

## Asia Pacific HR Newsletter

December 2010 / January 2011

Matthew Chapman

Managing Director

**The Chapman Consulting Group**

On the eve of Chinese New Year, we can report that the HR market continues its seventh consecutive quarter of growth in the region. It remains the global 'bright spot', and we're seeing international HR decision-makers focused on keeping their HR teams in Asia Pacific as strong as possible to cope with current and predicted growth. 2011 will however not be as buoyant as 2010 in terms of HR hiring, simply because many companies were playing catch-up in the development and construction of their HR teams last year following the stagnation (and in many cases downsizing) of 2009. 2010 finished off with a record volume of HR hiring, continuing right up to Christmas in all major geographies across the region. After a short break, hiring has resumed quickly in January 2011. We expect the usual Chinese New Year momentary pause on decision making to particularly affect Singapore, Hong Kong and Shanghai, but with bonuses close to being paid it will definitely be a busy late February and March for strengthening HR teams across the region.

The one sector that went noticeably quiet in Quarter 4 2010 was the banking sector. Most banks announced hiring freezes, and we saw fewer HR moves over that period. A number of Regional HR leaders of banks have reported that they have a full bench strength of HR talent following aggressive hiring in HR in the early months of 2010. Therefore new hiring, at the senior level, may be less in 2011 in comparison, especially in the specialist fields of talent acquisition and learning/OD. In the middle seniority ranks, however, there is no doubt that gaps exist in many banks for high potential Manager and Senior Manager talent, particularly with home-grown local talent. So strengthening this middle layer will be a key focus for many.

Outside of banking, there has been a confidence to make senior HR hires. Many multinationals have been a) showing confidence about the business growth prospects in Asia, and b) enjoying a degree of loosening of budget constraints from global headquarters, so they're now investing in key roles. It's been the same on the appointment of new Regional HR Heads - Quarter 4 of 2010 saw a record number of new Regional HR Heads signed in the hubs of Singapore, Hong Kong and Shanghai. We've also seen a noticeable run on HR contractors for short term assignments in Singapore and Hong Kong, particularly for HR practitioners with change management and HR transformation experience. HR talent from the UK, Australia and New Zealand are also entering Asia in larger numbers than in the past 24 months, especially those exhibiting HR specialist skills and a willingness to make compromises in order to gain market experience.

The Chapman Consulting Group has been very active in its regional HR networking activities. In November, we hosted four HR leadership events in Japan. In December, we welcomed 40 HR Leaders for a breakfast session in Jakarta and had several sessions in Singapore. And in January more than 100 senior India-based HR professionals took part in five separate leadership events in Mumbai. In February, there were more HR networking events in Japan and we're also in Nepal. In March we're hosting HR leaders at functions in Australia (Melbourne and Sydney) and Shanghai.

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

- [India HR Leaders Meet in Mumbai to Discuss HR Trends Affecting South Asia \(pdf\)](#)
- [2010 Quarter 4 HR Salaries Remain Strong, But No Higher Than Q3 2010 \(pdf\)](#)
- [The Chapman Consulting Group Co-Hosts an HR Leadership Forum in Jakarta \(pdf\)](#)
- [Regional HR Leaders join Bid Farewell to an Eventful 2010 \(pdf\)](#)
- [Is Current And Future Japan HR Talent Prepared for International HR Leadership? \(pdf\)](#)

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

- [How do you see the trend around diversity playing out across the Asia region?](#)
- [How do you expect to see the HR Interim Management space in Asia evolving?](#)
- [Where are the best locations to advance my HR career in the hospitality space?](#)
- [How do I 'break into' HR in the FMCG sector?](#)
- [Should I ask my employer to pay to upgrade my HR qualifications?](#)
- [Which industries tend to have specialist diversity positions?](#)
- [I hear that OD positions are the first to 'go' during a downturn. Is this true?](#)
- [How should I get the most out of a phone interview for an HR job I am keen on?](#)
- [Can I take my HR career outside Japan and into Singapore, Hong Kong or Bangkok?](#)
- [What's your take on HR careers in the retail sector?](#)

Click [here](#) to browse a sample of the recent searches we've been conducting, or follow the links in the selection below:

Singapore

- Interviewing: [Regional HR Lead \(683/TCCG\)](#), based in Singapore
- Shortlisting: [Change Leader, APAC \(768/TCCG\)](#), based in Singapore
- Shortlisting: [Regional Head of Organisational Development \(684/TCCG\)](#), based in Singapore
- Shortlisting: [VP OD, APAC \(749/TCCG\)](#), based in Singapore
- Interviewing: [HR Transformation Lead, Asia Pacific Japan \(686/TCCG\)](#), based in Singapore
- Finalising: [APAC HR Business Lead \(467/TCCG\)](#), based in Singapore
- Shortlisting: [ASEAN OD Lead \(754/TCCG\)](#), based in Singapore
- Interviewing: [Regional Head of C&B \(675/TCCG\)](#), based in Singapore
- Interviewing: [Singapore Head of HR \(603/TCCG\)](#), based in Singapore
- Interviewing: [Regional OD Lead - APAC \(742/TCCG\)](#), based in Singapore
- Interviewing: [APAC / Japan C&B Senior Lead \(747/TCCG\)](#), based in Singapore
- Shortlisting: [Senior Director, Talent Acquisition APAC \(743/TCCG\)](#), based in Singapore
- Finalising: [Regional Talent Management Lead \(571/TCCG\)](#), based in Singapore
- Shortlisting: [Regional Head of Organisational Development \(657/TCCG\)](#), based in Singapore
- Finalising: [Head of HR Shared Services, APAC Japan \(651/TCCG\)](#), based in Singapore
- Finalising: [Singapore Headquarters Head of HR \(643/TCCG\)](#), based in Singapore
- Shortlisting: [Regional Employee Relations Director \(705/TCCG\)](#), based in Singapore
- Shortlisting: [Regional HR Director, Asia Pacific \(687/TCCG\)](#), based in Singapore
- Shortlisting: [Regional HR Director, Asia Pacific \(739/TCCG\)](#), based in Singapore
- Finalising: [Regional HR Business Partner, APAC \(691/TCCG\)](#), based in Singapore
- Finalising: [Regional Change Leader, APAC \(736/TCCG\)](#), based in Singapore
- Finalising: [Regional VP HR APAC \(726/TCCG\)](#), based in Singapore
- Interviewing: [Group Head of HR \(685/TCCG\)](#), based in Singapore
- Interviewing: [Regional HR Lead, Asia Pacific \(706/TCCG\)](#), based in Singapore

## Singapore (Continued)

- Finalising: Head of HR, Asia (722/TCCG), based in Singapore
- Finalising: Group Rewards Director APAC (692/TCCG), based in Singapore
- Interviewing: HR Products Lead (707/TCCG), based in Singapore
- Finalising: Learning and Development Expert - Contract (702/TCCG), based in Singapore
- Interviewing: Regional VP HR Asia Pacific (715/TCCG), based in Singapore
- Finalising: Regional C&B Lead, APAC (655/TCCG), based in Singapore
- Finalising: Regional SVP of Human Resources, Asia Pacific (700/TCCG), based in Singapore

## Hong Kong &amp; China

- Shortlisting: Head of HR China (766/TCCG), based in Shanghai
- Upcoming: Head of HR, Asia (764/TCCG), based in Hong Kong
- Finalising: HR Head of Hong Kong (678/TCCG), based in Hong Kong
- Shortlisting: Regional HR Director, APAC (771/TCCG), based in Hong Kong
- Interviewing: Regional Head of International Assignments (755/TCCG), based in Hong Kong
- Shortlisting: VP HR, Asia Pacific Japan (718/TCCG), based in Hong Kong
- Finalising: Regional Learning and Development Head, APAC (738/TCCG), based in Shanghai
- Finalising: Regional HR Director (741/TCCG), based in Hong Kong
- Finalising: VP HR China (721/TCCG), based in Shanghai
- Finalising: Regional HR Lead (731/TCCG), based in Shanghai

## Japan

- Upcoming: Japan Country HR Manager (775/TCCG), based in Tokyo
- Upcoming: Head of Talent Consulting Practice, Japan (760/TCCG), based in Tokyo
- Upcoming: Japan Country HR Lead (759/TCCG), based in Tokyo
- Interviewing: Japan Head of Talent and Future HR Leader (612/TCCG), based in Tokyo
- Finalising: Japan HR Business Partner / Country Head of C&B (689/TCCG), based in Tokyo
- Upcoming: Japan VP of Recruitment (750/TCCG), based in Tokyo
- Finalising: Japan Country HR Leader/Business Partner (717/TCCG), based in Tokyo

## Other

- Shortlisting: VP HR Thailand (769/TCCG), based in Bangkok
- Shortlisting: South Asia HR Lead (770/TCCG), based in Mumbai
- Shortlisting: Head of HR, Africa and Middle East (774/TCCG), based in Johannesburg
- Shortlisting: HR Country Leader, India (767/TCCG), based in Bangalore
- Shortlisting: Executive General Manager, HR, Indonesia (649/TCCG), based in Jakarta
- Interviewing: Global C&B Lead (666/TCCG), based in Europe
- Shortlisting: Head of HR, Indonesia (369/TCCG), based in Jakarta
- Shortlisting: Australia Head of HR (Part-time) (748/TCCG), based in Sydney
- Finalising: HR Director, Thailand (733/TCCG), based in Bangkok
- Finalising: Vice President of HR, India (514/TCCG), based in Mumbai
- Interviewing: Head of Indonesia HR (729/TCCG), based in Jakarta
- Shortlisting: Head of HR Indonesia (724/TCCG), based in Jakarta
- Finalising: South Asia HR Director (719/TCCG), based in Bangalore
- Finalising: Talent Director, Middle East and Africa (708/TCCG), based in Dubai
- Finalising: Regional Head of C&B, Gold Coast (698/TCCG), based in Brisbane

For those HR practitioners celebrating Chinese New Year, we wish you Gong Xi Fa Cai / Gung Hay Fat Choy!

[End]

**About Us**

The Chapman Consulting Group is an executive search firm dedicated to the Human Resources profession across the Asia Pacific Japan (APJ) region. Headquartered in Singapore, we enjoy strong links to the global and regional headquarters of many of the world's top multinational companies, where we partner directly with both business leaders and HR Heads. Working flexibly across geographical borders to source world-class local and international HR talent, we help build Human Resources leadership teams across 14 countries and across all industry sectors.