

## Asia Pacific Japan HR Newsletter

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In the lead-up to the festive season, we're seeing a continuation of the recent strong hiring trend for HR practitioners in the region. All Asian markets seem equally buoyant right now, including China, Vietnam, Indonesia, Singapore, Hong Kong, India and Australia. Of particular interest is Japan, where after a year of little activity we are finally seeing a recovery in the Tokyo HR market at the end of 2009. Companies that have pulled out quickly from the downturn have been in the fortunate position to have 'best grabs' on some of the good HR talent that has been hitting the market. Partly due to this, we are noticing a sense of urgency in finalising HR hires, but this rush is also due to decision-makers' fears of losing headcount approval if they don't move fast. Despite this, most companies continue to be as 'exact' as possible with their HR hiring.

We said in our last update that we were noting a particularly strong demand for Compensation & Benefits talent. This hot demand has continued at junior, mid and senior levels and across all industries. Talent Acquisition hires are also back in demand, although many of these are still on a contract basis. And the trend for other 6 and 12 month contracts continues in Singapore, Tokyo and Hong Kong, not just in talent acquisition, but also in OD, Training and HR Business Partner roles. Many of these HR contract hires later move into permanent roles with the company.

We recently hosted an End of Year function in Singapore for top level Regional HR Leaders, and there was a lot of talk over whether we'll see significant attrition once bonuses are paid early next year. There was a general consensus that HR leaders can be safe in holding their teams together, so long as they've been creative in keeping this talent engaged (most often through non-cash means). Similarly, many HR practitioners are thinking more holistically about their careers, and 2009 has been the year that showed that financial rewards aren't everything. See [here](#) for more details of the event, as well as reports from our other networking functions of the year.

It's been an incredible year for the HR community in Asia Pacific Japan. 2009 started gloomily, with many HR Leaders continuing the downsizing trend that hit the region in the last quarter of 2008. But by mid-year many were hiring again. Now we are seeing many of the talented HR people that found themselves on the market in early 2009 begin to return to the workforce. See [here](#) for details of a selection of our HR alumni that are currently between jobs.

Visit our homepage on [www.chapmancg.com](http://www.chapmancg.com) to participate in our latest HR Study for December 09 - this month we look at the extent to which HR practitioners in the region planned their HR careers in advance. See [here](#) for the analysis of all the other HR surveys that we conducted in 2009.

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

- [Regional HR Directors Meet to Celebrate the End of a Rollercoaster 2009 \(pdf\)](#)
- [Positioning your Regional Headquarters - How Location Dictates Whom You Can Hire \(pdf\)](#)
- [Poll Results: So where is all the HR talent? \(pdf\)](#)
- [What Most Hiring Managers Forget about Employer Branding During Their Recruitment Processes \(pdf\)](#)
- [Regional HR Leaders Discuss the Development of HR Service Delivery Models \(pdf\)](#)
- [Interview Fatigue: Don't Drop Your Guard! \(pdf\)](#)

Click [here](#) to review our regularly-updated HR Q&A forum, which in this edition includes the following mix of contributions:

- [How should I market myself as an interim HR practitioner for contract work in Asia?](#)
- [I'm assignment and looking to return home. How can I maximise my value in the market?](#)
- [I've just moved to Hong Kong with a new employer, but the role is not working out. What should I do?](#)
- [I'm not from HR and want to break into an HR role in Asia. How should I go about it?](#)
- [How often do you see companies pay expatriate packages for HR jobs in China?](#)
- [What are three key capabilities you see in hottest demand in terms of Asian HR practitioners?](#)
- [How do I remain on head-hunters' and potential employers' radars?](#)
- [There are Executive Compensation positions on your website. Are these common?](#)
- [What is an Executive Recruitment role and how does it differ to a standard recruitment role?](#)
- [How often do you come across part-time working arrangements in HR in Asia?](#)
- [I'm an HR contractor in a top brand company, but have been offered a good permanent HR position with a lesser known company. What should I do?](#)
- [I have been offered to take on a business \(non HR\) role. What are the career implications?](#)
- [I am interviewing for three HR jobs. What should I disclose to each company?](#)
- [What HR salary details will potential employers usually expect?](#)
- [Is it critical that I hand over my HR salary details during a HR recruitment process?](#)
- [I'm in a Regional role, and am being considering for a Country HR role. What's your view on how this will look on my career record?](#)
- [VIEWER QUESTION - I am noticing many HR practitioners are starting to maintain 'LinkedIn' profiles in the region. What's your view on this as a productive tool?](#)
- [VIEWER QUESTION - I've heard that staying with a company for too long can detract from my marketability for other jobs. Is this true?](#)
- [VIEWER QUESTION - What's your view on how long an HR résumé should be?](#)

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

- Shortlisting: [ASEAN HR Lead \(358/TCCG\)](#), based in Singapore
- Finalising: [SEA Compensation and Benefits Lead \(340/TCCG\)](#), based in Singapore
- Interviewing: [Head of HR, Japan \(333/TCCG\)](#), based in Tokyo
- Finalising: [Regional Head of Compensation & Benefits, Asia \(307/TCCG\)](#), based in Singapore
- Interviewing: [Head of HR, The Philippines \(339/TCCG\)](#), based in Manila
- Interviewing: [HR Director, Indonesia \(331/TCCG\)](#), based in Jakarta
- Interviewing: [Associate Director, HR, Asia Pacific \(301/TCCG\)](#), based in Singapore
- Finalising: [Talent Acquisition Lead, India \(338/TCCG\)](#), based in Mumbai
- Interviewing: [HR Director, Malaysia \(332/TCCG\)](#), based in Kuala Lumpur
- Interviewing: [HR Director, India \(337/TCCG\)](#), based in Mumbai
- Finalising: [Compensation and Benefits Director, India \(336/TCCG\)](#), based in Mumbai
- Interviewing: [Greater China HR Director \(334/TCCG\)](#), based in Shanghai
- Finalising: [Associate Director, Talent Attraction \(315/TCCG\)](#), based in Singapore
- Interviewing: [HR Transformation Lead, Asia Pacific Japan \(314/TCCG\)](#), based in Singapore
- Finalising: [Learning and Development Expert, Asia Pacific \(313/TCCG\)](#), based in Singapore
- Shortlisting: [Head of HR – Investment Banking, Thailand \(234/TCCG\)](#), based in Bangkok
- Interviewing: [Global Senior HR Director \(227/TCCG\)](#), based in Singapore
- Finalising: [HR Operations Lead, Singapore \(327/TCCG\)](#), based in Singapore
- Finalising: [Director, Executive Compensation, Global \(311/TCCG\)](#), based in Singapore
- Finalising: [SVP, Total Rewards, Asia Pacific Japan \(231/TCCG\)](#), based in Hong Kong
- Finalising: [HR Head, Singapore \(166/TCCG\)](#), based in Singapore

This is our last newsletter for 2009, I hope that you have found them useful throughout the year - see [here](#) in case you missed any since January. We at The Chapman Consulting Group wish you a good break and are looking forward to a successful 2010.

From the Chapman Consulting Group team