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The current situation of management and personnel mobilization at FLC Group of Vietnam

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Abstract

Pandemic The COVID-19 pandemic is a serious global crisis. At the same time, the impact of the pandemic on the global economy is growing exponentially, affecting business both in the short and long term. Besides the economic impact, HR can say is one of the fields of "the head of the

river". At FLC Group, how did the Board of Directors maintain resources to ensure the operation of the apparatus during the quarantine period, and at the same time prepare for recovery plans afterwards. A corporation that owns many companies such as Bamboo Airways.

Keywords: Human Resource Management, Personnel Mobilization, FLC, Vietnam

1. Introduction

FLC was established with the dream of becoming a Vietnamese enterprise of international stature, the company is currently doing business in the fields of finance, real estate, tourism - golf, aviation, agriculture and technology. high, financial investment, education, health . The development of FLC over the years has shown its acumen in detecting potential businesses and taking risks. "Pioneer", "Construction" and "Dedication" can be considered as keywords that paint the portrait of FLC. The biggest challenge for us today is how to operate in many fields at the same time. with an ever-expanding scale, but still have to ensure business efficiency and the ability to flexibly adapt to any changes. To achieve this goal, FLC has chosen and persisted in pursuing a sustainable and in-depth development path in each of the Group's verticals. It is because pioneering often goes hand in hand with challenges, so we believe ideas and actively create a working environment that allows the dynamism, creativity and exploitation of new knowledge of the young cadres to be harmoniously combined with the certainty and experience of veteran experts.

Culture creates "personality" for an enterprise. FLC is committed to building a personality closely linked to social responsibilities and making serious contributions to the community.

As a corporation with many projects on many resort projects such as phase 2 FLC Vinh Phuc, 2 new 5-star hotels in Quy Nhon including a 1,500-room hotel, among the top in Vietnam in terms of scale. Previously, FLC has started a series of projects such as FLC Ha Giang resort complex, FLC Gia Lai tourist complex, phase 2 of FLC Quang Binh and next August will be FLC Phu Tho complex. With an area of nearly 250 hectares, Ki connected many routes to the aviation sector, especially signed a direct route from Hanoi to Melbourne, outstanding for the growth of exploiting flight capacity and fleet capacity. Challenges from the epidemic has seriously affected the process of management and recruitment as well as the allocation of work for personnel. Information from FLC said that the business set a revenue target in 2022 of nearly VND 27,000 billion, with an estimated profit of VND 2,100 billion. In which, the largest revenue structure belongs to the real estate sector, with the target of more than 18 thousand billion VND; accounting for more than 67% of total revenue. The trade, manufacturing, tourism and other services sectors are expected to contribute nearly 33% of revenue.

In 2021, two large-scale outbreaks and prolonged social distancing in the third quarter had a significant impact on FLC's business. However, the core areas of the business still recorded many bright spots. In which, FLC's revenue in the real estate field reached the goal with the performance rate of 104% compared to the year plan.

Major contributors to the above results are key projects being implemented, such as FLC Premier Parc Urban Area in Hanoi, phase 2 of FLC Tropical City Halong in Quang Ninh, urban areas in the Central Highlands. – Southwest region, and especially FLC Quang Binh – the leading tourist complex of 2,000 hectares in the Central region today. More than 15,000 Vietnamese compatriots at home and abroad were safely transported back home by Bamboo Airways. Hundreds of tons of goods and medical supplies for anti-epidemic, hundreds of doctors, medical students, and students of medical schools are transported by

Bamboo Airways to support hot spots to fight the epidemic. Along with that, the activities of building houses of gratitude, awarding scholarships, sponsoring social activities in culture, sports, tourism, etc. are still regularly deployed by FLC to support the locality not only in work. anti-epidemic but also in the field of social security and economic recovery and development after the gap.

2. Overview of the research problem

2.1 The urgency of the research problem .

FLC Group Joint Stock Company (FLC Group) was established in 2001 and is currently maintaining its position as one of the leading dynamic and efficient multi-industry economic groups in Vietnam. The Group's business activities focus on the following main areas: Real Estate; Air transport; Hotel services, resorts, golf courses; Mining and processing minerals; High-tech agriculture, medicine, education.

