



AHRI ANNUAL REPORT

JANUARY - DECEMBER
2019



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REPORT FROM THE CHAIRMAN AND NATIONAL PRESIDENT



It is difficult to look back at 2019 without seeing the year through the lens of the 2020 global coronavirus pandemic, a crisis that was a mere speck on the horizon during December 2019 and January 2020, months during which Australian bushfires dominated the headlines nationally and internationally.

Fortunately, I can report that AHRI is in a strong financial position and, despite loss of revenue from hastily cancelled events, we are well positioned to withstand the economic turmoil that the pandemic is unleashing on business activity following government directions on social distancing and sweeping restrictions on crowd gatherings.

In reporting a year of moderate growth, I am also pleased to say that during 2019, the Institute continued to pursue our strategic priority of investment in certification, with an accompanying focus on the future sustainability of the profession and AHRI's oversight role as the custodian of professional HR standards and practice.

AHRI's annual flagship, the national convention and exhibition, once again attracted attendees well in excess of 2,000. In addition, more than 8,000 members and their guests attended AHRI networking forums during the course of the year, with another 4,000 attending conferences, workshops, breakfasts and town halls around the country.

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, with three quarters of members being female, which follows a consistent trend over the past decade.

Under its chair Professor Alan Nankervis, the National Accreditation Committee received 26 applications during 2018 from 16 universities, which brings the total number of accredited courses in 2019 to 94. 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, we made supplementary submissions to the David Thodey Panel charged by Government with a Review of the Australian Public Service. It was an interactive consultation, and we took the opportunity to advocate on behalf of the merits of HR certification, aspects of which were already established within the Australian Public Service Commission.

I note with pleasure that AHRI's mentor program remained strong during 2019, assisted by a continuing partnership with

Art of Mentoring to enable effective use of technology. During 2020, we look forward to the recommendations of a review of the mentoring program set in train during 2019, and designed to ensure the program builds member capability.

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 the recommendations of the Hayne Banking Royal Commission. AHRI began the year with an opinion piece in the Fairfax media immediately before the Hayne recommendations were handed down in early February. It was followed up during the year when the findings from AHRI's research work with Insync on workplace culture were reported by the Australian Financial Review and industry publications such as My Business and Inside HR. I gave a number of interviews on sick leave during the winter and also returned to public discussion on the issue of office affairs in the wake of the sacking of McDonald's CEO following revelation of a relationship with a subordinate.

AHRI's representation internationally continued on the Asia Pacific Federation of Human Resource Management (APFHRM) and the World Federation of People Management Associations (WFPMA), including the role of running the APFHRM secretariat. The APFHRM met in Fiji in March and Taiwan in September, and the WFPMA met in Chicago during November at the national conference of the Society of Human Resource Management (SHRM). AHRI was represented at each meeting during 2019.

The 2019 year ended with the departure of our CEO, Lyn Goodear. While the Board and management of AHRI regretted Lyn's stepping away from the Institute after seven years of exemplary leadership, we do wish Lyn and her family all the very best for the future.

The Board engaged an executive recruitment firm during the second half of 2019 to conduct an international search, which culminated in the announcement of Sarah McCann-Bartlett's appointment as AHRI's new CEO in January, 2020. Sarah had been working as CEO of a professional services organisation in the UK over the past decade, and we were very pleased to welcome her to AHRI upon her commencement with us at the beginning of February 2020.

On departures, I am serving my final terms this year as both AHRI Chairman and National President. Let me take this opportunity to thank the very many wonderful people I have worked with during my tenure here. I leave the Institute in safe hands, with an energised Council of State Presidents and an accomplished, very competent, diverse and hard-working Board, which now goes forward under the excellent leadership and adroit mastery of Jon Scriven in the chair.

I sincerely wish the Board, staff and members of this Institute all the very best for the future.

A handwritten signature in black ink that reads "Peter Wilson". The signature is written in a cursive, flowing style.

