

**AHRI ANNUAL REPORT**  
JANUARY-DECEMBER 2018



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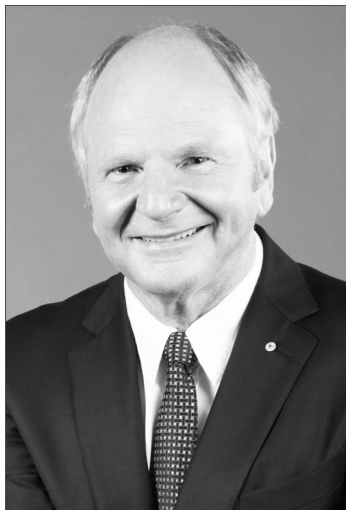
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The AHRI Annual Report for the year 1 January-31 December 2018 was published online during May 2019, prior to the Annual General Meeting of the Institute.

An online copy of the Financial Report for the year ended 31 December 2018 is available for viewing or downloading by AHRI members on the AHRI website at [ahri.com.au/AGM](http://ahri.com.au/AGM) (Member username and password is required)

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# REPORT FROM THE CHAIRMAN AND NATIONAL PRESIDENT



AHRI's sound financial results in 2018 occurred despite an economic climate marked by significant global uncertainties in markets and trade, and with an Australian election on the horizon for early 2019.

While household and corporate spending continued to display caution in 2018, AHRI's annual centrepiece, the national convention, once again attracted impressive delegate numbers to the main event as well as the accompanying workshops

and specialist conferences. Delegate registrations were in the order of 1400, with another 1000-plus visitors in a return to the Melbourne Convention and Exhibition Centre. It was pleasing again to note that, in addition to attendees from Australia, international delegates flew into the convention from eleven countries.

In reporting a year of stable growth, I am also pleased to say that it has enabled the Institute to continue to pursue our strategic priority of investment in certification, with an accompanying focus on the future sustainability of the profession and AHRI's role as the caretaker of professional HR standards and practice.

Membership of AHRI during the year has remained steady with total member numbers in the order of 20,000 at year's end. The gender profile has remained roughly constant over the past three years, with 74 per cent of members being female. Approximately 61 per cent of members work in the private sector, and 26 per cent are from federal, state and local government bodies, with the remainder from not-for-profit enterprises.

Under its chair Professor Alan Nankervis, the National Accreditation Committee received 28 applications during 2018 from 16 universities, which brings the total number of accredited courses in 2018 to 111. In addition to informing our HR certification program, the AHRI Model of Excellence informed the accreditation process and that model continues to be communicated to universities.

On advocacy and partnerships, we made submissions to a Senate Select Inquiry on the Future of Work and Workers, and also to the David Thodey Panel charged by Government with a Review of the Australian Public Service.

I note with pleasure that AHRI's mentor program remained strong during 2018, assisted by a continuing partnership with Art of Mentoring to enable effective use of technology.

From the perspective of the HR profession in general and AHRI in particular, the mainstream media in the first part of the year was preoccupied with Australian cases arising from the international #MeToo movement, including office romance and sexual harassment issues that touched on HR practice, good, bad and indifferent. Notable was former Prime Minister Turnbull's response with respect to government ministers and staffers, following indiscretions by the then Deputy Prime Minister Barnaby Joyce. As AHRI's media spokesman, I handled numerous radio interviews and appeared in a national ABC television interview on the issue.

In addition, our CEO Lyn Goodear published an informative opinion piece in the national Fairfax media about staff feeling safe when taking harassment allegations to human resources. Her article was intended, as with my earlier media commentary on where HR's allegiance lies when workplace complaints are made where unequal power differences exist. We did not step back from that issue and were proactive in taking the opportunity to explain the role of HR in these and related matters.

Other HR related subjects on which AHRI's views were sought in the print press and the electronic media ranged far and wide, and included domestic violence, Cricket Australia sackings, and the Hayne Royal Commission.

AHRI research in relation to employing older workers and workplace wellbeing received wide media coverage, and my National Convention opening address on executive remuneration and community anger was published in the major Fairfax media outlets.

I concluded my two-year term during 2018 as President of the World Federation of People Management Associations (WFPMA). The World Federation represents around 700,000 HR and people management professionals from 93 national HR associations on the continents of Africa, Asia Pacific, Europe, North America and South America.

AHRI is also represented internationally on the Asia Pacific Federation of Human Resource Management (APFHRM). At a time when the momentum towards HR certification is increasingly international in character, it was opportune that AHRI's General Manager of Culture and People, Rosemary Guyatt, herself a certified HR practitioner (FCPHR), was able to assume responsibility for AHRI's role on the Asia Pacific Federation, including the role running the secretariat. We were represented at meetings during the year of both the regional and the global bodies in Dhaka, Pune and Chicago.

A handwritten signature in dark ink that reads "Peter Wilson". The signature is fluid and cursive.

Peter Wilson AM, FCPHR

# REPORT FROM THE CHIEF EXECUTIVE AND MANAGING DIRECTOR



While the #MeToo scandals that dominated the national headlines in the early part of 2018 showed the HR profession in a less than glowing light, they gave AHRI the opportunity to state the reality that although there are highly capable individuals who wear the HR label, there are many who don't have the background level of professional knowledge or skill to understand the difference between working for the good of the organisation versus serving

the sometimes underserving agendas of executives and big revenue earners. And what we saw too often were public cases of HR behaviour that fell well short of the mark.

As AHRI's rebrand bedded down in 2018, we took advantage of opportunities such as the #MeToo cases to exercise our brand personality types as positioned under the words Proud, Bold, Visionary and Genuine.

AHRI's mission-critical HR certification strategy during 2018 moved incrementally from talking specifically to AHRI members, which had been actively happening over the previous two years, into the next stage of engaging employers of HR practitioners so they can see the value to business of good HR. In 2019, it is intended that we speak directly to employers.

In 2018 AHRI celebrated 75 years of continuous existence, and our rebrand was a sharp reminder that although the character of AHRI had become well established as a national body since 1992, what was not so well established was the call that national president Graeme Andrewartha made to members in 1994; namely, that the institute needed to recognise the larger responsibility "not just to our members, but to the employers in our members' firms and the wider community".

The 75-year milestone was a reminder that reputable professions need to assure those who employ their services that the profession has in place safeguards that protect the public from people claiming to act in the name of the profession, but without appropriate indicators of competence in terms of knowledge, skill and professional behaviours.

AHRI's certification initiative was an acknowledgement of the validity of the Andrewartha statement, which was further confirmed in November when Singapore's HR certification body, the Institute for Human Resource Professionals (IHRP) agreed to join with AHRI and the UK based Chartered Institute of Personnel and Development (CIPD) on its certification journey by signing an agreement of mutual recognition, thus enabling mobility by professionals in the three jurisdictions. The Singapore initiative involved a tripartite agreement between a government, the unions and the HR institute.

In terms of advocacy, the 2018 year was marked an AHRI submission to the Senate Select Inquiry on the Future of Work and Workers, and by inviting speakers such as the University of NSW Professor of Artificial Intelligence, Toby Walsh, to address our HR Technology Conference on the ethical challenges of new technologies. AHRI also made a submission to the David Thodey Independent Panel conducting a Review of the Australian Public Service.

The heightened consciousness of emerging technologies connected with the demand from business for a more skilful HR profession and acted as another driver supporting the HR certification strategy.