With the motto of taking people as the core factor for sustainable development, FLC Group always focuses on promoting collective strength, building a dynamic and professional corporate culture to help maximize opportunities. development of workers. Therefore, the Group's personnel issues were also paid attention.

Currently, researches on human resource management and mobilization have received much attention from planners in general and corporate administrators in particular, however, the relationship between management and how staffing affects the organization.

2.2 Overview of human resource management in enterprises

2.2.1 Concepts

So far, we have always known that human resource management is one of the key and mainstream fields in enterprises. So what is human resource management in enterprises?

Human resource management in an enterprise is a system of methods to effectively manage the quantity and quality of human resources of the enterprise; to ensure the benefits and comprehensive development of employees in the enterprise. contribute to the improvement of business performance.

To be more specific: Human resource management in an enterprise is a system of activities, methods and methods of the organization related to the selection, training, development and motivation of employees in order to make the most effective use of labor.

2.2.2 Objectives of Human Resource Management:

Human resource management activities must be oriented towards the following four objectives:

- **Economic goals:** Human resource management aims at effective use labor force to increase the labor productivity of the enterprise.
- **Social goals:** Create jobs, educate and motivate employees develop culture and profession, in line with social progress, clean up the environment social school.
- **The goal of strengthening and developing the organization:** Human resource management is a field Corporate governance is also a means to effectively exploit and use internal resources, a factor affirming the intangible value of the organization, and realizing business goals.

- **Objectives to perform the functions and tasks of the organization:** To organize the implementation with quality, properly evaluate, arrange reasonable personnel and strengthen inspection and supervision activities. Through human resource management activities, managers have the ability to help employees achieve their personal goals in terms of employment, promotion, economic and social benefits, and personality development.

In summary, human resource management must achieve 2 general goals: effective human factor and timely and regular fostering of working capacity members on all fronts.

2.3 Mobilizing personnel in the enterprise

In order for the activities of the business and organization to be in accordance with the set schedule, the managers need to make the most reasonable human resource mobilization possible. For the purpose of that work, it is further progressed. work hard, complete the best in all aspects, as well as receive the responsibility of the person doing the job. Motivate the employees to work, encourage them to be more creative in their work and, importantly, take advantage of them. comprehensive existing human resources.

2.4 Contents of management on personnel mobilization at the enterprise

2.4.1 Process of human resource planning

Forecast of human resource needs:

We need to understand the needs and wants, the goals that the business wants to achieve in the future, the service you aim to, the scale of production. From this information the business will determine the needs. about human resources such as the quantity for the job, the necessary skills and qualities when doing this job, the age or time that can be worked.

Analyze the current situation of human resources:

Identify the advantages and disadvantages of the existing personnel in the enterprise, capacity, attitude, skills, experience, qualifications, working ability and personality qualities of each individual. Working style, job attractiveness, job satisfaction and work barriers will be assessed through the working process, thereby seeing the completion rate to what extent.

Decisions to increase or decrease human resources at the enterprise:

Comparing the current situation between human resource needs and existing human resources, depending on the development of the business, the development of the economy and especially paying special attention to the economic fluctuations during the recent covid pandemic.

Planning implementation management:

Recruiting more human resources
Redeployment of human resources
Salary increase plan for employees

2.4.2 Allocation and use of human resources

One of the factors constituting the success of human resource management time.

- Assignment according to professional level
- Assignment by function
- Division of labor according to technological knowledge

2.4.3 Evaluation of personnel

The employee evaluation creates a premise for determining personnel needs, allocating human resources to use, training and promoting personnel.

Basis for evaluation: employee evaluation must be based on the following system of bases:

- Purpose, volume and quality of work required.
- Results of job analysis and job description.
- Employee standards system.
- Actual capacity of employees.