PETER WILSON AM, FCPHR

REPORT FROM THE CHIEF EXECUTIVE



Having assumed the role of chief executive in February 2020, I am not in a position to report personally on the activities and outcomes of 2019. What I can do, is provide my observations on where I see AHRI positioned now and, in light of the COVID-19 pandemic, how AHRI is positioning itself strategically to provide a compelling member value proposition for into the future.

One of the factors that enables professional associations like AHRI to exercise the influence they should in business and with government is the recognition they derive from being genuinely representative of the great majority of practitioners in the field.

For AHRI, that comes with being seen as an essential resource for HR practitioners in the delivery of world class events, contemporary research, practical information, and online networks. The AHRI board has charged me

with ensuring that the Institute builds on its critical mass of around 20,000 members that encompass seasoned high-level practitioners at one end of the professional member spectrum and the pipeline of students and new entrants to the profession at the other, so that AHRI achieves greater reach and even more influence.

A second signifier of value that the Institute brings is oversight of professional standard setting and maintenance of those standards through leading edge knowledge and practical learning. Recognition of standards by peers is critical but ultimately, they must be seen as bringing useful capability to business by the employers of HR practitioners. Like any other profession, Australian HR practitioners need public confidence that they are able to exercise the knowledge and skills they claim to possess. In the past, employers have simply relied on HR practitioners claiming professional capability on their own say-so. Employer confidence in the profession needs to rely on an objective assessment that the HR practitioners they employ display the capability to foster effective workplace leadership and engagement of their people for the good of the business.

Over a relatively short period of time, from 2015 to 2019, AHRI established an oversight infrastructure that professionalised the practice

of HR through a robust certification initiative founded on an internationally benchmarked model of excellence. During 2020 and beyond, I see AHRI as a knowledge and learning organisation that builds on the critical mass of certified HR professionals and champions the value of HR capability to Australian business. That means not only building the pipeline of certified practitioners but also maintaining their professional currency through continuing professional development. Public confidence in a profession relies on certified practitioners remaining up to date. It is not enough that surgeons working in our hospitals, for example, understand the fundamental principles of anatomy; they need also to be aware of developments in techniques such as keyhole surgery. Similarly, electricians need to understand the fundamental principles behind the working of electricity. but certified electricians are expected to be familiar with developments in legislation that regulate how they conduct their practice.

AHRI's professional development offerings are cognisant of the need to maintain standards of HR practice for certified practitioners in addition to entry-level practitioners at the beginning of their careers.

In conjunction with providing real value to its members, I am fully conscious that

a professional association needs to remain a commercially viable business, and like all other businesses in the world dealing with a pandemic, that is a challenge which has to be achieved without the benefit of a user manual. In concert with the AHRI Board, our leadership group is working with me to ensure that our services and products are being repurposed to give member value within the context of the new global reality that involves necessary restrictions on conducting business as usual.

In meeting that challenge, I understand that the economic implications of the global pandemic will almost certainly continue beyond the point at which restrictions are lifted, and that leading, managing and engaging their people, is one of the primary challenges of organisations the world over. Businesses in this country will need, as never before, to understand how critical their people are to both survival and success. They will be relying on sound and innovative advice from HR professionals who are influencers and thought leaders with an understanding of the commercial realities of the business and who care about the role their people can play in contributing to success in the context of those realities.

A handwritten signature in black ink, appearing to read 'S. McCann-Bartlett'.

SARAH MCCANN-BARTLETT

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 2019.

APC pathway

The AHRI Practising Certification Program (APC) curriculum was continuously being refreshed during 2019 to ensure it remained best practice and was dealing with contemporary HR issues.

During the year, initiatives were implemented to enhance content and assessment processes to support students in their studies. These include development and implementation of support videos and tutorials for online students, articulation pathways were established with the addition of post graduate programs at RMIT and UNSW. Articulation provides graduates of the APC program up to three of the four units of study.

At years end, 18 university courses provided Articulation for APC graduates into HR masters programs and MBAs. Partnerships with the Australian Public Service Commission (APSC) have continued with AHRI providing support to the roll out of the APS HR professional stream.

