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HEAD OFFICE

A Word from the Group General Manager

Dear Clients,

We are now more than half way through 2009, and there is optimism in the air. We have seen companies having to critically examine their staffing and hiring policies, but throughout a difficult period Gemini has continued to identify staff for our clients.



Here at Gemini it has been encouraging to note an upswing in recruitment activity, with greatest demand in operational roles. We see executive recruitment beginning to pick up as companies position themselves for the rebound.

This month we have some advice on using temporary and contract staffing to reduce overheads and reduce manager's stress. Let Gemini handle short or intermediate staffing problems. We can even "send in the cavalry" with our Interim Management solution.

Changes in legislation include an amendment to the MPF ordinance allowing employees to transfer accrued benefit from one scheme to another. There will more on this subject in future newsletters.

We also feature some tips on effective hiring, and offer some insight in to making your meetings more productive.

As always your comments and feedback are welcome at any time gprice@gemini.com.hk

Best regards

Graham Price
Group General Manager

Thought for the month

"The next best thing to being wise oneself is to **live in a circle of**

those who are.”

C.S. Lewis (1898–1963)

Irish writer, scholar

GEMINI PERSONNEL HONG KONG



Gemini Temp Centre

Gemini has been a leading supplier of temporary staff for employers in Hong Kong and overseas. In case you are not aware of the range of staffing options available to you, here is a taste!

Starting a new office, moving or expanding

When you need to find staff quickly give Gemini temp hotline a call. We are often asked by clients starting or expanding a business to find someone with experience who can assist with setting up an operation, who can organize the administration and can understand the basics of accounting.

Covering short term absences

At this time of year with many staff taking holidays, or perhaps the unexpected hospitalization of a member of staff Gemini can find you temporary cover for periods ranging from one day to several months.

Outsourcing

For many of our long term clients, Gemini's outsourced services are a life saver! We have many long term contracts to supply staffs who remain on Gemini's payroll, and whom Gemini will replace if they leave for any reason. The employers make savings in headcount, there is no accounting or HR administration work required by them, contracts can be varied flexibly to suit working needs. This service is particularly useful to organizations who need large numbers of staff such as government departments, exhibition organizers.

Payroll Outsourcing

Why not let Gemini handle your payroll services. This saves you having to employ someone to calculate and administer payroll. Gemini will even provide the employers' information required for the annual tax returns. By outsourcing to Gemini you can be assured your staff will be paid promptly and accurately using automated electronic banking and those MPF contributions will be correctly calculated and processed.

IT Staffing

Gemini understands the fast moving, experience specific, project based nature of many IT recruitment needs. We have increased the size and capability of our recruiting team to address this critical need. Please contact us for IT recruitment including contract based / project based appointments.

Interim Management Solutions

Where you have a special project, or simply need an executive to fill a short term gap, Gemini's dedicated "Interim management" service is the answer. We have access to experienced executives with a proven track record, available at short notice for a finite contract period. Their experience is useful for managing sudden business expansion or downsizing, specific projects such as re location or a factory move, mergers and acquisitions.

For further information on any aspect of Contract, Outsourcing or Temporary staffing please contact Diya, Manager of the Gemini Temp Centre on 3552 9155 or our Temporary Division Hotline on 3552 9159.

EXECUTIVES YOU MAY BE INTERESTED IN

Gemini Executive attracts a large number of high calibre executives. In addition to our extensive database Gemini has an impressive network of industry contacts which enable us to identify the right executive for your team. Please contact Gemini for more details of these and other quality executives.

