

**Global HR Newsletter
August / September 2014**

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The Chapman Consulting Group**August / September 2014**

Welcome to ChapmanCG's 34th Global HR Update.

As we move through the summer months in the northern hemisphere, we are expecting that Asia Pacific and Latin America will be the busiest regions for HR search in the coming weeks, with North America and Europe being quieter. However, we are seeing continued robust demand globally in key specialist areas, notably Rewards and HR Shared Services/Operations. In the Rewards space, due to talent shortages in all regions, we are anticipating less seasonality and continued pressure on the Compensation & Benefits function globally.

2014 has been a particularly hot year for HR Shared Services and Operations searches around the world, as companies continue to transform and evolve in this space. 'Early Adopter' companies continue to tweak their HR service delivery models to create a mixture of global, regional and even country-level HR Centres of Excellence. 'Late Adopters' have been able to observe and use the experience of these organisations to determine what model of regional or global HR delivery suits their companies best. Helping clients at both ends of this spectrum has given our team a valuable opportunity to work with senior practitioners who already have this HR Shared Services experience, as well as with HR Generalists who have decided to redirect their careers into this growing area of expertise.

From a geographic standpoint, we are observing the Middle East rapidly evolving as a key global hub, and a desirable destination top for HR talent. We have recently been engaged in an Asia Pacific Middle East search for a progressive multinational, where the most senior HR role for that broad region will sit in Dubai. It is interesting to watch some companies break up their old EMEA structures, with more emphasis now being placed on the Middle East and Africa as individual regions, requiring more time and focus from global headquarters. Given the interplay between Asia Pacific, the Middle East and Africa from a talent and business structure perspective, we expect to see a continued growing trend of regional HR leadership crossing over between the capital cities of Dubai, Abu Dhabi and Istanbul in particular.

Despite less buoyant market conditions than in previous years, China remains a hot topic in the boardroom. Our China HR searches continue to focus heavily on home-grown Chinese talent. However, as demand continues to exceed supply, Mandarin speaking HR talent from other markets, predominantly Singapore, Hong Kong and Taiwan, continue to be drawn into China. We have also been following Americas and European HR Leaders who have previously been on assignment in China. It is interesting to note that many are capitalising on their China (and broader emerging markets) experience with quick career progression – either within corporate headquarters, or back in China with high profile regional and global positions.

We are about to announce our Q3/Q4 global HR Leader networking series in all regions. Our Q1/Q2 series was very popular and well attended across 38 cities around the world on four continents. These sessions provide an ideal forum to share ideas and experiences on current trends and critical issues in the HR industry. Having covered topics on HR models, processes and efficiencies in our last two series, our next offering will redirect the conversation back towards HR's power in adding value to the business. Our other exciting initiative is the launch of MyChapmanCG, our one-stop HR information and career management portal. MyChapmanCG allows users to sign in to the ChapmanCG website

via LinkedIn, Twitter, Google or e-mail credentials, and save their preferences to allow for a more customised experience in viewing our articles and job advertisements across multiple geographies, industries and HR specialisations. To access the portal please click here: <http://chapmancg.com/login>.

This month we welcome two new team members into our Global HR search team. [Foo Siew Chin](#) joins as a Director in Singapore, and [Yan Sen Lu](#) joins as an Associate Director in Tokyo. Both have many years of HR search experience and will be valuable additions to our senior team. For those interested in our CEO, Matthew Chapman's, preparations for the Madagascar 250km ultra-marathon, follow his blog at <http://ifcpt.com/mattsracingtheplanet/>. Matt's blog will also provide more information on how to contribute to our global charity, The Tommy Lim Initiative.

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

- [Human Resources Global Salary Report, April-June 2014](#), by Kirsty Jucker & Oscar Fuchs
- [Managing Talent Through Mergers & Acquisitions](#), by Tim Spriggs & Tom Storey
- [Brain Power and Mindfulness – the Hidden Key to High Performance](#), by Graham Tollit
- [‘Nearshoring’ - Japan’s Next Trend in HR Efficiency?](#), by Oscar Fuchs
- [Hong Kong vs. Singapore](#), by Matthew Chapman & Ben Davies
- [The Truth About Work-Life Balance](#), by Tim Spriggs
- [Top HR Trends in Australia](#), by Fiona Jury
- [Korea: ‘Big Data’ in a Smaller Market - A One-Size Fits All Approach Just Doesn't Work](#), by Oscar Fuchs
- [Start-up vs. The Establishment](#), by Tom Storey & Ringo Lau
- [The Next Wave in HR: Rise of Specialists](#), by Stefanie Cross-Wilson & Tim Rayner
- [Occupational Fraud – is Your Organisation at Risk?](#), by Matthew Chapman
- [Unilever to Host First Ever Turkey HR Leaders Session](#), by Andrew Bailey & Matthew Chapman
- [Refining Your Interview Technique](#), by Andrew Bailey
- [ChapmanCG's Jovin Tan and Qian Yin Yap to Compete For Gold in UK](#), by Laura Cook & Matthew Chapman
- [Foo Siew Chin Joins ChapmanCG as Director in Singapore](#), by Matthew Chapman