In the private sector Lendlease and Deloitte began rolling out HR certification within their organisations, and we are continuing our partnerships with Optus, Coles, and Coca Cola Amatil (CCA).

Senior Leaders pathway

In addition to APC graduates, senior leaders continued to express interest in the senior leaders pathway (SLP) with 200 in the pipeline at year's end. Organisations 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 with Lendlease and CCA putting their HR leadership teams through this pathway.

Training Needs Analysis

Since AHRI launched the TNA online tool, over 15,000 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.

International Programs

AHRI delivered an in-house certification program (Units 2 and 3) in May and September 2019 for 10 students associated with the Auckland District Health Board.

EVENTS PROFILE

2019 AHRI National Convention & Exhibition

The 2019 AHRI National Convention and Exhibition was held at the Brisbane Convention and Exhibition Centre and ran over four days (16-19 September). It included two pre-convention conferences (HR Technology and Public Sector HR), and two post convention workshops with Professor Stewart Friedman and Scott Anthony respectively.

Keynote speakers included:

- Craig Davis - Co-founder Sandle
- Dr Susan David - Founder and Co-Director, Institute of Coaching, Harvard University
- Dom Price - Head of R&D and Work Futurist, Atlassian
- Susan Scott-Parker OBE - Founder, CEO business disability international
- Stewart Friedman - Professor, Wharton School of Business, University of Pennsylvania
- Scott Anthony - Senior Partner, Innosight
- Stephen Scheeler - Former CEO, Facebook ANZ

The 2019 convention attracted over 2400 attendees across the four days of programs, as well as more than 500 visitors to the 121-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, 378 delegates attended the Public Sector HR Conference, 137 took part in the HR Technology Conference and 180 people participated in one of the two workshops. From a social standpoint, 1140 guests attended the convention gala dinner.

Over the campaign period, AHRI reached more than 75,000 people through Facebook promotions and more than 15,000 on LinkedIn.

Diversity and Inclusion Conference

In 2019 AHRI hosted an Diversity and Inclusion Conference in Sydney during May. It attracted over 330 delegates, reaching capacity of the venue.

Keynote speakers included:

- Kurt Fearnley AO - Paralympic & Commonwealth Games Gold Medalist
- Alan Joyce AC - CEO, Qantas Group
- Ming Long - Non-Executive Director

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 2019, AHRI received almost 15,000 registrations to one of AHRI's events or public professional development offerings.

The programs included more than 8,000 attendees at network forums around the country during the year, 2400 attendees at national convention and around 4,000 in total at events such as the diversity and inclusion conference, state conferences, awards dinner, international women's day breakfasts, and town hall meetings in every capital city.

EVENTS PROFILE

2019 AHRI Awards

The winners of the 2019 AHRI Awards were announced at the Awards Gala dinner held in Sydney at International Convention Centre in Sydney on November 27.

There were 80 finalists across both the individual and organisational awards, with nine individual winners, including the winner of the inaugural HR Academic Award and 17 organisation winners. Peter Berner once again hosted the evening, keeping the night light, entertaining and punctual, whilst the Groove Band had everyone on their feet during the breaks and at the conclusion of the awards announcements.

Amongst the many winners, were Frasers Property Australia group and Life without Barriers, both taking home two winner trophies, with the remaining winners spread across the different sectors including several SMEs and not for profit organisations.