VP Valuation & Investment (Real Estate)

Ref: 46635

- A Chartered Surveyor with over 8 years experience in real estate finance, investment and development in Asia Real Estate Fund
- Specializing in financial analysis, feasibility study, valuation, land advisory, development and consultancy in residential, commercial, hotel, resort / medium to big scale development, real estate finance and securitization (include project review, underwriting, due diligence and syndication) in Asia
- Exposure to 5-star resort and villas development (approx 800,000 sq.m.) to mid-end villas project (approx 150,000 sq.m.) and a mixed commercial and casino project (approx 1 million sq.m.) in Asia
- Completed a real estate finance and securitization project sized up to USD300 million) of a mixed development (office, retail, hotel), a finance project (over USD200 million) of a retail mall in China
- Other experience in Consultancy in residential / commercial / hotel & resorts include China, HK Macau, Japan, S.Korea, Taiwan, Malaysia, Thailand, Singapore, India & Mongolia, Vietnam, Indonesia, Guam, Maldives, etc.
- Level of involvement from Project / site review & selection, background market research & project feasibility study, Financial modeling & analysis, Real estate due diligence, initial Negotiation with government bureaux on behalf of clients, financing & syndication & organise holding structure (onshore/offshore – worked with legal counsels) on development / completed projects. Worked with Architect, town planning & QS to prepare master plan of development project & suggest the positioning of development / completed projects.

Regional Director, Business Operation

Ref: 47597

- Senior IT executive with Engineering Degree and dual Master in Finance and Business Administration
- Extensive industry exposure and experience for Global IT & Telecom/ Communication Equipment solution vendors
- Demonstrated skills in new business development and strategic alliance & partner enablement in Asia Pacific - led regional growth strategy and strategic account initiatives

- Expertise in business operation and management for Professional Services including Product Sales/ Marketing, Project Engagement & Delivery, Customer Services & Training
- Achieved Asia Pacific President Award
- Highly motivated professional with strong business acumen

Operation Director Manufacturing

Ref: 10280

- An experienced Operation Director and General Manager for the manufacturing industry with a Master Degree in Manufacturing Engineering and MBA qualification
- More than 20 years of working experience in the manufacturing of electronic and electrical appliances products in China with over 6 years in a general management capacity managing P&L of sizable factories
- Multicultural exposure with experience working for both multinational corporations and Hong Kong corporations
- Strong quality background with more than 10 years hands on quality management experience
- Sound project management experience in Lean/Kaizen, 6 Sigma and Quality
- A multi-tasker with a flexible and proactive working attitude
- A reliable and energetic individual with strong market sense and good communication skills

Building Services Manager

Ref: 46003

- Engaged in the building industry for over 20 years with an education background in Mechanical Engineering
- Has previously held the positions of Project Manager, Building Services Manager and Technical Manager
- An experienced contract administrator working on projects ranging from shopping malls, internationally acclaimed airport terminals and 5 star hotels
- Has worked for both Developers and Contractors in Hong Kong and China

For more information about these candidates or Gemini's Executive Division and the services it provides, please contact the Gemini Executive Manager: Ms Helen Law at helenl@gemini.com.hk or call our Executive Division on 3552 9139.

WHO ARE YOU HIRING - HOW DO YOU CHECK?

Gemini has been involved in the selection and interview of candidates for many years. Candidates should always try to portray them selves in the best light - but when does good presentation change to being economical with the truth or downright deceitful?

In a recent exercise, the Port Authority of New York and New Jersey wanted to determine what percentage of candidates would falsify resumes. They advertised a well-paid position in the career section of the local paper and indicated candidates must be familiar with a Sontag connector.

The Sontag connector doesn't exist. All of the candidates indicated they had experience with

this fictitious connector. Over half indicated they had more than 10 years' experience with it.

Here in Hong Kong, with a more compact population it perhaps easier to check with past employers, and to verify qualifications and experience. Recruiting agencies and headhunters will do basic checks, but if you want a full reference check you should ask. [Gemini](#) can arrange for detailed background checks if required.

There is a difference between strategically presenting information on a resume and falsifying facts to secure a job. Strategic presentation sets out the information to highlight positive elements; falsification means intentionally misleading the reader with false data.

There may often be changes of emphasis as a candidate attempts to slant his resume towards a particular position. Often we will see several different resume's from the same person, all with different emphasis. There is nothing wrong with that, but where this does occur [Gemini](#) is able to provide clients with a much more rounded background picture of the candidate before you meet them.