In a year with a strong focus on emerging technologies, the CIPD Chief Executive, Peter Cheese, gave a keynote address at the 2018 AHRI National Convention where he spoke eloquently about employees working productively with their human colleagues and with robots, but regretted that some organisations view their people as 'bad robots'. Not only do bad robots stop for lunch and take toilet breaks, but some exercise their initiative, question the wisdom of decisions their managers make, and even speak out of turn when the occasion demands. He noted that good workplaces don't just exist for the economy or for shareholders of companies, but for the people they serve - their customers - and for the people who work in them - their employees. The challenge he put to the convention was to "make sure the future of work is human, and that we are designing workplaces that make the best of people, not just the best of clever technology."

A handwritten signature in black ink, appearing to read 'Lyn Goodear'.

Lyn Goodear, FAHRI GAICD

# HR STANDARDS AND PRACTICE PROFILE

## HR CERTIFICATION

Momentum continued with respect to candidates presenting to the National Certification Council. The three established pathways to HR certification continued to grow during 2018, and a fourth pathway was established.

### APC pathway

The AHRI Practising Certification Program (APC) curriculum was continuously being refreshed during 2018 to ensure it remains best practice and is dealing with contemporary HR issues. During the year, initiatives were implemented to assist students with completing the academic writing requirements of Unit 1, and two new topics were introduced: HR Ethics and HR Technology.

Additional APC articulation pathways were established with the addition of the MBA program at Charles Sturt University towards the end of the year. Articulation provides graduates of the AHRI APC program up to three of the four units of study. At years end, sixteen university courses provide articulation for APC graduates into HR masters programs and MBAs.

A total of 42 Australian federal public sector agencies participated in the APC program during the year, with the Department of Jobs and Small Business, and the Department of Education due to start in 2019. Partnerships with the Australian Public Service Commission (APSC) have also been strengthened with a view to taking strategic advantage of the opportunities arising from the David Thodey APS Review. The Victorian Public Service also committed to commencing certification roll out in early 2019 and discussions were continuing with the ACT and NSW governments.

In the private sector Deloitte, Optus and Coles began rolling out HR certification within their organisations, and Coca Cola Amatil (CCA) has indicated its commitment to rolling out certification in Australia, New Zealand, Fiji and Indonesia in 2019.

### Senior Leaders pathway

In addition to APC graduates, senior leaders continued to express interest in the senior leaders pathway (SLP) with 120 in the pipeline at year's end. A Super Volunteer strategy has been implemented and will enable the acceleration of certification through this pathway during 2019.

Organisations such as Deloitte are seeing the SLP as the first stage in the roll out of certification following demonstrable commitment and leadership from the top of the organisation. The first stage of the Deloitte rollout will see 26 senior leaders undertake this pathway in 2019. CCA will follow the same strategy in the first quarter of 2019.

### Reciprocity pathway

The reciprocity pathway to HR certification has been broadened to include other strategic partnerships beyond the existing AHRI agreement with the UK-based Chartered Institute of Personnel and Development (CIPD).

During November a mutual recognition agreement was signed with the Singapore Institute for Human Resource Professionals. This agreement has the support of business, unions and the government in Singapore and will enable the mobility of certified practitioners between Australia, Singapore and the UK.

The next step for 2019 will be to investigate future agreements which may benefit AHRI's certification strategy, commencing with HRINZ in New Zealand

### Academic pathway

This pathway commenced in January 2018 and a small number had taken it up by year's end. The expectation is that this pathway will take time to grow as AHRI works with the academic community to embrace the certification process.

An academic focus group was established to strengthen AHRI's partnership with academia and to enhance the member value proposition for academics. Actions from the first meeting held during the AHRI National Convention in August are being implemented, including streamlining the National Accreditation Committee process and enhancing research capability within AHRI. Work was also in progress during 2018 to build articulation arrangements with more universities in 2019.

# HR STANDARDS AND PRACTICE PROFILE

## PROFESSIONAL DEVELOPMENT

### 2018 AHRI National Convention

The 2018 AHRI National Convention and Exhibition was held at the Melbourne Convention and Exhibition Centre and ran over four days (28 – 31 August). It included two pre-convention conferences (HR Technology and Public Sector HR), and two post-convention workshops (Herminia Ibarra and Jason Fox). Keynote speakers included:

- Toby Walsh – Professor of Artificial Intelligence, UNSW
- Gihan Perera – Futurist
- Lynda Grattton, Professor of Management Practice, University of London
- Genevieve Bell – Distinguished Professor at the Australian National University
- Peter Cheese – Chief Executive, Chartered Institute of Personnel and Development
- Charles Handy – Past Professor, London Business School
- Herminia Ibarra – Professor of Organisational Behavior, London Business School
- Craig Bellamy – Head coach, Melbourne Storm

The 2018 convention attracted 1420 registered delegates across the four days of programs, as well as more than 1000 visitors to the 123-stand trade exhibition that showcased the latest in HR and workplace products and services. In addition to delegates from Australia, international delegates flew into the convention from 11 countries.

Aside from the main program, 326 delegates attended the Public Sector HR Conference, 157 took part in the HR Technology Conference and more than 200 people participated in one of the two workshops. From a social standpoint, 1230 guests attended the convention gala dinner.

Over the National Convention period, AHRI attracted new Facebook followers (making 11,342 followers in total), 1760 interactions took place on Instagram, and around 400 tweets were posted.

### Inclusion and Diversity Conference

In 2018 AHRI hosted an Inclusion and Diversity Conference in Sydney during May. The opening keynote speaker was former Prime Minister of Australia and the Chair of beyondblue, Julia Gillard, who spoke about mental illness and disability in the context of workplaces.

Other keynote speakers included:

- Giam Swiegers – Global CEO, Aurecon
- Peter Broadhead – Manager, Disability Employment Services, Dept of Social Services
- Gina De George – Director Diversity & Inclusion People & Performance, Deloitte
- Vanessa Doake – Co-founder, survivor of 2005 London terrorist bombings & founder MAD for Peace
- Matthew Paine – HR Director ICC Sydney

- Sally Knox – GM People & Culture, Engineering & Services, Lendlease

AHRI's Inclusion and Diversity Reference Panel guided the format and selection of speakers for the conference.

### Networks and other events

By the end of 2018, a total of 11,009 people had attended AHRI conferences, forum groups and other activities. They included attendees at the national convention and the network forums that were hosted around the country by AHRI's volunteer Convenors, most of which were free for members. The events also included state conferences, the inclusion and diversity conference, International Women's Day breakfast events, the Senior HR Leaders series and a number of ad hoc events.

### Registered Training Organisation

AHRI continues to deliver high quality graduate outcomes in VET sector education via its BSB41015 Certificate IV in HR program. AHRI's RTO 2018 NCVET Report demonstrated high performance in graduate satisfaction with training and employment outcomes.

AHRI has been actively involved in working PWC Skills for Australia on the Business Services Technical Skills Project as part of its review of the HR team of the Business Services Training Package.

## Review of training in the Human Resources profession



### Overview of the Human Resources profession - 3 Qualifications, 30 Units of Competency

The Human Resources profession (or Skill Sector) has many subdivisions. Human resources practitioners work within organisations to support operational functions such as recruitment, workforce planning and management, and dispute resolution. Increasingly, human resources practitioners are also managing learning and development, change management, and culture/engagement of workforces. A large number of government agencies and private businesses employ dedicated human resources staff, though there is also a significant number of human resources staff who work in specialist recruitment firms.