3. Reality

Information from FLC said that the business set a revenue target of nearly VND 27,000 billion in 2022, with an estimated profit of VND 2,100 billion. In which, the largest revenue structure belongs to the real estate sector, with the target of more than 18 thousand billion VND; accounting for more than 67% of total revenue. The trade, manufacturing, tourism and other services sectors are expected to contribute nearly 33% of revenue.

- If additional fields such as aviation and construction investment are included, the revenue plan of the whole system is estimated at 42 trillion dong.
- In 2021, two large-scale outbreaks and prolonged social distancing in the third quarter had a significant impact on FLC's business activities. However, the core areas of the business still recorded many bright spots.
- In which, FLC's revenue in the field of real estate reached the target with the performance rate of 104% compared to the year plan.
- Contributing to the above results are key projects being implemented, such as FLC Premier Parc Urban Area in Hanoi, phase 2 of FLC Tropical City Halong in Quang Ninh, urban areas in the West Nguyen - Southwest, and especially FLC Quang Binh - the leading 2,000-hectare tourist complex in the Central region today.
- New project implementation activities were also promoted by FLC, with the groundbreaking and launching of many large projects such as phase 2 of FLC Quang Binh; FLC Ha Giang high-class eco-resort resort; FLC Gia Lai resort and eco-urban complex; FLC Eo Gio Quy Nhon project and most recently, on January 8, FLC continued to start construction of FLC Phu Tho tourist complex with a total capital of 10 trillion in phases in Viet Tri.
- With about 300 projects being legally promoted in more than 40 provinces and cities across the country, FLC's land bank is continuing to expand from the North to the South. It is expected that in 2022, FLC will complete the legal process to start nearly 25 new projects.
- With the heavy impact from the pandemic, FLC's resort business only completed 62.5% of the revenue plan. However, instead of cutting operations, the business continues to expand the 5-star tourism infrastructure system, and at the same time add utility systems at existing populations.
- On December 23, the enterprise put into operation the 2,000-seat International Convention Center and the 5-star 200-room hotel component in Vinh Phuc, after only 10 months of construction.
- Previously, on October 24, a new 5-star hotel was also officially opened by FLC in the center of Quy Nhon city, after operating two hotels with nearly 2500 rooms in Binh Dinh. In Quang Binh, the 5-star hotel and the International Convention Center are expected to be in the process of

being completed and put into operation at the earliest in early 2022.

- Another notable area in FLC's ecosystem is aviation with the operation of Bamboo Airways. The airline said it has covered nearly 70 flight routes covering all provinces and cities in Vietnam, including many unprecedented direct flights that were opened in 2021 such as Hanoi - Rach Gia, Ho Chi Minh City - Dien Bien.
- This is also the first private airline in Vietnam to successfully carry out a non-stop direct flight connecting Vietnam and the US, and also announced direct flights from Vietnam to the UK, Australia and most recently Germany, under the witness of senior leaders at home and abroad.
- By the end of 2021, Bamboo Airways continues to lead the industry in on-time rate since take-off, reaching nearly 97%, with 9 million passengers transported in absolute safety over the years. This is also the airline that operates a set of anti-epidemic procedures at an absolute level, reaching 7/7 stars.
- In addition to business activities, from the beginning of 2021 until now, FLC has accompanied 20 provinces and cities to join hands in the prevention and control of epidemics and natural disasters with funding support in all fields estimated on a daily basis. hundred billion dong.
- More than 15,000 Vietnamese compatriots at home and abroad were transported safely back home by Bamboo Airways. Hundreds of tons of goods and medical supplies for anti-epidemic, hundreds of doctors, medical students, and students of medical schools are transported by Bamboo Airways to support hot spots to fight the epidemic.
- Along with that, the activities of building houses of gratitude, awarding scholarships, sponsoring social activities in culture, sports, tourism are still regularly deployed by FLC to support the locality not only in the public sector. anti-epidemic activities, but also in the field of social security and post-lockdown economic recovery and development.
- Currently, FLC is legalizing about 300 projects in more than 40 provinces and cities across the country and continues to expand the land fund from the North to the South.
- In this year, the enterprise aims to promote legal to officially deploy nearly 25 new projects in many provinces and cities such as Quang Ninh, Vinh Phuc, Thanh Hoa, Quang Binh, Quang Ngai, Gia Lai, Western provinces. Among these, there are new component projects from the great projects that have been and are being implemented by FLC such as FLC Quang Binh, FLC Quy Nhon.
- One of the main strategic orientations still pursued by this business in the real estate segment is the model of developing a chain of resort complex projects combining golf courses and modern ecological urban areas. These are urban areas in the heart of resorts, urban areas in 5-star, 6-star luxury hotel complexes multi-utility, large-scale, constituting closed "ecosystems" in potential areas. potential, not yet exploited or rarely exploited.
- With this massive project fund, FLC is expected to supply to the market thousands of key products which are urban real estate and high-end resort real estate such as apartments, villas, townhouses, shophouse, shophilla in 2022.
- In the North, Quang Ninh is one of the key markets with nearly 30 projects being researched and invested by FLC. In addition to the completed FLC Ha Long complex and two ongoing projects, FLC Grand Villa Halong and FLC

