

Asia Pacific HR Newsletter

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In our sixth and final HR market update for 2011, we can report that we are not yet seeing any negative effects of these turbulent global economic times on HR hiring across Asia Pacific. The investment banking sector is not very active, with most HR hiring being put back until at least Q1 of 2012. But in every other sector, including financial services firms outside of banking, we continue to see HR hires being made. It's interesting to see the consumer goods, life sciences and hospitality sectors being particularly active in building their HR ranks at this time.

The resilience of HR hiring, despite relatively weak global economic conditions, is a phenomenon that is being driven by a) the ongoing shortage of high quality HR talent in developing markets across Asia, b) continual changes in HR delivery models, and c) changes in geographical responsibilities as the region continues to be redefined in the international arena. Nowhere is this being felt more than in China, where the pace of demand for upgrading and acquiring HR talent is unprecedented. Costs for hiring China Country HR heads are now overtaking Japan, and are even surpassing some of the regional HR leadership roles that we hire at the traditional regional headquarter locations of Hong Kong and Singapore.

Looking back at 2011, we have just published two very interesting reports. In [The Chapman Consulting Group Annual Activity Report, September 2011 \(pdf\)](#) we can see various trends in the nature of the roles that we are being asked to fill this year compared to 2010. The trend in China HR leadership roles is particularly pronounced. And in [The Chapman Consulting Group Website Activity Report, November 2011 \(pdf\)](#) we can see how our global HR network is developing at both sides of the spectrum; at the in-country level in key markets across Asia Pacific, as well as at the global HR leadership level in Europe and North America.

Looking ahead into 2012, here's a snapshot of what we think will be featuring in HR in Asia:

- Further fragmentation of regional HR delivery models, with the regional split of China, India and 'Rest of Asia' becoming more common.
- Less foreign HR talent streaming into Singapore as the government tightens up working visa approvals, and subdued growth following heavy investments in HR structures from 2009 through to early 2011.
- We expect more of the Indian HR diaspora to return back to India take on large Country or Regional HR leadership roles, particularly locations such as Mumbai, Delhi, Bangalore.
- Hong Kong, Japan and Korea staying fairly 'flat' in 2012, due to static growth conditions. For Hong Kong, this is particularly due to the importance of investment banking in this market.
- Extremely high demand for senior HR talent in China, India, Indonesia and Malaysia, and salaries in these locations continuing to grow fast.

Also in 2012 we'll be launching The Chapman Consulting Group's new Quarterly Asia HR Profession Index. This Index will be a quarterly statistical look at HR trends and HR data across all countries and industries in Asia. We think it'll become a very exciting analytical tool to allow HR Leaders to become more intelligent on issues affecting their own profession in this region. More to come on this in the future.

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

- [The Chapman Consulting Group Website Activity Report, November 2011 \(pdf\)](#)
- [The Chapman Consulting Group Surveys the Latest HR Trends in India \(pdf\)](#)
- [International HR Leaders Meet in London to Discuss Talent Strategies in Emerging Markets \(pdf\)](#)
- [The Chapman Consulting Group Q3 APAC Staffing Heads update \(pdf\)](#)
- [The Chapman Consulting Group Annual Activity Report, September 2011 \(pdf\)](#)
- [HR Leaders Grapple with APAC's Pay vs. Performance Equation \(pdf\)](#)

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

- [Will I find regional HR positions out of Taiwan?](#)
- [How is HR unique in the Philippines?](#)
- [What does the future hold for HR in India, according to your view?](#)
- [Do you see many regional HR positions in Japan?](#)
- [What's been your exposure to the New Zealand HR market?](#)
- [How do I further my HR career outside Malaysia, perhaps into Singapore or Hong Kong?](#)
- [Do you hear of many Korean HR practitioners returning to Korea after international assignments?](#)

Visit our homepage on www.chapmancg.com to participate in our latest HR Study – in this edition we study the key reasons why you are seeing HR movements in your HR team.