In light of broader, economy-wide trends (such as increased demand for 'soft skills' and increasing automation of workplace functions) the nature of job roles and the workforce are changing. In response, practitioners in the Human Resources Skill Sector need to be able to adapt to new skills needs, and vocational education and training needs to be able to support this development.

### What have we heard in consultation to date?

1. HR practitioners are increasingly required to differentiate their skills and service offerings in the face of new technical skills transformations. There is an increasing diversification of HR practitioner roles, encompassing learning and development, change management, and culture/engagement functions.
2. Individuals in the profession are expected to have the ability to develop and implement innovative strategies for cultivating positive and inclusive work cultures.
3. AHRI (the Australian Human Resources Institute) has developed a certification for HR professionals, and sees vocational qualifications as forming an important part of the pathway to certification.
4. Employers (other than some small employers) see a Bachelor's degree as the minimum educational requirement for an entry-level role in HR.

**Our agreed response...**  
Update: 30 Units  
Update: 3 Quads

**Please note:** PWG Members are not expected to have specific knowledge or understanding of vocational training products (e.g. Qualifications and Units of Competency).



# HR STANDARDS AND PRACTICE PROFILE

## Training Needs Analysis

Since AHRI launched the TNA online tool over 12,500 individuals have registered to assess their HR capability. The tool is underpinned by the AHRI Model of Excellence and outlines the capabilities and behaviours required to be an effective HR practitioner. A group assessment report is available to organisations and their HR teams and provides a developmental roadmap based on aggregated group results to identify further professional development pathways including AHRI's Certificate IV in HR and Certification programs, as well as a range of HR and leadership non-accredited training options. In addition, a review of HR functions and services is provided for organisations with a customised report that can be benchmarked against other industries and job levels.

## Corporate In-house Training

AHRI delivered 320 in-house training sessions across Australia (VIC, NSW, QLD, ACT, NT & SA) to public and not for profit sectors organisations during 2018, of which included 35 per cent customised programs. This represented 55 per cent delivery in leadership programs and 45 per cent across HR courses. We saw an increase in the number of half-day workshops rather than one and two-day programs, which were up on the previous year by 23 per cent.

New course content was developed and launched in response to market and client demand that includes workshops on 'HR Ethics' and 'Flexible Working', as well as a 'Managing Virtual Teams' toolkit.

## Digital Learning

AHRI continued to meet the market need, with a suite of eLearning modules, the most popular modules purchased being Performance Management and How to Communicate Effectively. In-house programs have also been delivered in organisations with the most popular programs being Sexual Harassment Prevention, Discrimination & EEO, and Workplace Bullying and Occupational Violence. The Privacy Awareness eLearning module is becoming more popular given the reports from the Royal Commission.

## International Programs

AHRI delivered two Professional Certificate in HR programs in Malaysia and commenced an in-house Certification program (Unit 1) in July 2018 for 10 students for the Auckland District Health Board.

## AHRI 2018 awards

The winners of the 2018 AHRI Awards for workplace excellence were announced on November 29 at a gala dinner held in Melbourne Town Hall. From 26 short-listed individuals, eight Individual award winners were announced. From the 59 shortlisted organisations, eighteen organisation award winners were announced. Peter Berner was the Master of Ceremonies.

Among the winners was Indigenous soldier, Warrant Officer Class Two, Shane Cox. A Kamilari man who has served in the Australian Defence Force (Army) since 1975 in operational deployments throughout Australia and abroad, Warrant Officer Cox took up a role in Defence Force Recruitment – Indigenous, and made an outstanding contribution to Defence's recruitment success.

The complete list of award winners were:

### Individual

- CEO Diversity Champion Award - Susan Lloyd-Hurwitz, CEO & MD, Mirvac
- HR Diversity Champion Award - Warrant Officer Shane Cox, Defence Force Recruiting
- Dave Ulrich HR Leader Award – Liam Hayes, Chief People Officer, Aurecon
- Dave Ulrich HR Practitioner Award – Alicia Thomas, Organisational Development & Diversity Manager, Mercy Health
- Dave Ulrich HR Rising Star Award - Monique Davidge, HR Generalist, Obela Fresh Dips & Spreads
- Lynda Gratton CEO Award - Daniel Findley, CEO, Masonic Care Tasmania
- Ram Charan Student Award - Brandon West, Curtin University, Perth
- Ram Charan APC Award - Maureen Gerlach, HR Manager, Shire of Mundaring

### Organisations

- Allan Fels Mental Health Award - Pearson Australia
- Corporate Social Responsibility Award - IBM Australia
- Dame Quentin Bryce Gender Equity Award - Qantas Airways Limited
- Elizabeth Broderick Workforce Flexibility Award - INS
- Fons Trompenaars Cross Cultural Management Award - Parks Victoria and AMES Australia
- Graeme Innes Disability Employment Award - Uniting Local Area Coordination Program
- Inclusive Workplace Award - Level Crossing Removal Authority Training for the Future Program
- Marshall Goldsmith Talent Development Award - International Convention Centre Sydney
- Martin Seligman Health and Wellbeing Award - HomeStart Finance
- Michael Kirby LGBTIQ Inclusion Award - Brown-Forman (joint winner)
- Michael Kirby LGBTIQ Inclusion Award - QBE Insurance ANZO (joint winner)
- Peter Williams HR Technology Award - Telstra
- Rob Goffee Leadership Development Award - Zendesk Australia
- Sir Ken Robinson Innovation and Creativity Award - Coles Liquor
- Stan Grant Indigenous Employment Award - Danila Dilba Health Service (joint winner)
- Stan Grant Indigenous Employment Award - Department of Human Services, Federal Government (joint winner)

# HR STANDARDS AND PRACTICE PROFILE

- Susan Ryan Age Diversity Award- Department of Finance (Federal Government)
- Talent Management Award - PHD
- Wayne Cascio Organisational Development Award - Pfizer Australia
- Workplace Relations Award - Peabody Australia

## Alliances and Partnerships

AHRI continues to conduct key relationships with senior HR leaders through the National President's Forum. In addition to that Forum, AHRI gains greatly from the expertise provided by an AHRI Public Sector Advisory Panel, an Inclusion and Diversity Advisory Panel, an Advisory Research Panel, and a HR Technology Advisory Panel.

These panels involved members bringing their expertise and connections to AHRI that have informed activities in HR certification, publications, research, events, professional development and membership.

With respect to research, for example, alliances were struck with the the Australian Human Rights Commission, Conference Board, and the Organisation for Economic Cooperation and Development (OECD)

Apart from the AHRI panels, we have developed partnerships with the aim of expanding the range of products and services that are made available to members.

AHRI enjoys a strong relationship with Australian universities, as evidenced by the accreditation system AHRI oversees on HR courses accredited by its National Accreditation Committee.

With respect to the VET sector, AHRI serves on the Business Services Industry Reference Committee (IRC) with PwC and other bodies.

AHRI continued its partnership in 2018 with Gartner to provide AHRI members with access to Gartner's highly valued publications and research. Access to the resources is exclusive to current financial AHRI members. Gartner is a best practice insight and technology company that brings a unique view into what matters - and what works - when driving corporate performance.