Another difficult area is the question of periods of unemployment. Candidates are often reluctant to be up front about this - and so may disguise their immediate availability by pretending to be still working for the last employer. It is worth probing deeper, as often these periods of "unemployment" have been filled with voluntary work, overseas travel, a period of trying to run a business. By rejecting outright candidates with gaps you may be overlooking other valuable skills acquired.

The goal of employers in any industry should be to place applicants at the point where talent, passion and business opportunity converge. To achieve this you need to identify what candidates do better than anyone else and what gets them out of bed in the morning.

So make sure you do more than just skim the resume, let Gemini pre screen candidates for you and ensure a successful hire.

And one last point, be careful if you do hire a "resume fraudster". They tend to become more and more neutral to the act of lying as time goes on and this may seriously damage your organization.

FACILITATING MEETINGS SO THEY ARE FAST, FUN, PRODUCTIVE AND LEAD TO RESULTS.

[Barry Brewster](#)



Most people associate the word "facilitator" with someone who trains and develops groups of people. Facilitation is vital but often underutilized in other roles especially management positions.

Organisations in Asia are moving from an autocratic style of management to a participatory, coach based one. Facilitation is a valuable tool in making this happen because it:

- Builds team effectiveness
- Allows teams and individuals to reach true consensus
- Enables staff to embrace more involvement
- Encourages the manager to 'ask not tell'.
- Allows managers to run highly productive time efficient meetings.

To master any new skill managers must practice it and see its benefits. We suggest that our clients specifically train their managers to facilitate meetings - meetings happen every day and are often poorly run; wasting valuable time and causing frustration.

Most managers learn to run meetings by observing others or through trial and error; yet there are a number of very simple steps easily mastered by any manager.

DESIGN AND REFINEMENT

Develop a detailed agenda for the meeting, share it with the participants and get their feedback and refine / promote your design if necessary. A simple agenda should contain:

- Each topic for discussion (and what needs to be accomplished)
- Time to be spent on each topic
- The person who will lead the topic
- The process that will be used to facilitate the discussion

MAKE SURE EVERYONE UNDERSTANDS THEIR ROLE AND RESPONSIBILITY IN THE MEETING

In an effective meeting:

- People understand their role for each topic (lead or participant) and what they need to prepare to be effective.
- People understand the defined role that they have for the meeting i.e. facilitator, chairperson, time keeper, notes taker, flip chart scribbler etc

SET CLEAR GROUND RULES FOR ALL MEETINGS

Ground rules for meetings should always be visible and updated when necessary.

- Feedback should be phrased in a constructive manner
- Anyone can call timeout if they are confused
- Mobile Phones switched off
- Create a "car park" - a piece of paper to 'park' ideas that are interesting but not relevant for future discussion (so they do not distract / take the team off topic)

MAKE SURE EVERYONE HAS INPUT

The facilitator should use a variety of tools / techniques to stimulate ideas and discussion.

Key technique: In Asia it can be difficult to collect ideas in a group situation as members may initially be reluctant to voice their opinion. There are many ways this can be countered for example using sticky notes to capture individual thoughts or ideas.

MAKE PROCESS CHECKS

Process checking involves the facilitator occasionally stopping the meeting to 'check in with everyone'

- Check if things are moving towards agenda goals
- Check energy levels
- Check pace

TAKE MEETING NOTES

Meeting notes should be simple and concise they should state:

- What was decided
- Specific actions

For each action clarify and record:

- When it will be achieved

- Who has overall accountability
- Who will take the action (responsibility)
- Who will support the action
- Who needs to be kept informed of status on the action

Key Technique: Make people aware of the date of the next meeting where status reports WILL be required

EVALUATE

Review and evaluate the meeting

- What worked
- What did not work
- What improvements could be made

By implementing these techniques we have found clients are able to boost their meeting efficiency by at least 100%. Try them out with your team and you will see results as well as learning the fundamentals of facilitation - that's two for the price of one.

