

International HR Newsletter Jan/ Feb 2014

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Welcome to The Chapman Consulting Group's first Global HR Update for 2014. The year of 2013 was an exciting one for ChapmanCG, and we closed the year having successfully executed more than 170 senior HR searches across 23 countries. For a business that originally grew out of Singapore and Asia Pacific, last year we made even stronger inroads into connecting up the global HR community in the Americas and Europe. Our goal for 2014 is to continue expanding our global reach so that we can undertake the most complex global HR searches, while at the same time not forget the personal touch that has made us famous.

To kick off the year, we have compiled two lists that we think you'll find interesting. The first is a rundown of the top 5 HR trends in Asia for 2014, since we still predict that this dynamic and complex region will remain at the forefront of all global HR decision-making this year. And following the popularity of our analysis of Singapore, Hong Kong, Tokyo, Shanghai, Mumbai, Mexico City and São Paulo at the end of 2013, we have chosen a further seven cities to highlight in this report: Jakarta, Manila, Beijing, Istanbul, Chicago, Miami and Buenos Aires. We hope that you will enjoy this analysis, as well as the numerous other articles that we've posted online in the last two months.

The Top 5 HR Trends in Asia for 2014

1) Analytics is taking a stronger and stronger hold on HR.

Exceptional HR business partnering skills have always been critical to gain the respect of business, but going forward this is not going to be enough. With an explosion in the amount of data available, smart HR practitioners will need to analyse and make conclusions from this data to help drive more shrewd people decisions. We will see more HR talent entering the profession from Commerce, Economics and Business disciplines. As with all key markets across the globe, it will be more of a prerequisite for Asia-based HR talent to be comfortable with numbers and technology than ever before.

2) The blended Generalist and Talent skill-set will continue to grow in popularity.

Previously, a small pool of HR practitioners specialised purely in talent and learning from the start of their HR careers. Now the demand in Asia is for people who have a mixed generalist and talent/OD background, so that they can demonstrate a true grasp of strategic thinking alongside a more holistic view of the HR operational function as a whole. More companies are becoming flexible when looking for leaders in HR and Talent/OD roles, seeing the two sets of professionals becoming more mutually interchangeable. Perhaps one of the greatest benefits of this trend is that it allows people with either of these skills sets to have several career paths within any one organisation.

3) More top level HR leaders will transition into business roles.

In markets across Asia where most of the senior HR roles are country-focused and the talent is not as internationally mobile as in other regions, we will see more companies being accepting of switching HR practitioners into the business in an effort to retain them. These creative ideas are needed in managing the long-term career paths for senior HR leaders who have already completed a stint in that company's top country HR job. The practice of offering regional HR project work or increased sub-regional HR responsibility will also continue, however we are so far only seeing this done on a piecemeal basis and with limited long-term success.

4) A significant number of global HR roles will continue to move to the Asia region.

The movement of global HR specialist and HR business partnering roles to Asia has had strong momentum since around 2011, particularly in the hub locations of Singapore, Shanghai, Beijing and Hong Kong. Three years on, we continue to see a new generation of HR talent being offered global HR experience from Asia. The talent in these global hub markets of Asia remains incredibly diverse, since there is not only a pool of Asian HR talent but also many non-Asians from Australasia, Europe and North America who wish to remain in Asia on local terms.

5) Guaranteed cash salaries for top HR leaders in hot Asian markets will start to plateau. Markets like China in particular, but indeed in many others like Indonesia, Vietnam, Thailand and even Singapore, have seen record growth in HR salaries over the past 2-3 years. Such growth in guaranteed cash salaries is unsustainable, and we anticipate seeing a levelling off, with more of the upside in compensation being put into short term and long term incentives. In order to retain top talent, we are seeing more one-off retention bonuses for top HR performers, which give them a financial uptick without destroying internal equity. We expect this practice to continue in Asia in 2014.

7 Key HR Markets for 2014

1) Jakarta

Jakarta in Indonesia has seen a huge growth in the size of HR leadership roles in the past five years. With the market being largely closed off to foreign talent, many HR searches here involve a game of 'musical chairs' with the limited supply of elite HR talent in the market. This has fuelled a dramatic increase in salary packages and a shortened tenure in the average career stint with companies. We have seen more Indonesian HR practitioners being open to relocation into nearby Singapore to broaden their international HR experience, and have found such individuals being very marketable when returning back home to Indonesia. Our view on the Indonesian HR market is that it's still important to hire talent with robust HR experience and integrity. However it helps to approach the market with some creativity, since sometimes it's worth taking a risk on moving someone out-of-the-box into a key HR role.