The complete list of award winners were:

Individual Award winners	
HR Academic Award	Charmine Hartel FCAHR - Professor and Chair of Inclusive Employment and Strengths-Oriented HRM, University of Queensland
CEO Diversity Champion Award	Colin Radford - Chief Executive Officer, Victorian Managed Insurance Authority (VMIA)
Dave Ulrich HR Leader Award	Rod Francisco FCPHR - Executive Director People, Mackay Hospital and Health Service
Dave Ulrich HR Practitioner Award	Karen Beckham CPHR - Senior Human Resources Advisor, Dalrymple Bay Coal Terminal
Dave Ulrich HR Rising Star Award	Jennifer Sherley MAHRI - HR Advisor, MediaCom
HR Diversity Champion Award	Fiona Davies MAHRI - Diversity & Inclusion Manager, Life Without Barriers
Lynda Gratton CEO Award	Simon Hupfeld - Chief Executive Officer, AMES Australasia
Ram Charan APC Award	Jacci Sharkey CPHR - Assistant Director, Workforce Planning - Submarine Domain, Department of Defence
Ram Charan Student Award	Alexandra Papalexiou - Student, University of Queensland
Organisation Award winners	
Allan Fels Mental Health Award	Black Dog Institute
Corporate Social Responsibility Award	Thermo Fisher Scientific
Dame Quentin Bryce Gender Equity Award	Frasers Property Australia
Elizabeth Broderick Workforce Flexibility Award	Frasers Property Australia
Fons Trompenaars Cross Cultural Management Award	Jesuit Social Services
Graeme Innes Disability Employment Award	Department of Finance (ACT)
Inclusive Workplace Award	Settlement Services International
Marshall Goldsmith Talent Management Award	Department for Education (SA)
Martin Seligman Health and Wellbeing Award	Arts Centre Melbourne
Michael Kirby LGBTIQ Inclusion Award	Australian Taxation Office
Peter Williams HR Technology Award	The HOYTS Group
Rob Goffee Leadership Development Award	Sportsmed
Sir Ken Robinson Innovation and Creativity Award	Royal Australian Navy (Innovation)
Stan Grant Indigenous Employment Award	Life Without Barriers
Susan Ryan Age Diversity Award	Suncorp Group
Wayne Cascio Organisational Development Award	Wyndham City Council

TRAINING PROFILE

Corporate training

During 2019 AHRI delivered 214 in-house training sessions across all states except for Northern Territory with six per cent customised programs, and 55 per cent new business. More than half were delivered to the public sector with 14 per cent to Professional Services, 16 per cent not-for-profits, six per cent to healthcare/education and 11 per cent in logistics/manufacturing. HR programs represented 42% with Leadership programs the remaining 58%.

New course content was developed and launched in response to market and client demand including Introduction to HR Law and Managing Whistleblower Reporting.

eLearning

AHRI continued to deliver digital learning in 2019 with a suite of eLearning modules, the most popular modules. Most popular purchased for groups was Sexual Harassment Prevention, Stress Management, Workplace Health and Safety and Diversity in the Workplace.

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.

Alliances with the the Australian Human Rights Commission, the Conference Board, and the Organisation for Economic Cooperation and Development (OECD) have resulted in collaborations training and research.

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 2019 with the Australian Network on Disability (AND). Representatives of AHRI regularly attended the highly regarded AND roundtables.

AHRI CEO Lyn Goodear was 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, the Hon Dr Kay Patterson AO.

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

Increased resources allocated to AHRI:ASSIST during 2019 saw 858 member queries submitted from January to December. This was a 20 per cent increase on queries received during 2018 (714). Work was commenced on the redevelopment of the framework for a new, more easily navigable, site plan for AHRI:ASSIST, that will improve member access to the content at the time members need it to support their work.

Queries around conditions of employment reflected 39 per cent of overall queries, predominantly regarding award and fair work interpretation and application of same. Workplace relations was the second most sought after support at 18.6 per cent, with exiting the organisation at 9.2 per cent.

Strong, positive, feedback from members indicating timely professional support provided to assist them navigate the myriad of challenges faced by HR professionals on a daily basis is evidenced in a NPS score of >70, a scale which indicates a world class service. Only AHRI members are eligible to access this service.

TRAINING PROFILE

Certificate IV

As an Registered Training Organisation, AHRI has continued to deliver training in the VET sector for the human resources profession through our Certificate IV in HR program.

In 2019 AHRI demonstrated an increase in graduate satisfaction levels and employment outcomes, which have been enabled by AHRI's dedicated national facilitation team in partnership with internal quality and support teams.