Tropical City Ha Long urban area, the enterprise plans to implement projects such as Ninh Duong New Urban Area – Mong Cai, Cai Rong Port Commercial Service Area, Serviced Urban Area in Hong Hai Ward, Hong Ha Ward this year.

- The northern midland mountainous area is started by FLC from the beginning of 2021 with the groundbreaking of the FLC Ha Giang high-class eco-tourism area project. And right at the beginning of 2022 is the FLC Phu Tho 5-star eco-resort complex project with a scale of nearly 250 hectares, the total capital in stages is up to 10,000 billion.

- Many other large-scale projects in the region such as Hoa Binh, Lao Cai, Tuyen Quang, Thai Nguyen... are also being studied and planned by FLC. At the same time, continue to implement a number of new urban projects in the suburbs of Hanoi.

- In the central market, the provinces of Thanh Hoa, Quang Binh, Binh Dinh are the areas where FLC's investment resources are concentrated with the successive launches of new projects belonging to the large population of FLC Sam Son, FLC Quy Nhon. and FLC Quang Binh. Many urban projects in the provinces of Quang Tri and Quang Ngai have also been planned by FLC in 2022.

- In the Central Highlands, in addition to the FLC Gia Lai resort & eco-urban project with a planned scale of about 500 hectares, attracting attention by the end of 2021, FLC continues its plan to expand the market with a series of urban projects, commercial - service complexes in Gia Lai, Kon Tum, Dak Nong provinces.

- Do not select developed cities or satellite towns of the city. In Ho Chi Minh City, FLC's first step in the southern market is the southwestern provinces that still have ample room for development. Besides FLC La Vista Sadec Urban Area (Dong Thap), which has been handed over according to schedule, FLC has been approved by Bac Lieu Provincial People's Committee to invest in many housing projects such as Hiep Thanh - Vinh Long high-density housing. Zedong, houses combined with Yongzedong Square and houses with green parks in Yongzedong. It is expected that many items of these projects will also be launched in 2022.

“FLC Chairman Trinh Van Quyet and FLC Board of Directors often personally read all dissatisfied customers' complaints to ask to find out the cause and request handling and remedy. Customers are not satisfied, we will try to make it so that customers are satisfied” – a remarkable detail shared by Ms. Vo Thi Thuy Duong, Deputy General Director of FLC Group when talking about construction strategy. personnel of this company.

Recruiting from 2 to 4 thousand employees/year

* According to Ms. Vo Thi Thuy Duong, Deputy General Director of FLC Group, shared about FLC during the two years of Covid with the challenges from the epidemic that have seriously affected the recruitment process as well as the staff building process at FLC Group. many businesses.

- First of all, it should be said that, despite being heavily affected by the epidemic, the fields in the FLC ecosystem have never been "standing still".