2) Manila

The Philippines HR market clusters around Manila, and we continue to see this city fight for its place in the international HR map. In 2013, ChapmanCG even recruited a Global CHRO role to sit in this market, and we have worked on several regional HR briefs here too. Such roles are proving to be attractive to returning Filipinos, who represent some of the region's most mobile Asian talent. Salaries for top Filipino HR roles are also being paid at international levels, and the continued low cost of living in the country allow a high standard of living than in the traditional regional hubs. In the past, Filipino and Filipina HR talent who have left the Philippines have been averse to returning home, but we predict this will increasingly not be the case.

3) Beijing

Beijing continues to duel with Shanghai for being the main location in China for key HR roles. Beijing has emerged as marginally more cost effective than Shanghai. However, Shanghai is still seen to have cleaner air and a higher standard of living. More multinational companies that have large populations in Beijing and Shanghai are becoming flexible on basing the key China HR position in either city, depending on where the talent needs to be based. Beijing is also increasingly popular due to its greater concentration of government owned enterprises - we have seen a significant number of top level multinational HR leaders switching to state owned companies in recent years.

4) Istanbul

Istanbul is the largest city in Turkey and is the second-largest city in the world by population within city limits. Since the mid-1990s, Istanbul's economy has been one of the world's fastest growing metro regions. Due to its location between the Asian and European continents and where land meets sea, Istanbul is going from strength-to-strength as a key regional HQ location. There is a small but growing senior HR population with international exposure here, and we are seeing more global top talent being sent here on expat assignments. Salary growth for this elite group is among the world's highest, and rivals rates of increase in China and Brazil. We expect to see a continued acute shortage of senior HR talent, especially in generalist and talent professionals with regional credentials.

5) Chicago

Chicago is the third most populous city in the United States, after New York and Los Angeles. It is a major world financial center and business headquarters and has been widely acknowledged as having the most balanced economy in the United States, due to its diversified industry mix and labour pool. In 2014 we anticipate a continued steady pick-up in the availability of senior international and domestic HR roles located in this city. The HR talent base in Chicago is sophisticated and globally-minded, and also well-priced relative to other major U.S. cities. As a mid-Western city, Chicago values modesty and a strong work ethic and its HR talent is reflective of this.

6) Miami

According to the U.S. Census Bureau, Miami's metro area is the eighth most populous and fourth-largest urban area in the United States. Miami is nicknamed the U.S. "Capital of Latin America", and is the largest U.S. city with a Spanish-speaking majority. Downtown Miami is home to the largest concentration of international banks in the United States. As the major U.S. gateway to Latin America and the Caribbean, HR talent in that market is highly sought after for local, national and international roles. We expect to see a continued steady growth of Americas and Latin America HR leadership roles here over the next couple of years.

7) Buenos Aires

Buenos Aires is the capital and largest city of Argentina, and the second-largest metropolitan area in South America after Greater São Paulo. It is an economically diversified and mature city, with a robust Services sector by international standards. There is a sophisticated local and regional HR talent base in that city in line with its regional headquarters status. Due to recent political and economic difficulties, Buenos Aires has suffered from a 'brain drain' of its elite workers. In our experience, some of the best HR talent within Latin America and globally are Argentinians who moved to other countries over the past few years to improve their lifestyles and career prospects.

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

- [Performance Reviews - Ditch or Develop?](#), by Henri Parmentier
- [Do HR Leaders Have to be Social?](#), by Henri Parmentier
- [Transforming Taiwan](#), by Oscar Fuchs
- [HR Self-Service Model in Korea: Is it Like Internet Banking?](#), by Oscar Fuchs
- [Change Management in Japan: What's Working](#), by Oscar Fuchs
- [Engage to Retain in Indonesia](#), by Tim Spriggs
- [HR Change and Transformation in Malaysia](#), by Graham Tollit
- [India: Five HR Transformation Takeaways](#), by Ben Davies
- [Shaking Up HR Structures](#), by Felicity Gray
- [Transformation and Employee Engagement – Is flexibility the solution?](#), by Tim Spriggs
- [The Changing Face of HR in Vietnam](#), by Matthew Chapman
- [Build, Borrow or Adapt HR talent](#), by Ben Davies
- [Top tips to connect Asia with Global HQ](#), by Ben Davies
- [Positive Changes for Talent Acquisition in Asia](#), by Ben Davies
- [The 7 New China Realities for HR Leaders](#), by Matthew Chapman