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

- Upcoming: [Southeast Asia HRD](#), based in Singapore
- Upcoming: [Group Head of Rewards](#), based in Singapore
- Interviewing: [APAC HR Director](#), based in Singapore
- Interviewing: [APAC Talent Acquisition Lead](#), based in Singapore
- Interviewing: [Southeast Asia HR Director](#), based in Singapore
Please click [here](#) to view more jobs in this country

South East Asia

- Shortlisting: [Southeast Asia Head of HR](#), based in Kuala Lumpur, MY
- Shortlisting: [Group Head of HR](#), based in Jakarta, ID
- Interviewing: [Senior Manager HR, Commercial](#), based in Manila, PH
- Interviewing: [Regional HR Lead](#), based in Jakarta, ID
- Interviewing: [Indonesia Head of HR](#), based in Jakarta, ID
Please click [here](#) to view more jobs in this region

Hong Kong

- Upcoming: APAC Head of HR, based in Hong Kong
 - Upcoming: APAC HR Business Partner, Sales and Marketing, based in Hong Kong
 - Shortlisting: APAC HR Head, based in Hong Kong
 - Interviewing: APAC HR Head, based in Hong Kong
 - Interviewing: Regional HR Shared Services Lead, based in Hong Kong
- Please click [here](#) to view more jobs in this country

China

- Upcoming: China Head of HR, based in Shanghai, CN
 - Upcoming: Organizational Effectiveness Projects Leader, based in Shanghai, CN
 - Shortlisting: China Strategic HR Business Partner, based in Shanghai, CN
 - Interviewing: Greater China HR Head, based in Beijing, CN
 - On Offer: China HR Director, based in Shanghai, CN
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Japan, Korea & Taiwan

- Upcoming: Korea Head of HR and Future Sub-Regional HR Leader, based in Seoul, KR
 - Upcoming: Regional Head of Human Resources, based in Taipei, TW
 - Shortlisting: Sub-Regional/Regional Head of Talent and Communications, based in Tokyo, JP
 - Interviewing: Japan Business Unit HR Leader, based in Tokyo, JP
 - Interviewing: Japan Senior HR Business Partner, based in Tokyo, JP
- Please click [here](#) to view more jobs in this region

Australia & Pacific

- Upcoming: Talent and Employee Relations Manager, based in Wodonga, Victoria, AU
- Upcoming: HR Lead, based in Sydney, AU
- Interviewing: South Asia Pacific HR Director, based in Sydney, AU
- Interviewing: Reward Director Asia Pacific, based in Sydney, AU
- Interviewing: Asia Pacific Head of Learning & Organisation Development, based in Sydney, AU

Middle East & Africa

- Shortlisting: HR Director, based in Istanbul, TR
- Shortlisting: APAC & Middle East Head of Talent, based in Dubai, UAE
- Interviewing: Middle East Compensation & Benefits VP, based in Dubai, UAE
- Interviewing: Head of HR, MENA, based in Dubai, UAE
- Interviewing: Talent Acquisition Lead MEA, based in Abu Dhabi, UAE

Europe

- Upcoming: Europe HR Director, based in London, UK
 - Upcoming: Europe HR Director, based in London, UK
 - Interviewing: Global HR Business Partner, based in Frankfurt, DE
 - Interviewing: Global Head of HR Operations, based in Basel, CH
 - Interviewing: Regional HR Director, based in London, UK
- Please click [here](#) to view more jobs in this region

The Americas

- Shortlisting: Senior Director Integrated Talent Management, based in San Francisco, US
- Shortlisting: Brazil Head of Human Resources, based in San Paolo, BR
- Interviewing: Director, Global HR Operations, based in San Francisco, US
- Interviewing: Latin America Regional Head of Human Resources, based in Florida, US
- Interviewing: Global VP Human Resources, based in Las Vegas, 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.