- We have just put into operation many resort projects such as the hotel complex and the International Convention Center at FLC Vinh Phuc, 2 new 5-star hotels in Quy Nhon, including a 1,500-room hotel, among the top. Vietnam in terms of scale. Previously, FLC has started a series of projects such as FLC Ha Giang resort complex, FLC Gia Lai tourist complex, phase 2 of FLC Quang Binh and on January

8 will be FLC Phu complex. Tho has a scale of nearly 250 hectares.

In the field of aviation, Bamboo Airways is considered a rare airline in Vietnam and the world that still grows despite the epidemic in terms of operating capacity, fleet, and flight routes.

- This means that the demand for human resources continues to grow. In the past two years, FLC still employs over 3,000 employees. And it is expected that in 2022 and the following years, on average, about 2-4 thousand employees will be recruited/year for the whole system.

- It is estimated that FLC is recruiting for about 10 fields, core occupations and the proportion of international personnel accounts for about 7-10%. By 2025, the Group aims to become a leading destination for attracting high-quality human resources in potential fields such as aviation, tourism, and high technology.

* FLC owns an ecosystem of aviation - tourism - resort real estate that can be said to be the most synchronized today, in which the 5-star factor is mentioned as an important position in terms of quality. quality, including 5-star resort complexes, 5-star oriented airlines. To maintain, strengthen and establish these 5-star standards, what role does the human factor play?

- We believe that in order to create a 5-star ecosystem, we must build a 5-star standard human resources system. We can have high-class accommodation infrastructure, hotels with thousands of rooms, state-of-the-art aircraft... But no matter how high-end and advanced, it can't give customers a beautiful feeling and experience, if the whole journey they were only greeted with expressionless faces.

- Therefore, with FLC's service areas, we determine that training personnel to meet 5-star standards must be a central task, a foundation, if not a vital factor.

The heart of the ecosystem.

* To create such a team, what is the difference between FLC's recruitment criteria compared to other businesses?

- We try to carefully screen from the input, apply competitive recruitment modes to attract the best human resources possible.

- In particular, Bamboo Airways' recruitment criteria is currently very high, it can be said that the highest among airlines, aiming to meet the criteria of being a "global citizen". Besides the excellent appearance, creating sympathy, the company requires good foreign languages (TOEIC 680 for English, priority is given to knowing a second foreign language such as Chinese, Japanese, Korean).

- In the field of tourism, FLC prioritizes recruiting qualified personnel who are well-trained from universities, colleges, and vocational secondary schools. Besides, we also apply a flexible recruitment policy by accepting students from tourism, hotels, restaurants as interns at FLC populations. Thus, it is possible to take advantage of quality human resources to meet demand in the peak season and train potential workforce in the future.

- After that, we have separate design programs according to international standards, taught directly from excellent department heads or experts from world famous 5-star hotels.

- The staff will be professionally trained, practice at resort complexes and flights to have practical experience from the ground to the air about 5-star service, meeting the world standard.

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* How is the plan for human resource autonomy, especially high-quality human resources in the fields of aviation and tourism being implemented by FLC?

Bamboo Airways is aiming to be fully proactive in terms of technical personnel and flight attendants through joint and expanded recruitment and training programs. The company is promoting cooperation agreements with prestigious international partners and training units to improve the quality of its personnel.

- Since May 2020, Bamboo Airways has been training apprentice pilots under the A320 accumulated experience training program (IOE) and up to now, the airline has successfully trained 7 courses with hundreds of pilots meeting the standards. IOE standards.

- Recently, the airline has cooperated with the Aviation Training Institute of BAA Training Vietnam to open the A320 pilot training course. At the same time, prepare to deploy upcoming training courses for the types of aircraft in operation such as Embraer, Boeing 787-9 Dreamliner.

- In the long term, we are promoting the construction of Aviation Training Academy located in Vinh Yen City (Vinh Phuc) and FLC University in Ha Long City (Quang Ninh). With a large scale and a total investment of hundreds of billions of dong for the construction and development phase, it is expected that after coming into operation, these two training institutions will be the place to provide highly professional human resources. in the aviation, technology, and tourism industries, significantly contributing to the shortage of highly qualified human resources in Vietnam.

Special policies

* In a professional environment and also famous for pressure like FLC, what's special about the way to "retain" personnel - especially high-quality personnel -?