- [Talent Acquisition Challenges in China](#), by Tim Spriggs
- ['Intense Competition for Singapore's Sophisticated \(and increasingly expensive!\) HR Talent Base'](#), by Stefanie Cross-Wilson
- [Employee Engagement Tops the European HR Agenda](#), by Tim Spriggs
- [Excelling at HR Search: The On-going Journey](#), by Matthew Chapman
- [Total Rewards 2014](#), by Graham Tollit

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

Singapore

- Shortlisting: [Senior HR Business Partner](#), based in Singapore
- Interviewing: [Talent Acquisition Lead](#), based in Singapore
- Shortlisting: [APAC Head of Talent](#), based in Singapore
- Shortlisting: [South East Asia Talent Acquisition Lead](#), based in Singapore
- Shortlisting: [Global Head of Rewards](#), based in Singapore
- Interviewing: [Group Head of Rewards](#), based in Singapore
- Interviewing: [HR Leader, APAC](#), based in Singapore
- Interviewing: [Regional Head of HR](#), based in Singapore
- Interviewing: [ASEAN HR Lead](#), based in Singapore
- Interviewing: [Talent Management Lead](#), based in Singapore
- Shortlisting: [Compensation & Benefits Lead](#), based in Singapore
- Interviewing: [Regional Rewards Lead](#), based in Singapore
- Interviewing: [HR Operations Lead](#), based in Singapore
- Upcoming: [Head of HR South East Asia](#), based in Singapore
- Interviewing: [Director, L&D, Asia-Pacific](#), based in Singapore
- Interviewing: [Regional Head of Human Resources](#), based in Singapore
- Upcoming: [Head of HR South East Asia](#), based in Singapore
- Upcoming: [Senior Talent Advisor](#), based in Singapore
- Shortlisting: [Southeast Asia HR Business Partner](#), based in Singapore
- Interviewing: [Senior HR Business Partner](#), based in Singapore
- Shortlisting: [International HR Head](#), based in Singapore
- Shortlisting: [HR Leader](#), based in Singapore
- Interviewing: [APAC L&D Director](#), based in Singapore
- Interviewing: [Regional Head of HR](#), based in Singapore
- Shortlisting: [HR Leader, Southeast Asia](#), based in Singapore
- Upcoming: [SEA HR Leadership Role](#), based in Singapore
- Shortlisting: [Asia Compensation & Benefits Lead](#), based in Singapore
- Interviewing: [APAC HR Head](#), based in Singapore
- Interviewing: [HR Director, APAC](#), based in Singapore
- Upcoming: [APAC Head of Leadership Development](#), based in Singapore or Hong Kong
- Shortlisting: [HR Systems & Process Lead](#), based in Singapore or Hong Kong

Hong Kong

- Upcoming: Asia HR Director, based in Hong Kong
- Interviewing: Asia Regional HR Leader, based in Hong Kong
- Upcoming: Global CHRO, based in Hong Kong
- Shortlisting: Global Compensation & Rewards Senior Manager, based in Hong Kong
- Upcoming: Organisational Development Director, based in Hong Kong
- Interviewing: HR Operations Director, Asia, based in Hong Kong
- Shortlisting: Head of Compensation & Benefits, Asia-Pacific, based in Hong Kong
- Interviewing: Senior Vice President HR, Investment Banking, based in Hong Kong
- Interviewing: VP Talent Management, based in Hong Kong
- Shortlisting: HR Director, based in Hong Kong
- Shortlisting: HR Business Partner, based in Hong Kong
- Interviewing: Global Employee Engagement Lead, based anywhere in APAC

China

- Shortlisting: Greater China VP HR, based in Beijing or Shanghai
- Shortlisting: APAC Regional HR Head, based in Shanghai
- Shortlisting: Senior HRBP Operations, based in Shanghai
- Upcoming: Global Talent Lead, based in Shanghai
- Interviewing: HR Director, based in Shanghai
- Shortlisting: HR Director, based in Shanghai
- Shortlisting: Talent Acquisition Lead, based in Shanghai
- Interviewing: HR Director, based in Shanghai or Beijing
- Shortlisting: Greater China HR Head, based in Shanghai or Beijing

