

## Asia Pacific Japan HR Newsletter

January / February 2010

Matthew Chapman  
Managing Director  
**The Chapman Consulting Group**

Singapore, 10 February 2010

Across Asia Pacific Japan, we are seeing a flurry of activity in the HR world since the commencement of the calendar year. While HR hiring has been steadily picking up since the middle of 2009, the pace has rapidly accelerated in recent times. From an industry standpoint, Banking & Financial Services is clearly the standout sector in HR hiring activity. Many of the banks are rebuilding specialisation functions - such as Learning & Development and Recruitment - that were previously heavily impacted during the downturn. Hiring decision-makers are however still being conservative and demanding in their expectations, and to the extent possible the internal candidate always remains the preferred option.

We have talked in previous market updates about the high interest currently being seen in C&B talent. This is definitely still continuing, and we have never seen such strong demand, virtually across all industry sectors. The highest demand is for mid-level to early senior-level C&B talent who have had both in-house and consulting experience. It's interesting to note we are also being asked for regional C&B hires in Bangkok, Beijing and Shanghai, and not just the traditional regional hubs of Hong Kong and Singapore.

Global HR Leaders are increasingly looking at their Asian HR structures to ensure that resources are productively deployed. We've been involved in numerous discussions with organisations that are reorganising their regional HR teams. The most common scenario has been the creation of Regional or 'Super Regional' (APJ and beyond) HR Business Partner roles with stronger global reporting lines and seniority. Without doubt we are also seeing the creation of more HR roles with a global or international remit out of Asia on the back of high growth targets for this part of the world, and this exciting trend is set to continue.

With bonus season now in full swing for many companies, we do predict a higher movement of HR talent between companies, particularly in the Financial Services sector. Companies that have effectively deployed and engaged their HR talent during the downturn, and have rewarded them with promotions or package increments as soon as the market showed improvement, will have little to fear.

Visit our homepage on [www.chapmancg.com](http://www.chapmancg.com) to participate in our latest HR Study for February - this month we study the expected movement of HR talent at the beginning of 2010.

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

- [Do People Choose an HR Career, or Does an HR Career Choose Them? \(pdf\)](#)
- [The Natural Limitations of the Specialist HR Career in Japan \(pdf\)](#)
- [The Top 10 Reasons why a New HR Hire Walks from a Company Soon After Joining \(pdf\)](#)
- [2009 Quarter 4 Salaries Rise Across the Region \(pdf\)](#)

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

- [I am hearing about the emergence of 'mega' regions for the coverage of HR in Asia Pacific and beyond. What does this mean?](#)
- [What impact does Chinese New Year have on the HR hiring market in Asia and will this impact be profound in 2010?](#)
- [Is the Banking & Financial Services sector rebounding?](#)
- [I'm on offer for a position but have a large bonus due in two months time and also have three months notice. Will this make it complex to move?](#)
- [I've got four HR jobs, all coming to offer stage in the same week. How do I manage this?](#)
- [Why do we see global HR functions exerting different forces on the Asia Pacific HR function?](#)
- [As a Country HR Leader in Indonesia, I'm interested in taking the next step to move into a Regional HR Director role in Singapore. How best to make this move?](#)
- [I'm a Regional Head of HR who is happy in my job now but contemplating a career change in a year's time. Is it too early to reach out?](#)
- [I'm thinking of taking a one year career break from my HR job. Could this have any adverse implications for my career in future?](#)
- [I'm serving out my notice period with my existing company in order to join a new company in an exciting new HR role. However my current company is requesting me to stay longer. How should I deal with this?](#)
- [GUEST EXPERT - Hayato Yasuzawa: What are the key factors of success in running the HR function for a small to medium sized business operation in Japan?](#)

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: [VP Talent Development, APAC \(378/TCCG\)](#), based in Hong Kong
- Shortlisting: [VP, Talent and Assessment Development \(383/TCCG\)](#), based in Singapore
- Interviewing: [Japan Head of HR and Recruitment \(366/TCCG\)](#), based in Tokyo
- Shortlisting: [Head of Leadership Development, ASEAN \(276/TCCG\)](#), based in Singapore
- Interviewing: [Japan Head of Talent Acquisition \(390/TCCG\)](#), based in Tokyo
- Interviewing: [Malaysia Head of Learning and OD \(388/TCCG\)](#), based in Kuala Lumpur
- Shortlisting: [C&B Leader, Asia Pacific Japan \(365/TCCG\)](#), based in Singapore
- Interviewing: [Head of HR, Indonesia \(369/TCCG\)](#), based in Jakarta
- Upcoming: [Staffing Lead, Asia Pacific \(368/TCCG\)](#), based in Singapore
- Interviewing: [Head of HR and Employee Relations, Japan \(364/TCCG\)](#), based in Tokyo
- Finalising: [Regional Vice President, C&B \(353/TCCG\)](#), based in Singapore
- Shortlisting: [Head of HR, Australia/New Zealand \(370/TCCG\)](#), based in Sydney
- Finalising: [Talent Management Lead, Asia Pacific \(360/TCCG\)](#), based in Hong Kong
- Finalising: [Vice President of HR, Asia Pacific \(363/TCCG\)](#), based in Singapore
- Finalising: [HR Lead, Malaysia \(357/TCCG\)](#), based in Kuala Lumpur
- Interviewing: [Regional HR Business Lead \(352/TCCG\)](#), based in Singapore
- Finalising: [C&B Director, Asia Pacific \(349/TCCG\)](#), based in Singapore
- Upcoming: [Japan HR Country Manager \(341/TCCG\)](#), based in Tokyo
- Shortlisting: [Comms and HR Programmes Head, Asia \(192/TCCG\)](#), based in Singapore
- Upcoming: [Senior C&B Director \(355/TCCG\)](#), based in Singapore
- Finalising: [Senior Business HR Lead \(295/TCCG\)](#), based in Singapore
- Finalising: [HR Transformation Lead, Asia Pacific Japan \(314/TCCG\)](#), based in Singapore
- Shortlisting: [SVP of Total Rewards, Asia Pacific Japan \(231/TCCG\)](#), based in Hong Kong
- Finalising: [Regional HR Business Lead \(346/TCCG\)](#), based in Singapore
- Interviewing: [HR Director, Malaysia \(332/TCCG\)](#), based in Kuala Lumpur
- Interviewing: [Regional HR Director, Greater China \(348/TCCG\)](#), based in Shanghai
- Finalising: [Director of Learning & Development, APAC \(270/TCCG\)](#), based in Singapore
- Finalising: [Senior HR Projects Lead, Asia Pacific \(264/TCCG\)](#), based in Singapore
- Finalising: [Senior HRIS Manager, Asia Pacific \(265/TCCG\)](#), based in Singapore
- Upcoming: [HR Director, The Philippines \(344/TCCG\)](#), based in Manila
- Upcoming: [OD Director, Asia Pacific \(343/TCCG\)](#), based in Singapore
- Shortlisting: [Head of HR, Japan \(345/TCCG\)](#), based in Tokyo

Have a successful February, and Gong Xi Fa Cai!

From the Chapman Consulting Group team