

## Asia Pacific HR Newsletter

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As we welcome in 2012 the question that The Chapman Consulting Group team is being asked the most is: 'How's the HR market?' The answer is not always straight-forward. For some companies, the economic uncertainty in Europe is putting a freeze on HR costs and HR hiring, particularly in the financial services industries. However we are also finding that plenty of HR teams continue to have significant talent gaps in the Asia Pacific region, and external hiring in general remains very strong. Global companies are continuing to see the need to bolster their HR bench-strength in Asia Pacific, from where an increasing percentage of global revenue is being derived.

In Generalist HR, these talent gaps exist across all the markets of Asia Pacific. In growth markets such as China and India, the development of the local talent supply simply cannot keep up with the speed at which roles and responsibilities are growing. And in more developed markets such as Hong Kong, Japan, Korea and Singapore, global companies are looking for HR leaders with more stakeholder management skills, and not just HR subject matter expertise.

Looking at the Specialist fields in Asia Pacific, while the demand for Talent Acquisition and Learning/OD specialists continues to be relatively subdued, we have seen a spike (yet again) in the demand for Compensation & Benefits talent across virtually all countries in the region, especially India, China, Singapore and Hong Kong. There remains a critical shortage of specialists in this space and we are seeing a lot of movement in the market, as well as more C&B talent being seconded into the region from other geographies.

We are also seeing a greater number of Non-Asian HR practitioners overstaying the planned duration of their international assignments in Asia. When the time to move home comes, they are choosing not to return to their origins in Europe, North America and ANZ. Those international HR leaders who can carefully merge the 'headquarter' perspective with the 'local' regional and country issues are becoming very desirable commodities, particularly in instances where the 'ideal' local Asian HR leader cannot be found. We've witnessed this growing trend in Singapore and Hong Kong in recent years, and right now it's also happening quickly in China.

Our activity in Q1 includes the launching of The Chapman Consulting Group Asia Pacific HR Index in March, which will become the leading indicator of trends for the HR profession in the region. In Asia, we will be co-hosting a number of meetings for Regional and Country HR leaders in Tokyo and Hong Kong in February, and in Shanghai and Singapore in March. And our Global HR Leader forums on 'HR & Talent in Asia and Emerging Markets' are taking place in March in London, Milan, Zurich, Amsterdam and Copenhagen.

Marina Paganucci has joined The Chapman Consulting Group as Global Head of the Talent Acquisition Practice, where she will specialise in the appointment and career management of Talent Acquisition leaders. Marina will also lead our HR search practice in the Middle East and Africa, which are growing regions of opportunity for our clients. And The Chapman Consulting Group this month also announces the launch of BeathChapman. Headed by Matt Beath, formerly the Asia CEO of Talent2, BeathChapman will focus on all search activities outside the field of HR. More details soon at [www.beathchapman.com](http://www.beathchapman.com).

Visit our homepage on [www.chapmancg.com](http://www.chapmancg.com) to participate in our latest HR Study – in this edition we ask ‘What is your HR New Year’s Resolution for 2012?’

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

- [The Rise of the Global HR Professional \(pdf\)](#)
- [Training & Development Critical to MNC Success in Middle East \(pdf\)](#)
- [Considerations for Foreign Multinationals in Attracting and Retaining Top Chinese Talent \(pdf\)](#)
- [What will 2012 hold for HR talent in Hong Kong? \(pdf\)](#)
- [Talent Acquisition Outlook for Asia 2012: Mixed Prospects but Plenty of Opportunity \(pdf\)](#)
- [Partner Firm BeathChapman Soon to Launch \(pdf\)](#)
- [ChapmanCG Sponsors 82 HR Leaders to Race the Singapore Marathon \(pdf\)](#)
- [Regional C&B Leaders Express Increased Confusion on China C&B Best Practices \(pdf\)](#)
- [Global Talent Acquisition Practice Launches \(pdf\)](#)
- [Hong Kong based Banking HR Leaders Meet for a Q4 Update \(pdf\)](#)

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

- HR Interviews: [Why do HR job interviews in Asia often involve so many steps?](#)
- HR Interviews: [Should I take my resume to an HR interview?](#)
- HR Networking: [Why is HR networking so important in an HR practitioner's role in Asia?](#)
- HR Interviews: [What do HR Leaders neglect when being interviewed themselves?](#)
- HR Resumes: [Why distinguish between responsibilities and achievements in an HR resume?](#)
- HR Job Transition: [What can I expect from an HR leadership role in a Technology firm?](#)
- HR Role Definition: [How will a Regional L&D role be structured within a bank in Singapore?](#)
- HR Job Hunting: [I have recently been retrenched, what's the fastest way I can get a new role?](#)
- HR Market Trends: [What is the industry mix of HR positions in Hong Kong?](#)
- HR Team Structure: [How is the HR team typically structured in Thailand?](#)