Japan

- Shortlisting: Japan Head of Talent Development, based in Tokyo
- Interviewing: Head of HR, based in Tokyo
- Shortlisting: VP of HR, based in Tokyo
- Interviewing: HR Director, based in Tokyo
- Interviewing: Country Head of HR, based in Tokyo
- Shortlisting: Country HR Leader, based in Tokyo
- Interviewing: Senior HR Director, based in Tokyo
- Upcoming: North Asia Head of HR, based in Tokyo
- Interviewing: Japan & Korea Head of Staffing, based in Tokyo
- Shortlisting: Senior Head of Compensation, Benefits & Sales Incentives, based in Tokyo

Thailand

- Upcoming: HR Director, based in Bangkok
- Upcoming: HR Manager, based in Bangkok
- Upcoming: HR Director, based in Bangkok
- Shortlisting: HR Director, based in Bangkok
- Shortlisting: Thailand and Vietnam Head of HR, based in Bangkok
- Upcoming: Head of HR, based in Bangkok
- Upcoming: Head of HR, based in Bangkok
- Shortlisting: HR Director, based in Bangkok
- Upcoming: Thailand & Vietnam HR Head, based in Bangkok
- Upcoming: Head of HR, based in Bangkok

Malaysia

- Upcoming: HR Head, based in Kuala Lumpur
- Upcoming: HR Leader APAC, based in Kuala Lumpur
- Shortlisting: HR Director, based in Kuala Lumpur
- Shortlisting: Head of HR, based in Kuala Lumpur
- Upcoming: Regional HR Leader, based in Kuala Lumpur
- Upcoming: Senior Manager Talent, based in Kuala Lumpur
- Interviewing: HR Director, based in Kuala Lumpur
- Upcoming: Rewards Head, based in Kuala Lumpur

Indonesia

- Interviewing: Industrial Relations & Project Senior Manager, based in Jakarta
- Interviewing: Group Head of HR, based in Jakarta
- Interviewing: Country HR Lead, based in Jakarta
- Interviewing: HR Director, based in Jakarta
- Interviewing: Head of HR, based in Jakarta
- Shortlisting: HR Director, based in Jakarta
- Upcoming: HR Director, based in Jakarta

India

- Interviewing: South Asia HR Head, based in Bangalore
- Shortlisting: HR Director, based in Delhi
- Upcoming: Business HR Lead, based in Bangalore
- Shortlisting: Talent Acquisition Director, based in Gurgaon
- Upcoming: HR Director, based in Gurgaon
- Interviewing: HR Director, based in Delhi or Gurgaon

Australia

- Shortlisting: ANZ Regional Compensation & Benefits Expert, based in Brisbane
- Interviewing: HR Director, based in Sydney
- Interviewing: Head of Human Resources, based in Sydney
- Upcoming: HR Head, based in Sydney

Taiwan

- Shortlisting: Senior HR Business Partner (Future HR Leader), based in Taipei
- Upcoming: Asia Talent Acquisition Lead, based in Taipei
- Upcoming: International HR Director, based in Taipei

United Arab Emirates

- Upcoming: Talent Acquisition Lead MEA, based in Abu Dhabi
- Interviewing: HR Business Partner, based in Dubai
- Upcoming: Middle East and Africa Regional Talent Management Head, based in the Middle East

Philippines

- Interviewing: Regional Head of HR Shared Services, based in Manila
- Interviewing: HR Head, based in Manila

Korea

- Upcoming: Future Head of Human Resources, based in Seoul

Vietnam

- Upcoming: HR Director, based in Hanoi

International

- Upcoming: HR Head, based in Cape Town, SA
- Shortlisting: HR Head, based in Johannesburg, SA
- Shortlisting: Regional Head of Talent, based in São Paulo, BR
- Shortlisting: Global Leadership Director, based in Amsterdam, NL
- Interviewing: Global Performance Management and Engagement Manager, based in Copenhagen, DK
- Interviewing: HR Business Partner, based in Munich, DE
- Shortlisting: Regional C&B Manager, based in Prague, CZ or Moscow, RU
- Upcoming: Regional Learning & Talent Director, based in Zurich, CH
- Upcoming: HR Director, based in London, UK
- Upcoming: International HR Business Partner, based in London, UK
- Shortlisting: Senior Associate or Director, London, based in London, UK
- Interviewing: VP HR, Emerging Markets, based in London, UK
- Interviewing: Global HR Business Partner, based in London, UK
- Interviewing: N. America Regional C&B Manager, based in New Jersey, US
- Interviewing: North America Regional Compensation & Benefits Manager, based in New Jersey, US
- Shortlisting: Director Talent Management, based in New Jersey, US
- Shortlisting: Global HR Director, based in New Jersey, US

We hope you have enjoyed this edition of our update.

Matt and the team at ChapmanCG

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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.