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2012 HAYS SALARY GUIDE SHARING OUR EXPERTISE

Salary and recruiting trends across Asia

HUMAN RESOURCES SECTOR OVERVIEW

CHINA

2011 was a buoyant year for China's HR market, with candidates placed in both specialist and generalist roles across all industry sectors, including IT, life sciences and education.

Today candidate movement is still evident, and strong HR professionals with more than two years tenure with their current employer receive multiple offers provided they can demonstrate career stability and workplace loyalty.

The dilution of job titles is a new trend, with many candidates now employed as a manager when previously they would have been hired under the title of director.

Compensation & Benefits candidates are in high demand, and the majority receive more than two job offers. In China, the C&B function has expanded to include regional responsibility as well as organisational restructure. Therefore the recruiting of experienced candidates has become paramount. HR talent shortages are felt in the Tier 2, 3 and even 4 areas.

Many organisations are expanding or shifting their operations inland and this is creating demand for Plant HR and Site HR Managers with management experience in a multinational corporation. Those with experience in industrial relations, labour dispute settlement and plant start-ups, closures and mergers are highly valued.

China remains active in terms of recruitment activity despite recent global uncertainty. The foreign banking sector in Shanghai is still hiring and those foreign operations experiencing growth in China are stepping up their HR headcounts in Tier 2 and 3 cities.

New entrants to the China market are also seeking HR professionals to manage their increasing workforce in Tier 1 cities such as Beijing, Shanghai, Shenzhen and Guangzhou.

One of the biggest issues facing Chinese employers is the runaway compensation structure and rising cost of staffing. While it remains a key driver for job change, many candidates are prepared to move for a role that broadens their HR skill-sets, presents more creativity in their HR management and increases their decision making. As a result, these candidates will move for small salary increases of five to ten per cent.

HONG KONG

Over the past year we have seen steady demand for human resources professionals across all industry sectors, with greater emphasis also placed on human resources at a strategic level. In particular, demand has risen for talent and employee development professionals as employers focus on staff retention, and skilled trainers to oversee the regional development of employees at all levels.

We have also seen a major focus on compensation and benefits roles at the middle to senior levels, especially in the latter part of 2011. Employers want experienced candidates who can bring added creativity to ensure their remuneration and benefit packages remain competitive to retain top talent.

Demand for human resources professionals with a stable work history is also high, and such candidates are consequently able to achieve salary increases. This trend is evident at all levels and specialisms as employers seek out loyal employees. Professionals with Greater China or even regional experience are also in high demand as large organisations look to centralise their strategic human resources teams.

Higher salary increases of between 10 to 20 per cent have been noted at the senior level. Salaries have remained fairly constant at the junior to middle level, where loyalty and stability are key factors sought by employers. There has also been a focus on restructuring expatriate remuneration packages to match local compensation structures. As a result, housing and added allowances are bundled into the overall salary.

Given the financial industry's downturn, it is refreshing to see the positive impact HR professionals are having on organisations where communication and talent development remain key factors.

JAPAN

Overall demand for HR professionals remained steady in 2011, despite the earthquake and global financial concerns. We predict this trend to continue, provided that financial markets do not deteriorate further. HR continues to be a highly candidate-short market and as a result, candidates often receive multiple offers and are well-positioned to pick and choose or negotiate the best package.

While HR salary ranges have not moved greatly year-on-year, salaries at all levels fluctuate across industries.

More companies are building their internal recruitment teams to work in partnership with recruitment agencies. As a result, there is increased demand for recruiting specialists, especially with direct sourcing experience. The demand for bilingual HR candidates from Japanese headquartered companies is also growing as companies globalise and look to drive HR strategy overseas. There is a shortage of bilingual candidates at the experienced staff/assistant manager level. Candidates with five to seven years of experience in HR should expect interest from many companies.

SINGAPORE

Singapore's human resources market was fairly buoyant throughout 2011 with increased headcount and new hires, especially at the middle management level. Junior positions were constant and this is unlikely to change in 2012. There was little movement at the senior level, but salaries remained competitive.

Newly created roles across all industries within commerce are increasing, particularly for regional positions as companies move their offices to Singapore. This trend has been constant throughout 2011 and will remain so in 2012. Companies are looking at their talent acquisition strategies as they try to reduce their hiring costs.

The financial services industry has slowed, although rather than cutting headcount the recruitment process is taking longer than previously.

There is a shortage of candidates suited to the role of business partner although this has not affected salaries, which remain stable. We are experiencing demand within the talent acquisition space as companies prepare for increased recruitment and want to practice direct hiring as well as using their headhunting partners. Salaries for these candidates have increased in order to attract the best people and the banking and oil and gas sectors remain the highest payers.

The forecast for 2012 is similar to 2011, although the financial services industry may slow due to the global economy. In this instance, salaries would not increase beyond the standard annual increment of circa five per cent. The commerce and industry sector will continue to grow this year, and salaries will increase given the candidate-driven nature of the market.

‘Salary increases of between 10 to 20 per cent have been noted at a senior level.’

HUMAN RESOURCES

HUMAN RESOURCES	Department Head (2-5yrs)	Department Head (5-10yrs)	Department Head (10-15yrs)	Department Head (15+yrs)
China	140 - 400	320 - 650	650 - 1,200	800 - 1,700
Hong Kong	N/A	480 - 850	850 - 1,200	1,200 +
Japan	10 - 15	12 - 18	13 - 22	15 - 35
Singapore	65 - 80	80 - 90	90 +	120 +
	Generalist (2-5yrs)	Generalist (5-10yrs)	Generalist (10+yrs)	Organisational Development
China	100 - 240	150 - 600	350 - 1,200	400 - 1,000
Hong Kong	216 - 380	380 - 700	700 - 1,200	700 - 1,200
Japan	4 - 8	6 - 12	8 - 15	8 - 15
Singapore	40 - 60	63 - 90	90 +	105
	Recruitment Coordinator	Recruitment (5-10yrs)	Recruitment (10+yrs)	
China	100 - 200	150 - 900	240 - 1,300	
Hong Kong	175 - 300	300 - 720	720 - 1,200	
Japan	4 - 6	5 - 10	8 - 15	
Singapore	42 - 63	63 - 90	90 +	
	L&D Officer (2-5yrs)	L&D Manager (5-10yrs)	L&D Manager (10+yrs)	
China	120 - 200	200 - 650	300 - 900	
Hong Kong	216 - 400	400 - 800	840 - 1,300	
Japan	4 - 8	6 - 12	8 - 13	
Singapore	48 - 63	63 - 90	90 +	
	Compensation & Benefits (2-5yrs)	Compensation & Benefits (5-10yrs)	Compensation & Benefits (10+yrs)	
China	150 - 350	350 - 850	550 - 1,500	
Hong Kong	240 - 500	500 - 960	960 - 1,200	
Japan	4 - 8	7 - 12	8 - 15	
Singapore	53 - 63	63 - 90	90 +	
	Trainer (2-5yrs)	Training Manager (5-10yrs)	Training Manager (10+yrs)	
China	80 - 200	120 - 600	400 - 1,000	
Hong Kong	240 - 480	480 - 840	840 - 1,200	
Japan	5 - 8	7 - 12	10 - 15	
Singapore	48 - 63	63 - 90	90 +	

NOTES ON SALARIES

- Salaries are represented in local currencies
- Typical salary range in '000, excluding Japan which is stated in millions.

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