Mentoring

AHRI's Mentoring Program in 2019 enabled 260 mentees in facilitated relationships with 213 mentors. The generosity of mentors was again noted as some took on more than one mentee during the program, which is exclusive benefit to AHRI members.

AHRI continued the partnership with Art of Mentoring to continue to build on creating a world-class professional mentoring program, which has improved the matching capability through better use of technology.

During 2019, AHRI acquired the services of an external consultant to embark on a review of the Mentoring Program and provide recommendations to ensure we build HR capability of members through the program and is aligned to best practice.

The review was a success with many stakeholders expressing their gratitude in the opportunity to provide feedback on a program they highly value. Recommendations from the review will be piloted in the 2020 program, with the full scope of the recommendations to be implemented in 2021 when the program expands from six months to nine months.

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 AHRI accredited providers, with direct 'cross-credit' into the APC program for three of the four units, i.e. the three 'knowledge' units.

In 2019, 26 applications from universities and education providers nationally for HR course accreditation were received from 16 universities, which brings the total accredited courses by years end to 94.

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 and AHRI in the media

Although AHRI made a submission to the David Thodey Independent Review of the Public Service in 2018, we also made a number of supplementary submissions with a strong HR certification agenda during 2019 to what was an interactive consultation with the review panel.

The reverberations of the Hayne Royal Commission into Misconduct in the banking sector provided a context for much of the business media during 2019, with corporate culture high on the agenda of regulators. AHRI CEO Lyn Goodear's opinion piece titled 'A new reality or business as usual for the banks' appeared in the Fairfax media immediately before the Hayne recommendations were handed down in early February and was the beginning of a concerted effort throughout the year to link the ideas of HR as the custodian of culture to the demands of regulators to scale down the singular corporate emphasis on financial indicators and to upgrade intangible indicators that build organisation value such as human capital, ethical culture and robust governance.

During the year that agenda included releasing the findings from AHRI's research work with Insync on workplace culture, reported by the Australian Financial Review ('CEOs are often blind to cultural problems') and industry publications such as My Business and Inside HR.

Also during the year Peter Wilson discussed in the Fairfax press how the increasing prevalence of working from home is affecting attitudes towards sick leave and, with the onset of winter contributed to discussions in Smart Company and Yahoo Finance on people presenting for work in the office when sick.