AHRI also continued our partnership during 2018 with the Australian Network on Disability (AND). Representatives of AHRI regularly attend the highly regarded AND roundtables.

AHRI CEO Lyn Goodear is also member of a number of Committees including the Department of Jobs and Small Business Collective Partnership on Mature Age Employment convened by the Age Discrimination Commissioner, Hon Dr Kay Patterson AO.

During the year, AHRI attended a KPMG-sponsored meeting with the CEO of the global body advocating integrated reporting, the International Integrated Reporting Council (IIRC), Richard Howitt.

AHRI continues to enjoy a long-term partnership with law firm Holding Redlich which involves providing intellectual property on legal issues to our HR Management Support Centre, AHRI: Assist, a valued member benefit.

## AHRI:Assist

During 2018 AHRI:ASSIST continued to be a useful resource for AHRI members, with a further increase on the queries from previous years. An audit of AHRI:ASSIST web content was undertaken during the year to ensure relevance with respect to changing legal and contemporary HR practices. Only AHRI members are eligible to access this service.

## AHRI mentoring

AHRI's 2018 mentor program enabled 376 AHRI members to take part as mentees in facilitated relationships with 251 mentors. The generosity of some mentors was again noted as they took on more than one mentee during the program.

AHRI entered into a partnership with Art of Mentoring this year in order to make it build on our foundations in this area to create a world-class professional mentoring program, which has improved the matching capability through better use of technology. Only AHRI members are eligible to participate in the Mentor Program.

## AHRI course accreditation

As the professional body for HR in Australia, AHRI sets the standard for HR practice via HR certification. AHRI values the role our education providers play in building essential HR knowledge and skills, and providing graduates from those AHRI accredited providers, with direct 'cross-credit' into the AHRI Practising Certification (APC) program for three of the four units, i.e. the three 'knowledge' units.

This year, 28 applications from universities and education providers nationally for HR course accreditation were received from 16 universities, which brings the total accredited courses in 2018 to 111. The AHRI Model of Excellence continues to inform both the APC and the AHRI course accreditation program, and is reviewed and maintained with the support of our advisory panels and international partners.

## Advocacy

During February a submission was made to the Select Senate Inquiry on the Future of Work and Workers, which was largely based on AHRI's 2017 member research on HR Hopes and Fears for the Future of Work.

AHRI signed an MOU with the Australian Human Rights Commission to engage in research and other activities (e.g. professional development, training materials, events). Successful joint research survey findings were released in October on employing older workers, and focus groups were held in December.

AHRI made a submission to the David Thodey Independent Review of the Public Service in March, and subsequently followed up with supplementary submissions in keeping with the continuous engagement style of that review. David Thodey is due to report to Government in mid-2019.

Peter Wilson and Lyn Goodear wrote to the CEOs and Chairs of the four big banks in the wake of the Hayne Royal Commission offering AHRI assistance to promote the role of HR as the caretaker of culture, and invited them to speak at AHRI events. Group HR heads were copied to the letters and Westpac HR Group General Manager responded.



# HR STANDARDS AND PRACTICE PROFILE

## **AHRI in the media**

The issue of office romances and workplace sexual harassment were the dominant HR media issues during the first half of 2018, in the wake of the US Harvey Weinstein case. These stories shone the light on HR, and not always in a favourable way, and led to a Fairfax article written by the CEO Lyn Goodear during February on the necessity for staff to feel safe in taking harassment allegations to HR. It followed the 2017 opinion piece in the Fairfax press by AHRI chairman Peter Wilson under the headline 'HR's allegiance is to the organisation, not the boss'. Both articles received wide national coverage with a combined reach in the order of 11 million readers.

These stories were a reminder that there are significant shortcomings in the HR practices of some organisations, which enabled AHRI to take the opportunity to point to the merits of employing properly credentialed certified HR practitioners as people partners.

As the AHRI media spokesperson, Peter Wilson regularly fielded enquiries on issues as varied as pop-up childcare, checking credentials, workplace romances, personality tests, Cricket Australia sackings, workplace wellbeing, mentor programs, and the Barnaby Joyce inspired rules on government ministers' and staffer relationships. He also did radio interviews on the ABC and commercial stations on issues such as sick days, long service leave, mental health and executive remuneration.

## **National President's Forum**

The 2018 NPF meetings included a think tank event held during November in Singapore with the UK-based CIPD and the Singapore Institute for Human Resource Professionals. The AHRI presentation was led by Lyn Goodear and Kim Schofield.

Other activities during 2018 included a breakfast event in Melbourne with Dr David Rock on 'Managing Bias', and Gartner forums held in Sydney and Melbourne on 'Transforming HR'. During the National Convention Lynda Gratton and Jon Williams spoke at an NPF meeting on the 'Future of Work' and Charles Handy spoke about his book 'The Second Curve'.

# MEMBERSHIP PROFILE

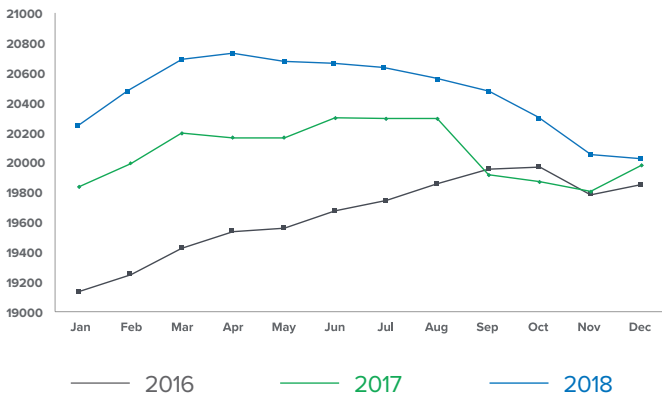
The 2018 membership number was 19,771 at year's end.

## TOTAL MEMBERS 2017-2019

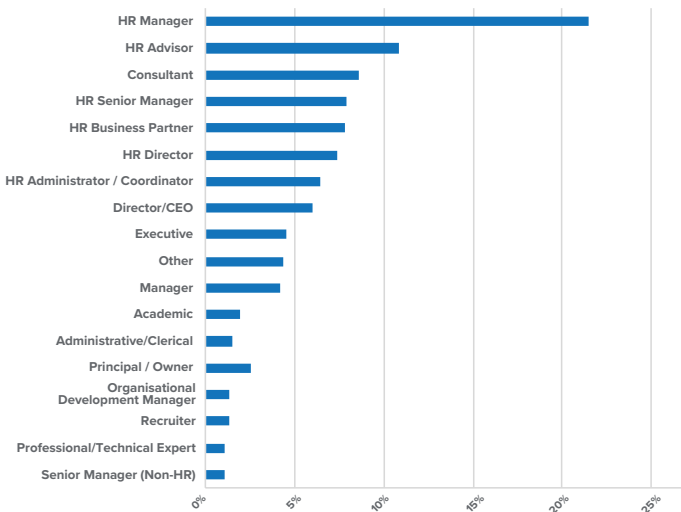
An audit of professional members' continuing professional development (CPD) was conducted during 2018. A 100 per cent sample of certified members with the CPHR or FCPHR post-nominals were audited, and a 10 per cent sample of professional members with the MAHRI and CAHRI post-nominals were audited. The great majority satisfied the audit requirement.