- FLC is currently applying a fairly diverse and competitive welfare regime with about 20 policies that are flexibly built according to the contribution capacity of each individual, level and specific time period.

For example, the 5-star policy for flight attendants is divided into 3 levels: Level 1 - 2 - 3. With each level achieved, you will be applied more superior policy regimes. Therefore, the maximum income of Level 1 can be 50% higher than the market average.

- One of the other outstanding policies is to create opportunities for employees an their families to enjoy high-quality products in the Group's ecosystem, from the policy of free air tickets and resort rooms. , the policy of buying houses and buying preferential shares, or accessing products and services from a network of reputable domestic and foreign partners of FLC. As with real estate projects, employees can buy products with a discount of up to 40% on land, and enjoy very good preferential interest rates. I think this is a rather special benefit of FLC compared to other businesses in general.

- In the past two years, although the main fields have been greatly affected by the epidemic, FLC is still one of the few businesses that has a policy to increase income for employees throughout the system, honoring capable and successful employees. outstanding dedication.

- Besides specific policies, we strive to build a corporate culture like a family. That is, understanding and empathy is not only for customers, for external parties only, but must be spread from within, from the interaction between staff members in the same team. This is a way for FLC to connect all employees with the same vision, and give them equal opportunities to learn, promote and develop themselves in the most effective way.

- Perhaps anyone who has worked at FLC can understand this and this is the "secret" for us to retain the most effective personnel in the past period.

4. Solutions

-First, recruiting senior personnel not only ensures capacity but also cultural fit.

- Second, FLC retains talents through decentralization of benefits as well as accurate remuneration for each position.

- Third, build an environment where people have to treat each other with a heart.

Instead of choosing good employees, FLC chooses people who stick with the business for a long time and stick with members like family. Senior human resource managers need to ensure the best living environment for employees as well as appropriate remuneration.

In the past two years, FLC still employs over 3,000 employees. And it is expected that in 2022 and the following years, on average, about 2-4 thousand employees will be recruited/year for the whole system. It is estimated that FLC is recruiting for about 10 fields, core industries and the proportion of international personnel accounts for about 7-10%. To create a 5-star ecosystem, it is necessary to build a 5-star standard human resources system. We can have high-class accommodation infrastructure, hotels with thousands of rooms, state-of-the-art aircraft... But no matter how high-end and advanced, it can't give customers a beautiful feeling and experience, if the whole journey they were only greeted with expressionless faces.

Therefore, identifying 5-star personnel training must be a central and fundamental task, if not a vital factor. FLC owns a multi-industry business environment, large staffing scale and spread across many fields. One of our challenges is to establish training standards for the whole system, how to be both closely associated with FLC culture and suitable to the

specific characteristics of personnel in each field. . Then there is no other way than training, training, training.

Of course, each field will face its own difficulties. For example, with resort tourism, FLC populations are often built in new destinations, where high-end tourism has not yet developed and the 5-star factor has not been shaped as clearly as traditional destinations. system. There are workers when recruiting are completely rookies in the field of high-end tourism. That means training from scratch. And it must be trained continuously for a long time, if you want personnel to be imbued with the 5-star standards that the field requires.

Or in the field of aviation, this is one of the most demanding areas when it comes to 5-star standards. Behind the act of placing a hand on the left chest and bowing to customers has become the symbol of Bamboo Airways flight attendants, there are hundreds of regulations that must be followed. Most standards can be measured and shaped by specific processes and standards. But there is one thing that cannot be measured by any process or machine, but is the core factor to shape the quality of human resources.

We call it understanding and empathy. Like when a flight attendant carries an injured passenger, or lulls a baby for a passenger. There are no rules about this, but when it's urgent, you still do it. And this can only come from understanding, true empathy, from the desire to serve with all your heart. How to spread this spirit, this culture in the entire team of FLC? This is a question that FLC's Board of Directors constantly asks and tries its best to implement.

