



Singapore

The contraction in global financial markets has resulted in reduced hiring for HR positions in the banking and finance sector, with the focus now shifting to the refilling of critical positions only. This is expected to change somewhat in the first quarter of 2009, however strong demand may not return until the second half of the year.

The commerce and industry sector has fared better in comparison, with steady demand for experienced HR professionals expected to continue into 2009. In particular the oil and gas, IT, FMCG and government sectors are expected to lead demand into 2009.

Demand exists for experienced HR managers who have strong MNC experience, in particular those with regional exposure. In Singapore employers have a preference for hiring candidates who have a solid background across a range of HR disciplines, from compensation and benefits, to employee relations, staffing, learning and development, and organisational change management.

Whilst candidates with skill sets in demand enjoyed a salary rise between 20-30% from 2007 to 2008, salary increases in 2009 will be more modest, with base salary increases ranging from 5 to 10%. Bonuses will also be affected and HR professionals in banking and finance should not expect levels in line to previous years, whilst commerce and industry employees can expect comparable levels.

Employers are seeking to protect their existing workforce through programs focused on the retention of existing top talent and employees with high potential. The offering of training programs to employees will be a popular method to engage and retain key staff.

Candidates seeking a position in human resources should be patient as employers are taking their time on open roles to make sure they secure the best available talent. Placing emphasis on multi-faceted skill sets will place candidates at a distinct advantage, as will displaying a strong familiarity with current employment laws and workplace practices.

China

2008 saw a significant change in human resources departments in China with the introduction of the 2008 New Labour Law. Uncertainty surrounded its introduction with three new subsequent amendments. All companies in China, local and international, have had to review their HR processes, from employee contracts and benefits to performance management, which in turn has had some impact on all aspects of the HR function.

Companies are now seeking a more strategic direction for the effectiveness of their HR functions. There is persistent demand for HR specialists in learning and development and compensation and benefits, with a real shortage of candidates with the required depth of specialist experience. Many candidates are reluctant to specialise, fearing that their future prospects will be hampered; yet the majority of MNCs have separated the functions to very senior levels.

Salaries still vary greatly from company to company, with the highest salaries in MNCs. Generalist roles and more specialist appointments are comparable at all levels.

With attrition rates high in China, learning and development has become a particular focus for companies seeking to tackle turnover. Talent development at middle management level, and the move to reduce the number of expatriate managers in MNCs, has increased the adoption of better performance management processes, talent development strategies, and succession planning suited to the local market.

As companies increasingly align HR management with overall business strategy, HR personnel need to look for opportunities where they can extend their project-based experience and develop knowledge and skills attractive to prospective companies. Linking skills to companies' strategic goals is highly advisable and viewed very favourably by potential employers.

Japan

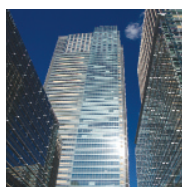
Currently available HR roles are reducing in number with candidate availability on the increase. Demand for candidates from a finance background has diminished, however there is still a demand for strong candidates in the life sciences, consumer and IT sectors.

Specialists such as compensation and benefits and organisational development / talent management professionals will continue to be in demand into 2009. As the Japan HR industry develops, higher levels of expertise are required in specific areas thus suitably qualified professionals are in short supply. There also is a steady demand for business partners and recruitment managers as more HR departments are looking to improve their effectiveness.

Base salaries will remain flat, with more companies offering performance incentives as a larger portion of the total compensation. Bonuses in the sector may be significantly reduced.

Employers are seeking extra interviews, good references and candidates who will act on offers promptly.

Candidates should do their homework on prospective employers and ensure they remain flexible and attentive to client requests throughout the hiring process.



Human Resources	Head of HR 0-5 yrs exp	Head of HR 5 yrs exp +	Generalist 0-5 yrs exp	Generalist 5 yrs exp +	Organisational Development
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
Hong Kong	250 - 400k	400 - 800k	250 - 350k	275 - 385k	800k - 1.2m
Singapore	N/A	150 - 400k	30 - 60k	65 - 110k	75 - 120k
China	100 - 300k	300 - 500k	50 - 130k	100 - 240k	400 - 800k
Japan	N/A	12 - 22m	6 - 9m	8 - 14m	7 - 14m

Human Resources	Staffing Manager	Staffing Coordinator	Staffing
	Typical Salary	Typical Salary	Typical Salary
Hong Kong	500 - 850k	340 - 360k	350 - 700k
Singapore	90 - 120k	35 - 40k	60 - 80k
China	200 - 500k	50 - 130k	100 - 180k
Japan	10 - 15m	5 - 8m	6 - 10m

Human Resources	Compensation & Benefits	Learning & Development	Employee Relations
	Typical Salary	Typical Salary	Typical Salary
Hong Kong	300 - 700k	250 - 600k	25 - 500k
Singapore	100 - 300k	75 - 120k	60 - 90k
China	100 - 300k	100 - 300k	100 - 500k
Japan	7 - 12m	N/A	8 - 14m