Most members who did not initially satisfy the minimum requirement were able to check their diaries and adjust the record. Members who had not met the requirement by year's end were given the option of making amends by an extended date or downgrading their membership level.

## FINANCIAL MEMBER GROWTH 2016 – 2018

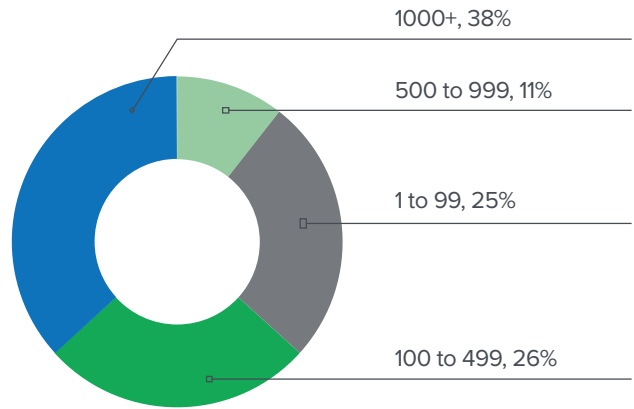


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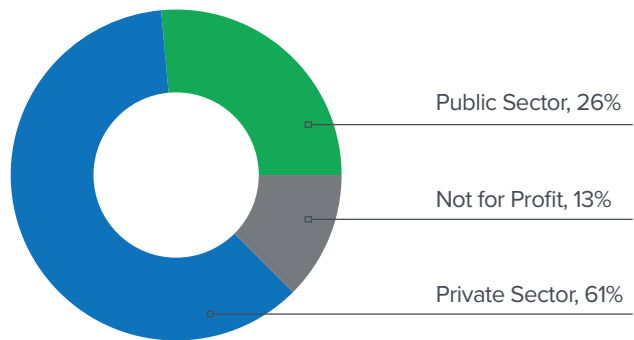
Seven out of ten AHRI members (73 per cent) work in HR specific roles or related roles, with more than 10 per cent in non-HR director or executive level roles.

## EMPLOYEE NUMBERS IN MEMBER ORGANISATIONS



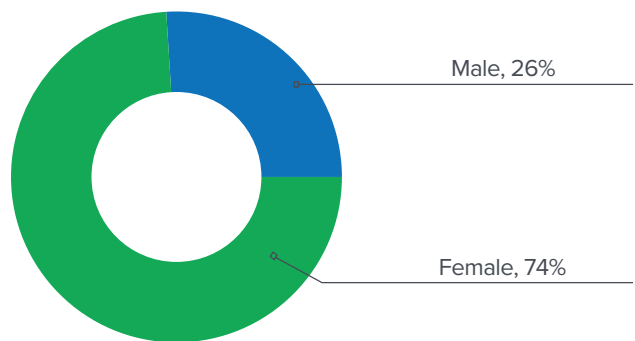
More than a third of AHRI members (38 per cent) work in larger organisations with employee numbers in excess of 1000. A little more than half work in organisations with fewer than 500 employees, 26 per cent in organisations with 100-500 employees and 25 per cent in organisations with fewer than 100 employees.

## AHRI MEMBERSHIP BY SECTORS



Nearly two-thirds of AHRI members (61 per cent) work in the private sector, and a quarter (26 per cent) work in the public sector.

## GENDER PROFILE



The gender profile of AHRI members remains consistent when compared to the previous four years. Around three quarters (74 per cent) of members are female, which reflects the gender profile of the profession globally.

# MEMBER COMMUNICATIONS

## AHRI COMMUNICATIONS

The HRM member magazine continued to be a key communication medium to AHRI members, and readers surveyed by our publisher Mahlab were reported as receiving it positively. The print magazine was supplemented by the HRM Online stories posted daily by Mahlab. During 2018, pageviews to the online articles in the order of 1.6 million were recorded during the year, up from 1.1 million in 2017. HRM stories that resonated with readers during the year included the following:

- The best and worst HR names (54k pageviews, 43k unique pageviews)
- How to handle condescending language (20k, 18k)
- Strategic HR (14k, 11k)
- How to respond to unsuccessful applicants (13k, 12k)
- The best way to respond to a stress leave request (12k, 12k)
- Sometimes a medical certificate isn't enough (12k, 11k)
- 4 kinds of bad bosses that make employees want to leave (12k, 11k)
- Ghosting has now become an HR problem (11k, 10k)
- Fair Work Commission decides on domestic violence leave (10k, 9k)
- Researchers call for three things to be banned in the workplace (9k, 9k)
- The best places to work in 2018 (9k, 8k)

In the social media space, AHRI's LinkedIn Discussion Group has continued to grow, almost reaching 66,000 members during the year and continued to be highly interactive. While the group indicates interest in HR and AHRI, the challenge continues to be how to connect this interest more closely to AHRI via membership.

HRM online content and stories of member interest were the subject of daily Twitter and Facebook activity. Twitter continued to be a valued platform for AHRI event attendees to share thoughts and ideas, and followers increased by 5 per cent during the year to 6,627.

## ASIA PACIFIC JOURNAL OF HUMAN RESOURCES

AHRI's academic journal, the peer-reviewed Asia Pacific Journal of Human Resources (APJHR), is now in its 56th year of publication.

During 2018, 4,390 institutions offered access to AHRI's journal, 500 more than in 2016. Article downloads during the year were in excess of 105,000, up from 88,000 in 2017, and 31,000 in 2012. The largest group of readers by regions were Australia (33 per cent), China (17 per cent), United Kingdom (12 per cent), United States (12 per cent), and the rest of the world (26 per cent)

In the light of the journal's broad international readership, the large number of papers submitted, the quality of articles published, together with a consistently increasing number of article downloads recorded, there is wide agreement that the case for the journal being ranked in the A category of journals has long been sound. AHRI put a case to the 2018 meeting of the Australian Deans Business Council (ADBC) on its own behalf as well as that of other Australian journals and received a somewhat obdurate response from the retiring ADBC President, Professor Tony Travaglione. AHRI will continue to pursue approaches to the ADBC leading up to its next meeting, and seek from the incoming President, Professor David Grant, greater transparency with respect to the journal ranking process, in addition to clarifying the Council's position on the standing of Australian journals generally.

## INTERNATIONAL REPRESENTATION

### APFHRM AND WFPMA

During 2018 AHRI Chairman and National President, Peter Wilson AM, completed his two-year term as the President of the World Federation of People Management Associations (WFPMA). The WFPMA represents approximately 700,000 HR and people management professionals from around the world. Its members consist of 93 national associations from countries on the continents of Africa (29 countries), Asia Pacific (16), Europe (30), North America (3) and South America (15).

The constituent bodies of the WFPMA conduct a world congress every two years, with the congress held in Chicago during June 2018 a resounding success. The 2020 congress is scheduled to be held in Colombo, Sri Lanka, in association with the Sri Lankan Institute of Personnel Management.

AHRI continued to be strongly represented during 2018 as one of the member countries of the APFHRM, and through that body the WFPMA. During 2018, AHRI's General Manager of Culture and People, Rosemary Guyatt, assumed the role of APFHRM Secretary. The APFHRM met in Dhaka, Bangladesh during April and in Pune, India during September, and the WFPMA met in Chicago during June and London during November. AHRI was represented at each meeting.