FLC Chairman Trinh Van Quyet himself and the Board of Directors often read all customer dissatisfaction by themselves to ask to find out the cause and request handling and remedy. If the customer is not satisfied, we will try our best to make the customer satisfied. Chairman Quyet has more than once expressed his desire to make Bamboo Airways the "most welcoming airline in Vietnam" and this is also the spirit that the entire FLC team is aiming for.

FLC is currently applying a fairly diverse and competitive welfare regime with more than 20 policies that are flexibly built according to each individual's capacity, rank and specific time.

more superior policy regimes. Therefore, the maximum income of Level 1 can be 50% higher than the market average. One of the other outstanding policies is to create opportunities for employees and their families to enjoy high-quality products in the Group's ecosystem. As with real estate projects, employees can buy products with a discount of up to 40% on land, and enjoy very good preferential interest rates. I think this is a rather special benefit of FLC compared to other businesses in general. Besides specific policies, we strive to build a family-like corporate culture. That is, understanding and empathy is not only for customers, for external parties only, but must be spread from within, from the interaction between staff members in the same team. This is a way for FLC to connect all employees with the same vision, and give them equal opportunities to learn, promote and develop themselves in the most effective way.

Group Chairman Trinh Van Quyet repeatedly expressed, consider the company as the first home, as well as his family, and he himself is an example of this. Going home in the evening to meet relatives, but the next morning going to the office, it is still like going home. Thinking like that, the company is family, colleagues are brothers, and taking care

of the company is also taking care of your home. At FLC, anyone has the right to voice their opinion and even an employee can immediately send his/her opinions to senior leaders, even the Chairman of the Group.

This is where all employees, from small positions, will also be given equal opportunities to learn, work, advance, nurture their passion and develop themselves in the most effective way.

Perhaps this is the real universal key in retaining talented people in the FLC family. We have a view: every employee is also a brand ambassador!

And with specific industries such as tourism or aviation, employees are not only ambassadors of the business, but sometimes also as ambassadors of a locality or a country.

Flight attendants will be the first to welcome and serve visitors, and then to staff at complexes, resorts, and accommodation facilities. Each FLC population can serve from 3,000 to 5,000 visitors at the same time, and we constantly have to train and coordinate personnel so that the 5-star service quality is always maintained at all times, giving customers the best experience.

And if employees make a bad impression on guests, not only will the business brand be affected, but also the tourism brand of the region or the whole country. We always remind our employees of this.

Train how to make visitors smile from the heart, to serve from the heart. It's going to be tough, and it can be a long journey, but we won't give up. Simply because there will be no other choice! There is no other way that the will of the whole apparatus must be unified from top to bottom, from the top leadership to each manager and employee. And I am seeing this at FLC as well as Bamboo Airways.

As soon as there was first information about the epidemic from the beginning of 2020, the Board of Directors of FLC held an emergency meeting and under the drastic guidelines of the Board of Directors and the Executive Board, we immediately applied a series of emergency measures. policies to react quickly to new situations, such as a review of the entire process; setting alternate working mode; restructuring the structure of departments and divisions; as well as outlining a series of scenarios on human resource policy in the face of changes, and corresponding to each scenario is a different action plan.

Which department can work online, which department needs to work directly, how many resources should be maintained at least to ensure operation and corresponding policies...

All these issues need to be carefully calculated, to both ensure the rights of employees and ensure operation. Of course, this is not a simple matter with a diverse ecosystem of industries and fields like FLC.

There is a manager who said that he has worked for 10 years at FLC, but is always in the mood to be quick and drastic with a series of new tasks and projects. And the first few months of 2020 are probably the first time in a decade that you will really experience a brief, relatively "slow" period of FLC.

But in fact, that same short period has opened up many valuable opportunities, one of which is that FLC has more time to look directly at what has been done and not done, to continue to arrange. , restructuring the apparatus in the most practical way.

But to do this, it is one thing to make a policy, the next thing is to create a smooth flow, so that from the top to each individual can understand that the apparatus is going. where,

what goals need to be achieved, what needs to change?

