.

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