## AHRI PEOPLE

### AHRI ELECTED OFFICEHOLDERS AND VOLUNTEERS

AHRI enjoys the benefit of committed volunteer partners in the order of 250 people. The volunteer contribution of members includes AHRI State Councillors, Network Forum Convenors and Committee members, as well as contributors to the AHRI Advisory Panels and Governance Committees who support the work of the AHRI Board and advise AHRI in the development of products, services, research, training and events.

Elected volunteers to AHRI State Councils are required to be certified or to have commenced engagement with certification and continue to be provided with substantial financial assistance to meet that requirement.

### AHRI STAFF

#### ORGANISATIONAL EFFECTIVENESS

The new One AHRI structure was implemented in January 2018 along with the relocation to new office space, technology upgrade, process improvement and new ways of working. One AHRI focusses on reducing internal silos, building closer relationship with volunteers and ultimately providing our customers with a seamless and positive experience.

Pleasingly, early results indicated reduced staff turnover, and improved customer feedback, The change program will be reviewed throughout 2019 to identify positive outcomes and additional opportunities for improvement.

#### ABOUT AHRI STAFF AS AT DECEMBER 2018

Headcount	<b>62</b>
Full time equivalent (FTE)	<b>52</b>
Tenure > 2 years	<b>54%</b>
% female employees	<b>70%</b>
% female managers	<b>66%</b>
Australia & NZ ancestry	<b>68%</b>
Culturally & linguistically diverse ancestry	<b>32%</b>
Disability	<b>11%</b>
LGBTQI	<b>11%</b>
OH&S	<b>* 1 incident</b>

\* Return to work within 5 days

### CULTURE

AHRI's culture journey continued in 2018 by engaging volunteers through the culture diagnostic surveys. This investment provides a complete baseline for future assessment with both employees and volunteers engaged. This culture diagnostic process provides significant formal opportunity to gather feedback and identify actions for improvement.

### COMMUNICATION

The One AHRI change project identified the value of substantial focus on internal communications which have been extended to become "business as usual". The use of various new technologies to AHRI and agreed communication schedules have seen positive results, particularly with employees working flexibly.

### EMPLOYEE WELLBEING

In recognition of the importance of creating a workplace that enables all employees to be their very best, a wellbeing project was implemented during 2018, with a particular focus on initiatives supporting positive mental health. AHRI implemented a "Flexible First" policy to enable all employees the opportunity to negotiate flexible work arrangements.

### DIVERSITY AND INCLUSION

In order to support and enhance AHRI's goal to be a diverse and inclusive employer, an internal census was conducted. The census indicated positive representation of women, people with disabilities, cultural and linguistic diversity and LGBTI employees. The census enabled constructive conversations to identify initiatives to support the valuing of our diverse workplace.

### VALE SANDRA CORMACK

14 April 1955 – 4 September 2018

Sandra Cormack was a senior member of the Australian HR Institute staff from 1993-1998 and again from 2008 until her passing in September 2018, when she held the key position of general manager, stakeholder relationships. With Sandra's passing, the Australian HR Institute (AHRI) lost a passionate advocate for the HR profession and an irreplaceable member of staff. She will be remembered fondly by those who have worked alongside her.

*Following the loss of one of AHRI's longest serving employees, AHRI and the Cormack family decided to honour Sandra's memory by creating the Sandra Cormack Practising Certification Scholarship to be awarded to an HR professional who has a particular focus on diversity and inclusion.*

# BOARD OF DIRECTORS REPORT

Your directors present their report on the company for the financial period 1 January to 31 December 2018 and auditors report thereon. The financial report has been prepared in accordance with Australian Accounting Standards.

## DIRECTORS

The names of the directors in office at any time during the year are:

- Peter Snowden Wilson
- John Charles Wilson (term ended 27 May 2018)
- Lynette Joy Goodear
- Jonathan Mark Scriven
- Petrina Sue Coventry (term ended 27 May 2018)
- Carmel Majella McGregor
- Tanya Maria Hammond (term ended 27 May 2018)
- Robert James Phipps
- Caroline McGuire (term commenced 28 May 2018)
- Fiona Michel (term commenced 28 May 2018)
- Michael Rosmarin (term commenced 28 May 2018)

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

## COMPANY SECRETARY

Michael Ludica FCPA held the position of Company Secretary from 6 of August 2018.

## AHRI VISION, PURPOSE, STRATEGIC OBJECTIVES AND KEY PERFORMANCE INDICATORS

### VISION

To shape the HR profession for the future

### PURPOSE

To champion the value of people and workplace cultures that thrive in reframing work, productivity, innovation and vitality. To enable transparency, fairness and trust in organisation and transformational practices that positively impact human beings.

### STRATEGIC FRAMEWORK

- Accelerate Certification: as the framework for HR standards and practice in Australia
- Broaden Impact: through our strategic partnerships, brand profile, thought leadership and voice.
- Customer Experience: to ensure doing business with AHRI is consistently positive and requires minimum member effort.
- Digitisation: making it easy for members to 'connect' with our products, services and each other.
- Engage Volunteers: to leverage the contribution of AHRI's elected representatives and volunteers'

## PRINCIPAL ACTIVITIES

The principal activities of the entity during the financial year included the provision of education programs, information seminars and events, research, services and tools and member services in relation to human resources and people management. AHRI also disseminated information on the implications of workplace legislation, promoting ethical practice, professional conduct and effective leadership to human resources and people managers.

These activities are directly related to AHRI's vision, purpose and strategic objectives.

## REVIEW OF OPERATIONS

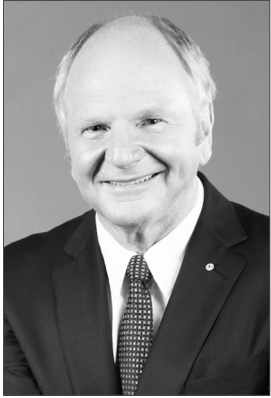
Australian Human Resources Institute Limited is a public company limited by guarantee and was registered on 12 July 2006.

The surplus of the entity for the year ended 31 December 2018 amounted to \$410,033 (31 December 2017 \$271,768).

## MEMBERS' GUARANTEE

The entity is incorporated under the Corporations Act 2001 and is an entity limited by guarantee. If the entity is wound up, the constitution states that each member is required to contribute a maximum of \$20 each towards meeting outstanding obligations of the entity.

## MEMBERS OF THE AHRI BOARD



**PETER SNOWDEN  
WILSON**  
DIRECTOR

### QUALIFICATIONS

B. Comm (Hons) MA (Hons), AMP (Wharton, UPenn), Fellow Certified Practitioner Human Resources (FCPHR), Fellow of Australian Institute of Company Directors, Fellow of CPA, Fellow of CIPD.

### EXPERIENCE

Director, President and Chairman in CPA Australia, Director and Chairman of Australian Network on Disability Ltd., Director of BankFirst Ltd (previously Victoria Teachers Mutual Bank). Immediate World President, Director, and Secretary General of World Federation of People Management Associations (Switz.), Past President of the Asia Pacific Federation of Human Resources Management Group. Immediate past Chairman and Director of Yarra Valley Water Ltd. Immediate Past Chairman of Vision Super and now Director and Chair of its Audit and Risk Committee. Adjunct Professor in Monash Business School at Monash University, Chairman Advisory Council for the Victoria Institute of Strategic Economic Studies at Victoria University. Accredited Supervisor – PhD Program, Latrobe Business School of Latrobe University. Adjunct Professor in Management at Monash Business School at Monash University. Formerly Executive General Manager of Human Resources and Operating Risk at Amcor until 2005, Managing Director Asia Pacific Division with the ANZ Banking Group, Chairman of the Commonwealth Safety, Rehabilitation and Compensation Commission (Comcare) from 1998 to 2003, Director and Chairman of the Melbourne Tigers Basketball Club, a Board member of Dalgety Farmers Ltd, and Kimberly-Clark Australia Ltd. Adjunct Professor in Monash Business School at Monash University.