Barry Brewster (CMF) is the only Certified Master Facilitator in Asia. He is also a Board Member for the International Institute for Facilitation (INIFAC) and the Director of Organisational Development for Evans & Peck.

Evans & Peck is a Hong Kong based consulting practice which specialises in helping clients to design, develop and execute Organisational Change, Leadership, Management, & Team Development solutions across Asia Pacific.

JM GEMINI CHINA



The Global Survey Results for Senior Executive Recruitment Regains Stability

According to a global survey of 323 executive search recruiters performed by Association of Executive Search Consultants (AESC), 64% of executive search consultants hold a neutral to positive outlook for the senior recruitment industry in general for the second half of 2009. Even more promising was the 73 per cent neutral to positive outlook for individual search practices for July to December 2009 and over half reporting an improved demand for retained executive search during April and May compared to the 1st Quarter 2009.

Sectors experiencing significant improvements were Consumer Goods and Services and Life Sciences/Healthcare, followed by Energy/Natural Resources beginning to return to pre-recession levels, while emerging markets such as China and India with the highest potential for recruiting demand. The strength of these three sectors was echoed throughout the AESC Mid-Year Member Outlook Report with high current stability ratings and growth expectations for the second half of 2009. The General Management, Finance and Sales and Marketing functions were also highly rated in terms of improved demand and future activity.

The report also revealed signs of progress in the candidate market with the understanding that senior executives will consider a career move if there is exceptional financial and employment security offered at the new position or a better role and increased responsibility. The majority of search consultants agreed that clients are sympathetic to out of work candidates. Source: Search-Consult

Contrasting the Global Situation to China's Hiring Expectations

Hiring expectations for China according to a Hudson Report for the third quarter 2009 are higher than other Asian markets despite a further small decline in the third quarter of 27% of respondents planning to increase headcount compared with 30% in the second quarter 2009.

The Manufacturing and Industrial sectors record the highest hiring expectations and greatest increase compared to the previous quarter for the third quarter. 34% plan to hire more staff in

Q3 2009, up from 21% last quarter. The China government's stimulus for key industries seems to be having a positive effect in these sectors.

Expectations are rising in the IT&T sectors, where 33% of respondents expect to grow headcount, compared with 25% in Q2 2009. Large 3G projects are boosting demand for IT professionals.

Expectations in the Banking and Financial Services sectors are up slightly – 28% in Q3 2009, compared with 27% in Q2 2009, with the proportion of respondents forecasting a reduction in headcount falling dramatically from 20% in Q2 2009 to 6% in Q3 2009. Expectations for economic recovery and industry restructuring are driving banks' hiring plans.

Expectations for Economic Recovery

In China 16% of respondents expect economic recovery to start this year and a further 27% during the first half of 2010. 39% of respondents say they are unsure about economic recovery, which is a much higher proportion compared to other Asian markets.

Manufacturing and Industrial sectors are the most positive, with 24% expecting the economy to begin recovery this year and a further 26% by mid-2010.

The Media/PR/Advertising sector is also confident, 17% forecast recovery in 2009 and a further 33% say it will start in the first half of 2010. Agencies appear to be responding to the trend for major companies to commence focusing on marketing initiatives again.

Source: Hudson

If you would like to know more about recruiting talent in China, please contact Gemini

GEMINI PERSONNEL THAILAND

Candidate Selection: Tough Times Require a Focused Response

In these difficult economic times, the guidelines below indicate the paths unconventional applicants might follow to find their next job and proactively manage the career they want to build or extend:

1. *Question authority and the treaded path*
2. *No job is irreplaceable.*
3. *Pity your competitor.*
4. *And, for everything you do, focus.*

So what do they mean in practice?

First, candidates are advised "don't invest too much time to conventional career wisdom. This is the time to blaze their own path, not merely to follow others' trails."

