

## GEORGE GASPAR –

*\*Certified Management Consultant (Fellow)*

*\*Registered Management Consultant*

### 1. Qualification

George is Fellow (Institute of Management Consultants) through IMC's membership of the international Council of Management Consulting Institutes; such Certified Management Consultants have reciprocal recognition in USA, UK and other participating countries worldwide.

He holds academic and professional qualifications in Economics, Education and Management. He received his education, training and practice in Singapore, Malaysia, China, Japan, the United Kingdom and the United States of America. Throughout, his education was made possible either by bursary awards or scholarships including a British Commonwealth Scholarship to study in UK.

### 2. Experience

George taught for 2 years before being sent to UK. Upon his return he was posted to the Ministry of Education as Research Officer and Lecturer at the Institute of Education. The Ministry of Education tasked him with the responsibility to bring programmed learning to Asia through UNESCO and he was sent to Japan and Thailand. He also worked with the then Technical Education Department of the Ministry of Education to start technical education in Singapore. This Department grew to the Industrial Training Board then to the Vocational and Industrial Training Board and now to Institute of Technical Education. George was in the team, which pioneered vocational and industrial training for Singapore.

George worked at Esso for slightly over 3 years. He was Esso's HRD Advisor for Singapore and Malaysia from 1971 to 1973. He set up the Esso Regional Training Centre and the training management system for Singapore and Malaysia covering non-executive and executive employees in technical, administrative, managerial and professional training and development. He introduced career development and succession planning. This succeeded to retain talent.

From 1974 to 1976, when George was in Hewlett Packard (HP) as Personnel Manager and then Regional Personnel Manager for Singapore and Malaysia, he institutionalized HR in HP and introduced career development and the succession planning to be equally successful in retaining talent.

In both companies, his structured HRM efforts resulted in human resource management being better organized to bring stability and growth to the companies. The human resource management departments developed the HR strategies, processes and procedures for the line managers to implement. For example, employee relations were between line managers and the staff or workers. This saw in Esso and HP the conversion from union – management antagonism to sound labour-management relations resulting in productivity growth, greater employee morale and motivation

and teamness; and, performance planning, management and evaluation was installed as the system of effective management.

He joined the HR Consultancy of Personnel & Organization Development (Pte) Ltd. (POD) in 1977. He worked his way from HR Consultant to being Adviser, Consultant, Mentor and Coach to countless Chief Executives and Senior Managers and Entrepreneurs of local and international companies in the area of Human Resource Management. Currently, George heads the HR Consulting Division of PrimeStaff Management Services Pte. Ltd.

Consultancy and training work took him all over the world. So he brings to his consulting, seminars and training invaluable local and international experience contemporary with the times. With George's extensive experience in Employee-Employer Relations, he helped clients resolve employee relations cases in Company, Ministry of Manpower (MOM) and Industrial Arbitration Court levels involving the Unions of the National Trades Union Congress (NTUC). His experience in employee relations covers not only training but also consulting and conciliation and arbitration.

In consultancy work, George got involved, several times over, in the following projects.

- Compensation and Benefits, Survey and Development of structure – for local and expatriate staff
- Climate Surveys / Organizational Health Surveys
- Organization Development / Change Management
- Development of Corporate Mission, Corporate Vision, Corporate Objectives and Core Values
- Company reorganization and re-engineering
- Career Transition and Outplacement
- Executive Coaching
- Job Competency Framework
- Industrial Relations including CA negotiations, Conciliation and Arbitration
- Performance Management including installing the Performance System
- Development and use of Psychometric Tests
- Restructuring of local enterprises
- Business Excellence Niche Standard (People)
- Total Employee-Management System
- Talent Management
- Employee Training & Development

In employee training and development, he continues to do the following for clients in the private and public sectors and Statutory Boards.

- Training all levels of employees from Workers to CEO
- Train and certify trainers for companies and organizations
- Develop training materials and training programmes
- Develop training management system
- Develop total training plan
- Conduct research work in Human Resource Management

George holds membership in the American Management Association; British Institute of Management; American Society for Training and Development; Institute of Training and Development (UK); Society for Human Resource Management (USA); HRM Consultants Forum

(USA), Singapore Human Resource Institute. He was in the Association of Small and Medium-sized Enterprises (ASME) of Singapore for 5 years and held the positions of Hon. Secretary and President.

George is Lead Assessor for the Institute of Management Consultants (Singapore) to qualify management consultants as consulting practitioners.

In 1982, George was awarded the PBM – Public Service Medal for community service, by the President of Singapore. He also held positions in Government feedback groups and social and community groups.

### **3. Clients**

Among his long list of Clients are Multi-national Corporations, Small & Medium-sized Enterprises and Government Ministries and Statutory Boards and Agencies.

The business domains include – Banking and Finance; Insurance; Manufacturing; Supply Chain; Trading; Logistics; Transportation; Office Management; Travel; Hotels; F&B Outlets; Retail; Sales & Marketing; Bio-Medical & Health Sciences; Engineering; Information Technology; Mining; Professional Services; Associations; Marine and Oilfield; Aerospace; Airlines; Education; Research; Security; Pest Management; etc.