### SPECIAL RESPONSIBILITIES

National President and Chairman. Member of the Finance Audit and Risk Management Committee (FARM), National Certification Council (NCC) Chair and National Accreditation Council (NAC) Member.



**JOHN CHARLES  
WILSON**

DIRECTOR (TERM ENDED  
27 MAY 2018)

### QUALIFICATIONS

Life Fellow AHRI (FAHRILife), the Australian Institute of Company Directors and the Recruitment and Consulting Services Association.

### EXPERIENCE

AHRI Councillor 2005 - 2014, Director of business development and board member of the Bayside Group of Companies (since 1976), Director of Risk Solutions Australia Pty Ltd (since 2005) and a Director of the Master Builders Association of Victoria (1995 – 1999).

### SPECIAL RESPONSIBILITIES

Chair of Human Resource Technology Advisory Panel



**LYNETTE JOY  
GOODEAR**

CHIEF EXECUTIVE  
OFFICER AND  
MANAGING DIRECTOR

### QUALIFICATIONS

Lyn has a Bachelor of Business and a Master degree in Education (leadership and management). She is also a Fellow AHRI (FAHRI), a Fellow of CIPD and a graduate

member of the Australian Institute of Company Directors (GAICD).

### EXPERIENCE

Lyn Goodear is the Chief Executive Officer of the Australian Human Resources Institute and was appointed to the role in December 2012.

Lyn was formerly National Manager, Professional Development at AHRI, a position she held from 2005 to 2012. Lyn is Non-executive Director at COSBOA. Previously Lyn held leadership and management roles within the education sector at Southwest Institute of TAFE and Deakin Australia, in addition to accounting roles within the mining and engineering industries located in the United States and Australia.

She has also managed her own consulting business.

Lyn is an alumnus of the Mt Eliza Business School Leadership Program and the Advanced Human Resources Executive Program of the Ross Business School, Michigan, USA.

### SPECIAL RESPONSIBILITIES

Member of Advisory Research Panel (ARP), Human Resources Technology Advisory Panel (HRTAP), and Public Sector Advisory Panel (PSAP).





**JONATHAN  
MARK SCRIVEN**  
DIRECTOR

**QUALIFICATIONS**

MA (Hons Cantab) in Mathematics; Fellow AHRI (FAHRI); Fellow of the Institute of Chartered Accountants in Australia.

**EXPERIENCE**

Jon Scriven retired from Qantas in December 2017 having

joined Qantas in April 2009 as Group Executive People. His responsibilities, which encompassed all aspects of Human Resources across the Qantas Group, were extended in 2011 to include overseeing the Office of the CEO comprising Safety, Security, Environment, Risk, Internal Audit, Legal and Company Secretariat. Prior to joining Qantas Jon was the Group HR Director for Coca-Cola Amatil taking on that role in 2002. Between 1999-2002 Jon was a Human Capital Services Partner at Andersen. From 1991 Jon held various roles within Coca-Cola Amatil including Group Remuneration & Benefits Manager and Group Learning & Development Manager. Earlier in his career Jon held Learning & Development roles at both Westpac and PriceWaterhouse.

**SPECIAL RESPONSIBILITIES**

Chair of the Finance Audit & Risk Management Committee (FARM).



**PETRINA SUE  
COVENTRY**  
DIRECTOR (TERM ENDED  
27 MAY 2018)

**QUALIFICATIONS**

Petrina has a Masters in Ethics from the University New South Wales, Master of Business Administration from the University of South Australia, Master of Arts in Buddhist Studies from the International Buddhist College as well as a

Global Executive MBA from Sydney University. She is presently completing a PhD with the University of Melbourne. Petrina is a Fellow Certified Practitioner Human Resources (FCPHR), a Fellow of the Australian Institute of Company Directors and a Vincent Fairfax Fellow.

**EXPERIENCE**

Petrina is Professor of Industry at Adelaide University Faculty of Professions and Business School. She is Senior Partner at COI Capital Ltd. She previously held vice president and global leadership roles with the General Electric Company, The Coca Cola Company and Santos Ltd which included Non-executive director positions on the boards of Coca Cola Bottler Ltd (Sri Lanka) and EPCM (Singapore). Petrina is also a Non-Executive Director with Beston Global Foods Ltd and the Australasian Association of Philosophy.



**CARMEL MAJELLA  
MCGREGOR PSM**  
DIRECTOR

**QUALIFICATIONS**

.Arts University of Queensland, Fellow Certified Practitioner Human Resources (FCPHR), Fellow Institute of Public Administration Australia (IPAA), Fellow of Australian Institute of Management (AIM), Member Australian Institute of Training and Development (AITD), Member of

Australian Institute of Company Directors (AICD), Fellow Centre for Ethical Leadership Melbourne Business School. Public Service Medal Recipient Australia Day 2013.

**EXPERIENCE**

Adjunct Professor Institute for Governance and Policy Analysis (IGPA) University of Canberra, Deputy President IPAA ACT, Member Northern Territory Chief Minister's Advisory Group on Defence. Formerly Deputy Secretary People, Dept. Defence, Deputy Public Service Commissioner APS, Deputy Secretary Dept. Immigration and Citizenship, Inaugural AFR/Westpac Public Policy Woman of Influence. Member Victorian Leadership Advisory Council, NSW Department Planning and Environment Integrity Advisor.

**SPECIAL RESPONSIBILITIES**

Member of the Finance Audit and Risk Management Committee (FARM), a member of the NCC, Chair of the Public Sector Advisory Panel, Member of the Nominations Committee.



**TANYA MARIA HAMMOND**  
 DIRECTOR (TERM ENDED 27 MAY 2018)

**QUALIFICATIONS**

B.A. (Arts), Grad. Dip. ER, PhD Candidate, Fellow Certified Practitioner Human Resources (FCPHRI), GAICD Founder and Director of Tailored HR Solutions, sessional lecturer at ANU in leadership at ANU.

**EXPERIENCE**

Prior to establishing her management consulting business, Tailored HR Solutions, Tanya was a Principal Consultant with SuccessFactors (2009 – 2011), Associate Lecturer at the ANU (2008 – 2010), teaching leadership and Strategic HR to MBA students at ANU. She is a member of Steering Committee and Working Group of the Naval Workforce Continuous Improvement Project-Plan Acrux; Member of People & Culture Committee at Murray-Darling Basin Authority. Prior to joining the ANU, Tanya worked as a Management Consultant within her own practice, Tailored HR Solutions (1998 – 2008), and with Deloitte Consulting Group (1992 – 1998). Prior to joining Deloitte and Touche Consulting Group, she worked for over five years in generalist HR practitioner roles within Household Financial Services and Touche Ross.

Tanya has also held several directorships of organisations over the last ten years including the Ozhelp Foundation, YMCA (Canberra) and the ACT Rugby Union Club.