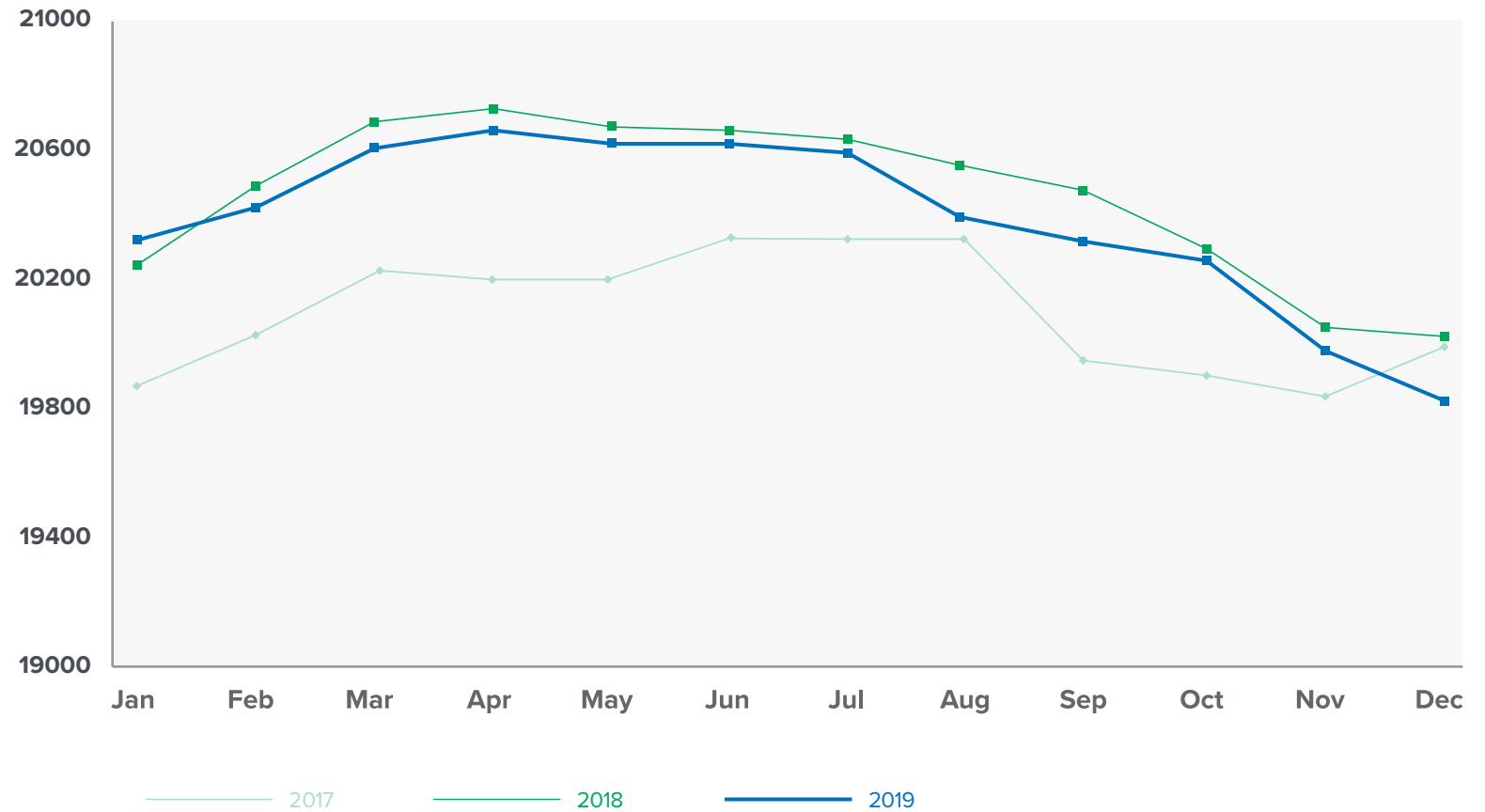
AHRI state president Chris Wood contributed to a discussion in News Ltd syndicated outlets on time to recruit, and Diversity and Inclusion panel chair Rhonda Brighton Hall contributed to a media discussion on workplace affairs, as did Peter Wilson, following the sacking of McDonald's CEO after revelation of a relationship with a subordinate.

MEMBERSHIP PROFILE

AHRI members

An audit of professional members' continuing professional development (CPD) was conducted during 2019. 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 years' end were given the option of making amends by an extended date or downgrading their membership level.



Total membership numbers

MEMBERSHIP PROFILE

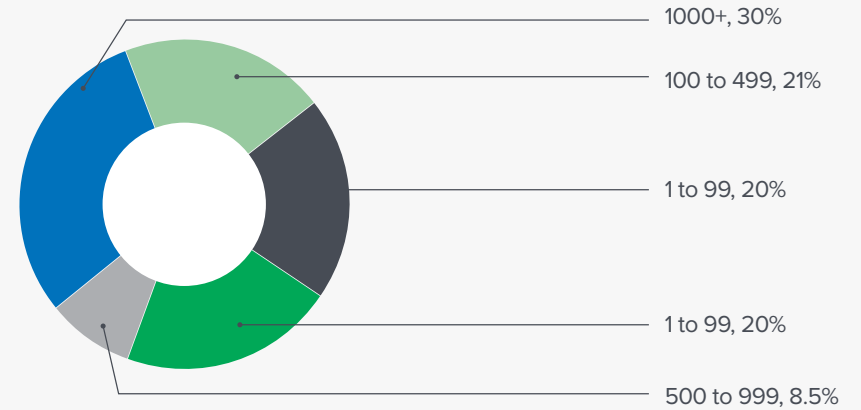
Functional titles of members

Around seven out of ten AHRI members (74 per cent) work in HR specific or related roles, with approximately 10 per cent in non-HR director or executive roles.