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

#### Singapore

- Shortlisting: [APAC University Liaison Lead \(1166/TCCG\)](#), based in Singapore
- Upcoming: [Partner – Leadership & Talent Consulting \(1165/TCCG\)](#), based in Singapore
- Upcoming: [C&B Director, Asia \(1240/TCCG\)](#), based in Singapore
- Interviewing: [Regional Head of OD, APAC \(1123/TCCG\)](#), based in Singapore
- Interviewing: [HR Business Partner SEA, Singapore \(1083/TCCG\)](#), based in Singapore
- Interviewing: [Regional HR Director \(1065/TCCG\)](#), based in Singapore
- Upcoming: [Talent Acquisition Director, APAC \(1205/TCCG\)](#), based in Singapore
- Upcoming: [Learning & Development Lead - 12 month contract \(1199/TCCG\)](#), based in Singapore
- Upcoming: [Global HR Business Partner, Singapore \(1204/TCCG\)](#), based in Singapore
- Upcoming: [Regional Learning & Development Manager \(1203/TCCG\)](#), based in Singapore
- Interviewing: [Head of HR for South and South East Asia \(1080/TCCG\)](#), based in Singapore
- Upcoming: [C&B Leader, ME, Africa & Eastern Europe \(1209/TCCG\)](#), based in Singapore
- Finalising: [HR Head, Singapore \(1152/TCCG\)](#), based in Singapore
- Upcoming: [SVP HR APAC \(1197/TCCG\)](#), based in Singapore
- Interviewing: [Regional Head of Talent Development \(1195/TCCG\)](#), based in Singapore

#### Hong Kong

- Upcoming: HR Business Partner, Hong Kong & Taiwan (1234/TCCG), based in Hong Kong
- Upcoming: North Asia HR Head (1254/TCCG), based in Hong Kong
- Upcoming: VP HR APAC (1154/TCCG), based in Hong Kong
- Interviewing: Greater China HR Manager (1066/TCCG), based in Hong Kong or Shanghai
- Interviewing: Regional C&B Manager (1113/TCCG), based in Hong Kong or Singapore
- Upcoming: Emerging Markets Head of HR Operations (1200/TCCG), based in Hong Kong
- Interviewing: Regional Head of Talent Management (1070/TCCG), based in Hong Kong
- Interviewing: Country HR Head, Hong Kong (1048/TCCG), based in Hong Kong
- Interviewing: Employee Relations APAC Head (1076/TCCG), based in Hong Kong
- Finalising: Global Talent Management Leader (1198/TCCG), based in Hong Kong

#### China

- Upcoming: Greater China HR Head (1232/TCCG), based in Beijing
- Shortlisting: Head of Staffing, China (1251/TCCG), based in Shanghai
- Shortlisting: Practice Director – China (1124/TCCG), based in Shanghai
- Upcoming: Greater China HR Leader (1191/TCCG), based in Beijing
- Upcoming: Greater China Vice President, Human Resources (1043/TCCG), based in Shanghai
- Upcoming: Staffing Head, China (1239/TCCG), based in Shanghai
- Shortlisting: Regional HR Director, Asia (1217/TCCG), based in Shanghai

#### India

- Upcoming: Interim HR Director India (1271/TCCG), based in Gurgaon or Mumbai
- Upcoming: HR Director India, Mumbai (1221/TCCG), based in Mumbai
- Shortlisting: HR Director, India (1073/TCCG), based in Mumbai
- Finalising: Talent Acquisition Director – APAC, Middle East & Africa (923/TCCG), based in India
- Upcoming: Head of Learning and Development, APAC (1099/TCCG), based in Mumbai
- Shortlisting: India HR Director, Mumbai (1202/TCCG), based in Mumbai

#### Japan

- Upcoming: Japan Head of Human Resources (1270/TCCG), based in Tokyo
- Shortlisting: High Performance Senior HR Business Partner (1274/TCCG), based in Tokyo
- Shortlisting: Japan Country HR Manager: Small Firm; Big Plans (1226/TCCG), based in Tokyo
- Interviewing: Country VP of HR, Japan (1121/TCCG), based in Tokyo
- Shortlisting: SVP of HR, Japan (787/TCCG), based in Tokyo
- Interviewing: Japan Head of HR Consulting (714/TCCG), based in Tokyo
- Interviewing: Dynamic Japan HR Director for a Growing Company (1160/TCCG), based in Tokyo

#### Korea

- Upcoming: Korea VP of HR (1249/TCCG), based in Seoul
- Shortlisting: Global Head of Mobility and International Assignments (1164/TCCG), based in Seoul
- Interviewing: Global Learning and OD Director (1082/TCCG), based in Seoul

#### Indonesia

- Interviewing: VP HR, Indonesia (1027/TCCG), based in Jakarta
- Finalising: Head of HR, Indonesia (1053/TCCG), based in Jakarta

**Australia**

- Upcoming: Head HR ANZ (1262/TCCG), based in Sydney
- Interviewing: Director Talent Acquisition APAC (1155/TCCG), based in Sydney or Singapore

**North America & Europe**

- Interviewing: Director of Global Talent Management Systems (1183/TCCG), based in the U.S.
- Shortlisting: Global HR Director, Life Sciences (1006/TCCG), based in the U.S.
- Shortlisting: Worldwide Vice President, Human Resources (1060/TCCG), based in the U.S.
- Interviewing: Global Head of OD and Learning (1187/TCCG), based in Western Germany

**Other**

- Upcoming: Regional HR Director APAC (1120/TCCG), based in Kuala Lumpur
- Finalising: Thailand HR Country Head (1162/TCCG), based in Bangkok
- Upcoming: Talent Management Leads (1196/TCCG), based in Various Locations
- Interviewing: Saudi-based Global Talent & OD Leader (1132/TCCG), based in Jeddah

[End]

**About The Chapman Consulting Group**

The Chapman Consulting Group is an executive search firm dedicated to the Human Resources profession across the globe. 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 a variety of worldwide locations and across all industry sectors.