

Asia Pacific Japan HR Newsletter

March 09

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Since our February update last month, we've noticed a marked change in focus of HR leaders right across the region towards driving cost savings and efficiency improvements in HR organisational structures. We're seeing the creation of fewer new HR positions, with the exceptions being those that address urgent business needs or that combine existing resources to further rationalise headcount. And we're seeing more double and triple-hatting of responsibilities, as existing HR team members are being utilised more flexibly. While workloads may be increasing for some, those who are picking up expanded responsibilities are viewing this as a positive experience, seeing the value in gaining additional HR expertise or breaking ground into new business units and even new industry sectors. This is especially the case for internal recruitment specialists, whose skills are highly sought after in times of growth but who can otherwise feel exposed when the market turns.

From an HR career perspective, the current economic climate is causing HR practitioners to think seriously about where their careers are heading. Many people who were uneasy and looking for a transition at the end of 2008 are now deciding that 2009 may not be the year to change. Others are seeing their organisations in an unprecedented state of flux and are more compelled to keep one eye on the market as a precautionary measure. As career counsellor to many senior figures in the HR profession, The Chapman Consulting Group team are finding themselves incredibly busy these days in coaching and supporting HR friends around the Asia Pacific Japan region through these difficult times. It reminds us that our advisory role is a critical component of what we do.

To enhance our market communication, The Chapman Consulting Group is now broadcasting regular updates on Twitter on topics such as the current HR skill-sets we are looking for, latest jobs, answers to common HR questions, and other up-to-the-minute market information. Find us at <http://twitter.com/ChapmanCG> and set yourself up as a follower.

Visit our homepage on www.chapmancg.com to participate in our March 09 **HR Study** - this latest study looks at the outcome of recent regional HR bonus payouts.

Click [here](#) for more **Thought Leadership Articles** added in the last month, or follow the links to our latest ones below:

- [HR Career Transitions: Choosing the Right Length Runway \(pdf\)](#)
- [Asia Situation Still Not as Severe as Global Headquarters in terms of HR Cutbacks \(pdf\)](#)
- [Regional HR Leaders Share Experiences on Recent HR Realignment Strategies: No Easy Fix for Medium-Sized Companies \(pdf\)](#)
- [The Chapman Consulting Group Continues to Innovate with Communication Strategies for the HR Market \(pdf\)](#)

Click [here](#) to review our regularly-updated **HR Q&A** forum, or follow the links below to a selection from the last month:

- [Do you foresee a day when multinational organisations may base global HR positions out of China?](#)
- [Is HR operations looked upon as the unglamorous part of the HR profession?](#)
- [Can I expect an expatriate package if I move my HR career to China from another location?](#)
- [I'm based in Australia but want to move my HR career to Asia. What's the most efficient way to do this?](#)
- [How seriously is HR being taken as a 'real' profession to university graduates in Singapore?](#)
- [What complications have you observed with the HR profession in China?](#)
- [How do HR salaries in Singapore compare to Hong Kong, Tokyo and Shanghai?](#)
- [How is Australian HR talent viewed throughout the region?](#)
- [Do I require a visa in Singapore before I can be considered for an HR position in the country?](#)
- [What are the challenges of a regional HR role based out Australia and why don't we see many of them?](#)
- [I'm an HR practitioner based in HK but who is keen to gain experience in China or Singapore. How easy is it to make the move?](#)

Click [here](#) to browse the **Current HR Positions** that our team is leading, or follow the links to a selection below:

- [Global Head of Compensation and Benefits \(210/TCCG\), based in Singapore or Shanghai](#)
- [South East Asia Senior HR Manager \(212/TCCG\) based in Singapore](#)
- [HR Project Lead, South East Asia \(208/TCCG\) based in Singapore](#)
- [Learning and Development Lead, APAC \(211/TCCG\) based in Singapore](#)
- [Senior HR Relationship Manager \(200/TCCG\) based in Singapore](#)
- [Head of HR Shared Services, Asia Pacific Japan \(202/TCCG\) based in Singapore](#)
- [Senior Manager, Sales Training and Development, Asia Pacific \(193/TCCG\) based in Shanghai or Singapore](#)
- [Graduate Recruitment Lead, Japan \(199/TCCG\) based in Tokyo](#)
- [Senior HR Generalist, Front Office, Japan \(204/TCCG\) based in Tokyo](#)
- [HR Head, Thailand \(209/TCCG\) based in Bangkok](#)
- [Organisational Development Lead, North Asia \(207/TCCG\) based in Bangkok](#)
- [Sub Regional Head of HR, South Asia \(191/TCCG\) based in New Delhi](#)
- [Head of HR, India \(182/TCCG\) based in New Delhi](#)
- [Pakistan-Based Regional HR Head of South Asia \(206/TCCG\) based in Islamabad](#)
- [HR Senior Manager, Australia/New Zealand \(203/TCCG\) based in Sydney](#)
- [Head of HR, Vietnam \(201/TCCG\) based in Ho Chi Minh City](#)

On a final and more adventurous note, those who followed Matt Chapman through my ultra-marathon competitions between 2004 and 2006 through the Atacama Desert (Chile), Gobi Desert (China), Sahara Desert (Egypt) and finally Antarctica, will be keen to know that he is eight weeks away from tackling his next challenge - RacingThePlanet's 250km **Namibia Ultra-Marathon** over six days, starting on 17 May. Training for a 250km run across the desert during which all food and equipment needs to be carried by backpack is always a challenge, especially in humid Singapore. See [here](#) for more details and watch The Chapman Consulting Group website in the coming weeks to track his final preparations.

From the Chapman Consulting Group team