Title	%
HR Manager	21.45%
HR Advisor	10.80%
HR Consultant	8.57%
HR Senior Manager	7.87%
HR Business Partner	7.80%
HR Director	7.41%
HR Administrator / Coordinator	6.42%
Director/CEO	5.96%
Executive	4.53%
Other	4.34%
Manager	4.20%
Academic	1.88%
Administrative/Clerical	1.50%
Principal / Owner	2.50%
Organisational Development Manager	1.33%
Recruiter	1.30%
Professional/Technical Expert	1.08%
Senior Manager (Non-HR)	1.05%

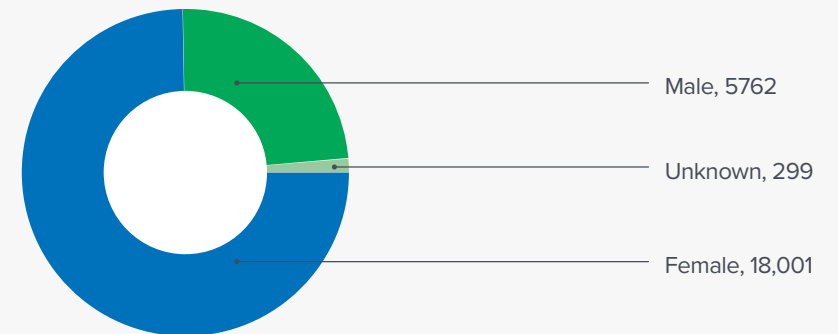
Size of member organisations

Nearly a third of members work in large organisations of more than 1,000 employees, and one in five work in small organisations with fewer than 100 employees.



Member by gender

The gender profile of members remains consistently around 75 per cent female, a trend that is representative of the profession more widely the world over.



MEMBER COMMUNICATIONS

Launch of new AHRI website

Early February 2019 we launched a new and refreshed AHRI website. As the leading professional body for HR, we recognised the need to keep our members, HR community, clients, and the public informed on who we are, what we do and how we can support the HR community through our continued professional development offerings.

When we started the process of updating the new website, we had the main goal in mind to strengthen the AHRI brand, display our services and solutions better and provide users with an improved experience. We worked closely with Deepend, a digital agency, to design, create and bring our vision to life. The updated site includes changes to navigation, with a better user experience for both mobile and desktop versions.

We improved the structure, so users can locate what they're looking for easily through a host of new graphics, design features, and multimedia additions to help improve the look and feel of our site and our message.

During 2019 we saw over 305,000 users visit the site, 75.5% new visitors, generating over 2mil pageviews, 38k of which visited the AHRI Assist webpage, AHRI's most visited webpage highlighting it a valuable member benefit.

HRM reader survey

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 stating HRM is the main source of HR news and information for 3 in 4 members.

The print magazine was supplemented by the HRM Online stories posted daily by Mahlab. During 2019, the number of pageviews recorded by HRM was 1.949 million, up from 1.6 million in 2018.

The HRM stories that most resonated with audiences included:

- The best and worst HR names (49k pageviews, 41k unique pageviews)
- Gaslighting at work, how do you manage it? (33k, 31k)
- Defining a Work Day: A landmark federal court decision (22k, 21k)
- How to handle condescending language (19k, 17k)
- When a WHS poster is both sexual harassment and discrimination (18k, 17k)

- 10 powerful ways to improve employee recognition (17k, 16k)
- How to spot a gaslighter in your workplace (17k, 16k)
- Firing employees in their probationary period (16k, 15k)
- Employee fired for refusing to share his fingerprints fights back (14k, 14k)
- Should you eat the frog, or not? A look at productivity techniques (13k, 12k)
- When a company can lawfully let an injured employee go (12k, 11k)

AHRI social media

In the social media space, AHRI's LinkedIn Discussion Group has continued to grow, almost reaching 68,000 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. Discussions have commenced for AHRI to create a member-only LinkedIn Group to improve AHRI's digital offerings and a way for AHRI members to engage, connect and share ideas.

