

Change Enrollment to Recruitment,

Change Recruitment to Charity Activity

At the end of last month, detail management expert Wang Zhongqiu was invited to our company to discuss the issue of personnel enrollment, Mr. Wang talked about Desheng Company and said that the personnel enrollment of that company is generally “self-dependence”, they seldom make enrollment from the society; on the contrary, they recruit students from the school and train them. They have a “craftsmen school” whose students will be awarded “craftsman” degree. Their boss hold that, a man holding doctor’s degree by means of cheating or copying thesis paper is far from their hardworking “craftsmen” in term of the contribution to society. I was deeply moved by his words, the recruitment policy of Desheng and Huangming is different in approach but equally satisfactory in result!

Huangming’s self-run college has the history of three years, and the reason of running the school is that solar energy, as an emerging industry, has enormous development potential in future. Currently, there are more than 6000 solar energy enterprises and the annual promotion of solar energy heater accounts for 76% of the global promotion. Whereas, the practitioners in this industry have reached hundreds of thousands, and there is a talent gap of almost two hundred thousand persons each year. The huge to-be-employed people are unable to provide an talent who received the professional technical education in solar energy and are familiar with design, R&D, production and manufacturing, sale and management. More seriously, due to lack of education resources such as the teacher and fund of relevant aspects, except the “three college with one center” (including Huangming Business College, Huangming Engineering Technology College, Huangming Occupational School and Education and Training Center) run by Huangming, there is even no high education institution dealing with such education, and there is also no relevant specialties in the education catalog of the state’s undergraduate course, to say nothing of other junior colleges and secondary vocational schools.

At the beginning, the company used to recruit several hundreds of undergraduates every year, but they have no education history of R&D, production, manufacturing, sale and service skills of solar energy products; meanwhile, they are fickle-minded and can’t be harmonized in the corporate culture, resulting in high resign ratio and causing serious waste of pre-duty and post-duty education resource. Forced by such a situation and aimed at the future development of this industry, we adopted the self-dependence policy of “change enrollment to recruitment” to found our “Huangpu Military Academy”. Currently, we are actively running the polytechnic school, secondary vocational school, junior college, undergraduate university, and postgraduate correspondence station to build our talent base.

We plan to recruit more than 30,000 persons and 20,000 persons will go to our service terminal. Currently, we have more than 10,000 distributors; each distributor has several installation staff who were under the charge of the distributor. This year, the whole service level will be updated and one significant reform is direct management of the installation staff by the company, i.e. “recalling” the installation staff of each distribution station. Another reform is recruitment of installation staff who will be offered a promotion channel: installation staff--business service staff--central manager--great region manager--project department manager. This strategy will put right the traditional mode of direct promotion to train professional staff of solar energy industry. Confucius has a remark: “To send the people to battle without teaching them is to abandon them”. We can’t use our students as gun powder, we can’t send them to the battle without training them, and we must run rehearsal instead of adopting the so called short cut, otherwise they are equally abandoned.

Multi-benefited policy: to recruit student directly from the impoverished rural mountain areas and from the parents.

I was astounded in 2008 by the situation of child labors of Liangshan of Sichuan Province in Dongguan City of Guangdong Province. “These child labors are 13—15 years old, cheated by the foreman and fell into the illegal labor market, lined and picked in the black labor market, their income are exploited by all levels. These children, coming from poor families or being cheated out of their hometown, were sent in trucks to Dongguan and then to the factories of Pearl River Delta. They were often beaten and scolded, some girls were raped, the foreman threatened them to death, and the evil cut off their road to hometown” (abstracted from 2008 SOUTHERN METROPOLIS DAILY). I always think over this question when I read such a report: what method can an enterprise adopt to get the best effect when making the charity activity. I always admire the financiers in Hong Kong who used to make fund contribution to education. The idea of “knowledge changes the fate”, “enriching your ideology” and “enriching your skill s ” inspired me a win-win channel: to fund the education in the poor mountain area s , to recruit students from the parents.

I signed my name on the newly-approved recruitment expenditure report, and required the recruitment director to implement the “charity education”. Our company will withdraw more than one hundred million *yuan* to fund the education. As for the recruitment policy in the poor mountain area, we will give “green light all the way” by offering generous scholarship, education stipend and job opportunity, and arranging appropriate posts to the graduates. The reasons of our education policy lie in: firstly, the sustainable development of our company; secondly, the actual implementation of charity activity and education fund to the “direct end”.

Our company gives the recruitment right to the parents, because we know that what the parents concerned most is the future and the employment of their children. We use our reputation and action to relieve their worry. Talent training has the highest return in all the investment, especially in terms of training the passionate and enthusiastic devotees to renewable energy and solar energy industry. Huangming’s “new training model for applied talent” has been implemented several years and has achieved substantial returns, the front-line leaders from the upper management to the workshop are generally from Huangming’s internally-trained talents. 85% of the upper management and 55% of the middle management are from the excellent grassroots employees who have developed their skills in the actual production and the deep insight in the corporate culture. They have solid theory, technology, and business operation skills, and are mentally-profoundly-linked with the company. They are the pillar strength and cohesive bond of the company, and their self-value and their skills will be greatly enriched. They will become one-skilled or multi-skilled talents when making contribution to the society, and will find their position in the society for big development, which is the hope and expectation of their parents.

Huangming Solar Energy Group Ltd.

Board Chairman Huangming