

## “Organisations are focusing on retaining their talent and positioning themselves for an upturn in the economy”

### Hong Kong

In late 2009 the market began to stabilise and will continue to improve throughout 2010.

There will be an increasing number of opportunities for candidates at the junior to middle level, particularly for HR generalists.

PRC and regional exposure as well as experience in organisational development and change management are highly sought after. Talent management and learning & development remain a hotspot as employers further develop and strengthen the skills of their existing workforce.

Candidates are now more willing to accept a job offer with little or no increase in pay. Those currently unemployed on the other hand are prepared to accept a pay cut to secure a permanent role. Those candidates securing an increase in excess of 10 per cent are very fortunate.

During 2009, employers replaced some permanent staff with temporary and short-term contractors. For those currently looking for a permanent position, this is a sensible move. Employers question gaps in CVs, so temporary assignments or study fill these breaks.

Jobseekers should be realistic in salary expectations and be prepared to justify their worth to a potential employer. Emphasis should be placed on the vacancy's scope, prospects and the company rather than the salary on offer. Having said this, there is still room to negotiate, so do not drop your expectations drastically.

Candidates should also be strategic in their job search. We advise them not apply for roles outside their area of expertise or at a lower level to their experience as employers will question their motivation and commitment.

### Singapore

2009 was a year where waves of recruiting activity took place in different parts of the market at different times of the year. The commerce and industry sector took the lead, although the recruitment process lengthened significantly in this market in response to larger candidate availability. Recruiting activity in the banking and finance sector was focused on refilling critical roles. The public sector's activity steadily increased.

The demand for Business Partners has increased and with an increase in the number of global companies basing their APAC headquarters in Singapore, new roles are being created at the Director level and we expect substantial growth in opportunities in this market throughout 2010.

Organisations are also focusing on retaining their talent and positioning themselves for the upturn in the economy. This is creating a need for Learning & Development, Organisational Development and Change Management professionals.

HR salaries remained consistent during 2009, and candidates became more inclined to be realistic and flexible to secure a position. Employees can look forward to improved salary prospects in 2010, although they will be moderate compared to the salary rises seen prior to the credit crunch.

Candidates are advised to be cautious with their expectations over 2010 and to keep an open mind, considering contract or temporary assignments while looking for right permanent roles. Candidates who have stable CVs are far more marketable now than they have been before.

### China

China's HR market remained relatively stable throughout 2009. There were no significant changes for HR Professionals, who were expected to lead a company's conservative measures in response to the global environment.

Employers have indicated they expect better economic conditions in 2010, which has created a need for Compensation & Benefits professionals in preparation for future hires. These professionals are required to carry out policy alignment and harmonisation projects when there are changes across different regions when it comes to C&B adjustment within the group.

In China, most foreign enterprises took precautionary measures by freezing salary increases in 2009. Unless there were obvious discrepancies within the structure, it was rare for anyone to get a pay increase. Some companies implemented compulsory cost-saving measures such as leave without pay or shortened working weeks in order to decrease salaries and manpower expenses. Salary levels are however expected increase in 2010 as the market improves.

Employers now take longer to make their recruiting decisions. They have far more stringent requirements, one of which is industry background. This means a candidate with the relevant industry background will be viewed far more favourably than someone with a cross-industry background.

Those looking for a new role are advised to be patient and wait for the right opportunity. Companies are expected to start hiring again this year with new plans and natural attrition of staff.

### Japan

The past 12 months were challenging for HR professionals. The collapse of Lehman Brothers resulted in job losses across most industries. HR managed the restructuring process and was responsible for protecting the company from legal repercussions. As a result, employee relations was a particularly busy area.

Those companies that downsized their HR teams are now finding themselves short staffed. This will create opportunities as they plan to increase headcount over the coming months.

An area that experienced an increase in demand is Talent Management. Companies came to recognise the value of their human resources and made a concerted effort to retain their top talent. There was demand in industries such as retail, pharma and foreign banks, where competition for skilled talent was high.

While base salaries remained level throughout 2009, key people were rewarded for their hard work and loyalty by being given more responsibility, promotions and other perks. Fewer positions were available to the more senior job seekers with many taking less responsibility and pay than their previous role.

In such a market, employers have been waiting for the perfect applicant to fill their vacancies. With the market improving, having the luxury of both time to make decisions and a high volume of candidates may not last long.

As the market continues to improve, HR professionals can approach the market with confidence and can again consider new opportunities.

## Human Resources

	Department Head (2-5yrs)	Department Head (5-10yrs)	Department Head (10+yrs)
Hong Kong	NA	480 - 800	800 - 1,000
Singapore	N/A	75 - 180	145 +
China	100 - 300	300 - 500	400 - 800
Japan	10 - 12	12 - 22	N/A

	Generalist (2-5yrs)	Generalist (5-10yrs)	Generalist (10+yrs)	Org Development / Change Management
Hong Kong	250 - 350	350 - 700	700 - 1,200	800 - 1,200
Singapore	30 - 60	65 - 110	110 +	75 - 120
China	50 - 130	100 - 250	300 - 600	400 - 800
Japan	6 - 9	8 - 12	N/A	8 - 15

	Recruitment Coordinator	Recruitment Specialist	Recruitment Manager	L&D / Talent Development
Hong Kong	175 - 300	300 - 550	500 - 700	250 - 600
Singapore	35 - 40	60 - 80	90 - 120	75 - 120
China	50 - 130	100 - 180	200 - 500	100 - 300
Japan	5 - 7	6 - 9	10 - 12	7 - 12

	Training Manager (2-5yrs)	Training Manager (5-10yrs)	Training Manager (10+yrs)
Hong Kong	280 - 400	400 - 720	720 - 1,000
Singapore	45 - 75	72 - 110	100 +
China	100 - 160	200 - 500	300 - 700
Japan	8 - 12	8 - 12	8 - 12

	Compensation & Benefits (2-5yrs)	Compensation & Benefits (5-10yrs)	Compensation & Benefits (10+yrs)
Hong Kong	360 - 480	480 - 800	800 - 1,200
Singapore	50 - 75	60 - 120	100 - 250
China	140 - 250	300 - 700	500 - 1,000
Japan	7 - 12	7 - 12	7 - 12

## Notes

- Typical Salary Range in '000 (excluding Japan which is stated in millions)
- All Salaries are represented in local currencies