**SPECIAL RESPONSIBILITIES**

Within AHRI, Tanya is currently the Chair of Advisory Research Panel (ARP) and member of National Accreditation Committee (NAC). She was member of the National Certification Council (NCC), Member of the Council of State Presidents (CSP), member of the Public Sector Reference Panel and President of ACT AHRI Council.



**ROBERT JAMES PHIPPS**  
 DIRECTOR

**QUALIFICATIONS**

LLB, Post Grad Dip IR/ER, Fellow Certified Practitioner of Human Resources (FCPHR), MAICD.

**EXPERIENCE**

Rob Phipps has extensive experience leading HR functions across Australia and New

Zealand, UK, South Africa, Thailand and Pacific Islands. He also possesses deep operational experience, having managed scale able environments from Call Centre divisions to multinational operations teams. AHRI Councilor since 2014, NSW AHRI State President since 2017. Previous roles: Chief People Officer, South Pacific KFC; Chief People Officer, Africa KFC; Chief People Officer UK KFC.

**SPECIAL RESPONSIBILITIES**

NSW AHRI State President; member of the Council of State Presidents. Member of the National Accreditation Committee (NAC).



**FIONA MICHEL**  
 DIRECTOR (TERM COMMENCED 28 MAY 2018)

**QUALIFICATIONS**

Master of Business Administration, University of Auckland, Chartered Institute of personnel & Development – Chartered Fellow (FCIPD), Fellow Certified Practitioner of Human Resources (FCFPHR), New Zealand Institute of Directors. from Deakin University.

**EXPERIENCE**

Fiona has worked in the technology, banking, insurance and public sectors for over two decades, leading and coaching businesses in New Zealand, Australia, the United Kingdom and Asia. Fiona holds executive responsibility for HR at Auckland's biggest employer, has led significant health & safety and legislative workplace compliance in high risk and highly regulated private, public and listed organisations, and has won awards in New Zealand and Australia for achievement in HR, leadership, culture transformation and industrial relationships.

**SPECIAL RESPONSIBILITIES**

Member of the National Certification Council (NCC) and Advisory Research Panel (ARP).



**CAROLINE  
MCGUIRE**  
DIRECTOR (TERM  
COMMENCED 28 MAY  
2018)

**QUALIFICATIONS**

BBus (HRM), Dip Neuroscience of Leadership, Fellow Certified Practitioner Human Resources (FCPHR).

**EXPERIENCE**

AHRI Councilor since 2013, Qld AHRI State President since 2015. HR Specialist and Coach, Clariti Consulting. Previous roles; People and Performance Manager, BMT Group; People and Culture Manager, LogiCamms.

**SPECIAL RESPONSIBILITIES**

QLD AHRI State President; member of the Council of State Presidents. Member of the Inclusion and Diversity Advisory Panel (IDAP).



**MICHAEL  
ROSMARIN**  
DIRECTOR (TERM  
COMMENCED 28 MAY  
2018)

**QUALIFICATIONS**

BA (Psychology), M Comm, Fellow Certified Practitioner Human Resources (FCPHR), Graduate of Australian Institute of Company Directors (GAICD)

**EXPERIENCE**

Currently Chief Human Resources & Brand Officer of Link Group. Previously Chief Operating Officer, Group Executive, Strategy & Human Resources and Executive General Manager, Human Resources at Stockland and Principal at global executive search firm Egon Zehnder. Prior experience includes executive human resources and operational roles in Australia and Asia for leading major companies Westpac Banking Corporation and Goldman Sachs. Former Director of Stockland's CARE Foundation, Westpac's Staff Superannuation Plan and Mount Sinai College.

**SPECIAL RESPONSIBILITIES**

Member of the Finance Audit and Risk Management Committee (FARM).

# KEY MANAGEMENT PERSONNEL COMPENSATION AND RELATED PARTY TRANSACTIONS

## FINANCIAL YEAR END 2018 DISCLOSURE OF DIRECTORS

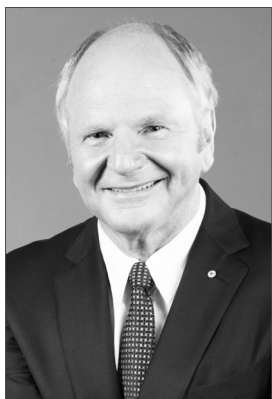
NAME	ROLE	BASE SALARY (INCL. SUPER) \$	COMMITTEE FEE \$	TOTAL \$
Peter Snowden Wilson	Director/ Chair/National President	193,739	4,250	197,989
John Charles Wilson (term ended 27 May 2018)	Director/ Deputy Chair	11,872	0	11,872
Jonathan Mark Scriven	Non Executive Director / FARM Chair	29,500	7,500	37,000
Petrina Sue Coventry (term ended 27 May 2018)	Non Executive Director	12,594	0	12,594
Carmel Majella McGregor	Non Executive Director / FARM Member	29,500	4,250	33,750
Tanya Maria Hammond (term ended 27 May 2018)	Non Executive Director	12,594	0	12,594
Robert James Phipps	Non Executive Director	29,500	0	29,500
Fiona Michel (commenced 28 May 2018)	Non Executive Director	17,526	0	17,526
Caroline McGuire (commenced 28 May 2018)	Non Executive Director	17,526	0	17,525
Michael Rosmarin (commenced 28 May 2018)	Non Executive Director / FARM Member	17,019	2,452	19,471
<b>Total</b>		<b>371,370</b>	<b>18,452</b>	<b>389,822</b>

## KEY MANAGEMENT PERSONNEL 2018

	BASE SALARY (INCL. SUPER) \$	BONUS \$	TOTAL \$
Chief Executive Officer and Managing Director	237,410	40,195	277,605
Other Key Management Personnel (6)	854,196	95,174	949,370
<b>Total</b>	<b>1,091,606</b>	<b>135,369</b>	<b>1,226,975</b>

A total of 15-20 per cent of key personnel manager's notional base annual salary was paid as an annual bonus, based on the achievement of performance targets and KPIs set for the year and overseen by the AHRI Board.

## COUNCIL OF STATE PRESIDENTS



NATIONAL  
PRESIDENT  
**PETER WILSON AM**  
FCPHR



NORTHERN  
TERRITORY  
**JASON CHIN FCPHR**



TASMANIA  
**ALAYNE BAKER**  
CPHR



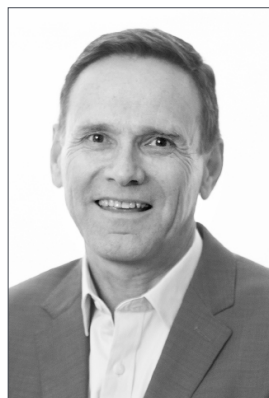
AUSTRALIAN  
CAPITAL TERRITORY  
**TANYA HAMMOND**  
FCPHR



AUSTRALIAN  
CAPITAL TERRITORY  
**STEPHANIE WADDON**  
FCPHR



QUEENSLAND  
**CAROLINE MCGUIRE**  
FCPHR



VICTORIA  
**CHRIS STEINFORT**  
FCPHR



NEW SOUTH WALES  
**ROB PHIPPS FCPHR**



SOUTH AUSTRALIA  
**CHRIS WOOD**  
FCPHR



WESTERN  
AUSTRALIA  
**HELEN SITLINGTON**  
FCPHR





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