Thus, employees can understand the role of individuals, at the same time share with the vision and strategy of the apparatus, and create a sustainable cohesion, with thousands of people looking at the same vision. one side.

FLC is applying a diversified welfare system with about 24 policies. In particular, the salary system is built and applied flexibly according to the individual's capacity and the value of the position, there is quite good competition in the labor market.

Even with a relatively specific industry like aviation, Bamboo Airways' remuneration is still considered to be the best in the domestic market right before the epidemic as well as at the present time, and can be said to be attractive compared to the domestic market. with the general level of the area.

One of the other prominent policies is to create opportunities for employees to enjoy high-quality products in the Group's ecosystem, from the policy of free air tickets, free resort rooms, to hotel policies, and more. preferential housing purchase policy, preferential share purchase policy, or access to preferential products and services from a network of reputable domestic and foreign partners of FLC.

As with real estate projects, employees can buy products with a discount of up to 40% on land, and enjoy very good preferential interest rates. I think this is a rather special benefit of FLC compared to other businesses in general.

Salary, bonus, incentives are of course one of the most important factors, but I think building a corporate culture like a family can be considered an extremely attractive advantage to attract talent, that not every business can do it successfully.

Group Chairman Trinh Van Quyet repeatedly expressed, consider the company as the first home, as well as his family, and he himself is an example of this. Going home in the evening to meet relatives, but the next morning going to the office, it is still like going home. Thinking like that, the company is family, colleagues are brothers, and taking care of the company is also taking care of your home.

At FLC, anyone has the right to voice their opinion and even an employee can immediately send his/her opinions to senior leaders, even the Chairman of the Group.

This is where all employees, from small positions, will also be given equal opportunities to learn, work, advance, nurture their passion and develop themselves in the most effective way.

5. Conclusions

Human resources are an important key for every business, so recruitment and human resource management have a great influence on each organization. Human resource management is a complex, strategic work that is a prerequisite for the success of every business. The process of human resource management is the overall coordination of activities such as strategic planning, personnel recruitment, training, and capacity development for employees. In the process of innovation and development, human resources are considered as an important factor that determines the success or failure, prestige, position and ability of sustainable development of organizations and enterprises. To survive and develop, there is no other way than to maintain and develop human resources in the most effective way. Improving the efficiency of human resources is the starting activity for all other management activities.

Success in managing and using human resources is the foundation for business success. In the trend of international integration, where competition is becoming increasingly fierce between competitors in the industry as well as potential competitors, it is imperative for each enterprise to make efforts to perfect and develop. developing the recruitment system, turning it into a sharp and effective tool in the production activities of enterprises.

In the process of learning about the current situation of human resource management and mobilization at FLC Vietnam, I have realized how important human resources are to an organization or an enterprise as a person. I am a student who is just starting to set foot in a new environment. At the same time, I also see what businesses want and require from employees, so that I can see what I have and what shortcomings I need to improve to be ready to find a job for myself. suitable job.

According to the epidemic situation in the past year, human resource administrators also faced many difficulties in adjusting and managing human resources so as not to delay the progress of corporate groups. applied to quickly react to the new situation before the epidemic, causing many difficulties for the Vietnamese economy in general and FLC Group in particular.

In general, before the epidemic situation, FLC Group has faced certain difficulties, but the human resources administrator has introduced many policies. First of all, it should be said that, despite being heavily affected by the epidemic, the fields in the FLC ecosystem have never been "standing still". Since then, the demand for personnel has continued to grow in many areas of FLC Group. Enterprise managers constantly come up with human resource management strategies, mobilize personnel to face difficulties, ensure the performance of the entire staff, help everyone to complete their work well. His work brings a lot of success to the corporate group. From there, train more human resources to increase the efficiency of the business.

With the topic of learning about the current situation of management and personnel mobilization of FLC Group, the group also presented many situations of FLC, commented and evaluated the achieved results and the shortcomings and limitations that need to be overcome. On the basis of factors affecting the effectiveness of human resource management, I have proposed some solutions to improve the human resource management of FLC Group in the near future while still ensuring the quality of human resources. benefits for employees and ensure operation.

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