Second, smart candidates are don't give in to feeling sorry for their current situation, whether searching for work or mired in a role that doesn't fulfil. Previous success was a result of PROFESSIONAL ABILITY and EFFORT, attributes that will serve them even better in a downturn.

Candidate CRM

At [Gemini](#) we receive and screen hundreds of resumes every week. Reading and qualifying them takes up hours of not very productive activity.

Using the resume as the basis for screening, assumes that the experiences listed are the predictors of the best candidates.

In fact, experience is used as a proxy for underlying skills, abilities, and competencies. However as many in-company recruiters will confirm: experiences listed on resumes are subjective and not very consistent as they fall prey to word polishing - with "advisors" enhancing the quality of the English.

We turn gradually to a phased approach, using a combination of screening and assessment to create an objective and efficient path for candidate flow and decision making.

Screening can be accomplished with standardized questionnaires - on line or in mail format - on work experience, minimum qualifications, specialist knowledge, and bio-data. It also gives a quick insight in the quality of the candidate's English.

Knock out factors then help quickly remove those candidates without key qualifications.

Moving on to the next step for the retained candidates: assessments.

These have evolved into simulated work samples, assessing situational judgment, reasoning skills, and work style preferences.

The goal obviously is to yield a person-job fit insight.

When we go through this approach, candidates find it more engaging and more job relevant than just submitting resumes into the black hole of the job posting, without any real response or interaction.

Based upon assessment results, we can then invite best-fit candidates for an interview. It is at this point that the resume becomes useful to guide the interview.

We probably run fewer interviews than before but with better candidates!

If you would like to know more about [Gemini in Thailand](#) please contact your [Gemini](#) consultant or see our website www.gemini.com.hk

FOOD FOR THOUGHT

Most employers are looking for bright, dynamic individuals who are personable and can use their own initiative. Such people thrive in a challenging and stimulating environments. However they can become bored and disaffected without constant external stimulation.

There are some jobs which although requiring a high level of intelligence, are never-the-less very repetitive and demand great attention to detail. The owner of a computer company in Denmark needed people to test computers hour after hour after hour. He successfully solved this problem of finding intelligent people who are more than happy to work in a very structured and repetitive environment; he only employs men and women with Asperger's syndrome.

These people are autistic, but are not intellectually challenged. Many have a strong aptitude for mathematics and science. They are very focused and persistent to the extent of being obsessive, but find social interaction and unpredictability difficult to cope with.

Generally these people do not do well at interviews and certainly do not impress future bosses. However given the opportunity, they thrive in a very structured, controlled and repetitive environment. In short they make ideal assembly line workers who need to focus on minute and intricate details.

....And of course being a Danish company, they don't measure the applicants' ability through psychometric testing or elaborate interviews. They simply test their technical ability by observing how well they can play with Lego!



TAKE A BREAK!

Why do banks charge a fee on 'insufficient funds' when they know there is not enough?

Why does someone believe you when you say there are four billion stars, but check when you say the paint is wet?

Why is it that people say they 'slept like a baby' when babies wake up every two hours?

Why do people pay to go up tall buildings and then put money in binoculars to look at things on the ground?

Did you ever stop and wonder.....

Do married people live longer than single ones or does it only seem longer?

A dog is truly a man's best friend. If you don't believe it, just try this experiment.

Put your dog and your wife in the boot of your car for an hour.

When you open the boot, who is really happy to see you!?

What have we learned in 2,064 years, folks?

"The budget should be balanced, the Treasury should be refilled, public debt should be reduced, the arrogance of officialdom should be tempered and controlled, and the assistance to foreign lands should be curtailed lest Rome become bankrupt. People must again learn to work, instead of living on public assistance."

Cicero speaking in 55 BC

So, evidently nothing.....

One for the ladies

One day my housework-challenged husband decided to wash his SweatShirt. Seconds after he stepped into the laundry room, he shouted to me, 'What setting do I use on the washing machine?'

'It depends,' I replied. 'What does it say on your shirt?'

He yelled back, ' Liverpool .'

And they say blondes are dumb...

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