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

Singapore

- Shortlisting: [Asia Pacific Head of Talent and Innovation \(1127/TCCG\)](#), based in Singapore
- Shortlisting: [Global Head of Rewards, Business Unit \(1179/TCCG\)](#), based in Singapore
- Shortlisting: [VP of Talent Management, APAC/Middle East \(1176/TCCG\)](#), based in Singapore
- Shortlisting: [SEA HR Lead \(1158/TCCG\)](#), based in Singapore
- Upcoming: [APAC University Liaison Lead \(1166/TCCG\)](#), based in Singapore
- Shortlisting: [Regional HR Director, Asia Pacific \(604/TCCG\)](#), based in Singapore
- Upcoming: [APAC C&B Mgr \(1113/TCCG\)](#), based in Singapore, Hong Kong, Shanghai, Sydney
- Upcoming: [Regional Head of OD, APAC \(1123/TCCG\)](#), based in Singapore
- Shortlisting: [SEA Head of Shared Services \(842/TCCG\)](#), based in Singapore
- Finalising: [Asia Head of HR \(616/TCCG\)](#), based in Singapore
- Finalising: [Global Mobility Director, APAC \(883/TCCG\)](#), based in Singapore
- Shortlisting: [Regional SVP of HR, APAC \(951/TCCG\)](#), based in Singapore

Hong Kong

- Upcoming: [VP HR APAC \(1154/TCCG\)](#), based in Hong Kong
- Upcoming: [North Asia HR Head \(1142/TCCG\)](#), based in Hong Kong
- Upcoming: [Regional Training and Development Leader \(1103/TCCG\)](#), based in Hong Kong
- Shortlisting: [VP HR, APAC \(Hong Kong\) \(1164/TCCG\)](#), based in Hong Kong
- Upcoming: [North Asia HR Head \(1141/TCCG\)](#), based in Hong Kong

China

- Upcoming: Greater China HR Leader (1191/TCCG), based in Beijing
- Upcoming: China HR Director (1190/TCCG), based in Beijing
- Upcoming: Regional Learning & Development Director (1189/TCCG), based in Shanghai
- Shortlisting: Suzhou Plant HR Manager (1175/TCCG), based in Suzhou
- Shortlisting: Senior VP of HR, China (844/TCCG), based in Shanghai
- Shortlisting: Practice Director – China (1124/TCCG), based in Shanghai
- Upcoming: Sr. HR Manager, China (1138/TCCG), based in Shanghai
- Interviewing: Asia Pacific VP of Human Resources (1101/TCCG), based in Shanghai
- Shortlisting: HR Business Partner, China (1096/TCCG), based in Shanghai

Japan

- Shortlisting: Japan Talent Globalisation Team (1178/TCCG), based in Tokyo
- Interviewing: Global HR Project Leader (1173/TCCG), based in Tokyo or Singapore
- Shortlisting: North Asia HR/Recruitment Manager (1171/TCCG), based in Tokyo or Hong Kong
- Finalising: Japan Head of HR, GA and Facilities Management (1122/TCCG), based in Tokyo

Korea

- Shortlisting: Global Head of C&B: Korean Chaebol (976/TCCG), based in Seoul

Malaysia

- Shortlisting: Malaysia Head of HR (1153/TCCG), based in Kuala Lumpur
- Interviewing: Malaysia HR Head / APAC Head of HRSS (1148/TCCG), based in Kuala Lumpur
- Upcoming: Regional HR Director APAC (1120/TCCG), based in Kuala Lumpur
- Interviewing: Regional Head of Learning and Talent (946/TCCG), based in Kuala Lumpur

Thailand

- Upcoming: Thailand HR Country Head (1162/TCCG), based in Bangkok
- Upcoming: HR Leader, Thailand (967/TCCG), based in Bangkok

Global

- Upcoming: Global HR Director (1188/TCCG), based in Copenhagen
- Upcoming: Global Head of OD and Learning (1187/TCCG), based in Frankfurt
- Shortlisting: Global Talent & OD Leader (1132/TCCG), based in Jeddah
- Shortlisting: Worldwide Human Resources Director (1006/TCCG), based in the U.S.
- Interviewing: Director of Global Talent Systems (1183/TCCG), based in the U.S.

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About Us

The Chapman Consulting Group is an executive search firm dedicated to the Human Resources profession across Asia Pacific. 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.