HRM online content and stories of member interest were the subject of daily LinkedIn, Instagram, Twitter and Facebook activity. During 2019, we saw a steady increase in the number of followers across all social media platforms:

LinkedIn	64%	↑
Twitter	2.2%	↑
Facebook	9.6%	↑
Instagram	24%	↑

MEMBER COMMUNICATIONS

[Asia Pacific Journal of Human Resources](#)

AHRI's academic journal, the peer-reviewed [Asia Pacific Journal of Human Resources](#) (APJHR), published by Wiley & Sons, is now in its 57th year of publication.

During 2019, 6,583 institutions offered access to AHRI's journal, 1,164 more than in 2018. Article downloads during the year were just short of 120,000, a 5.6 per cent increase on 2018. The largest group of readers by regions were Australia (28 per cent), India (25 per cent), United Kingdom (13 per cent), United States (13 per cent), and China (7 per cent).

In view of the 2019 meeting of the Australian Deans' Business Council (ADBC) not seeing fit to adjust the B-ranking of the journal in accordance with the submissions of AHRI and other parties during the 2019 journal ranking process, AHRI will be considering the future of the journal as an ongoing AHRI publication beyond 2022.

International representation

[APFHRM and WFPMA](#)

The members of the World Federation of [People Management Associations \(WFPMA\)](#) 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, and the congress was next due to be held in Sri Lanka during July 2020, in association with the Sri Lankan Institute of Personnel Management. However, due to the global coronavirus pandemic, the 2020 world congress has been indefinitely postponed.

AHRI continued to be strongly represented during 2019 as one of the member countries of the [Asia Pacific Federation of Human Resource Management \(APFHRM\)](#), and through that body the WFPMA. Since 2018, AHRI's General Manager of Culture and People, Rosemary Guyatt, has held the role of APFHRM Secretary. The APFHRM met in Fiji in March and Taiwan in September, and the WFPMA met in Chicago during November at the [Society of Human Resource Management \(SHRM\)](#) national conference. AHRI was represented at each meeting during 2019.

AHRI PEOPLE & CULTURE

AHRI elected officeholders and volunteers

AHRI enjoys the benefit of having 250 committed volunteers throughout its network. These volunteers include 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. AHRI thanks its volunteers for their contribution to the work of AHRI and to the wider HR profession.

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

Culture

AHRI's culture journey continued in 2019 by engaging both AHRI staff and volunteers through Human Synergistics' culture diagnostic surveys. This 2019 investment provided a retest of the baseline measured in 2018, with both employees and volunteers participating. The culture diagnostic process provided an important formal opportunity to gather feedback that notes both the positive shift in culture and further identified actions for improvement.

Employee wellbeing

Health & Safety:

Zero incidents were reported by AHRI staff during 2019. Enhanced OH&S checks were conducted on a quarterly basis, along with an expanded emergency management team.

We took the opportunity during the year to reaccredit our HR Partner who has previously completed a Mental Health first aid certificate, given the growing awareness of employees with mental health issues.

Diversity and Inclusion

The creation of a Diversity and Inclusion committee - Inclusion & Diversity for Everyone at AHRI (IDEA) during 2019 was positively received by staff.

Activities included identification of key dates in the AHRI staff calendar (for example, International Women's Day, Pride Day, International Day of People with Disability, Harmony Day) to promote greater awareness and understanding.

Other activities included:

- The second (annual) AHRI census was completed in the fourth quarter providing employee demographic detail (for example, LGBTQI, disability, cultural ancestry and Aboriginal and Torres Strait Islander) as well as suggestions for a greater focus on inclusion and accommodation
- An improved process was introduced to make reasonable adjustments for new and current staff, as needed
- Training was provided to the D&I committee members to enable them to become effective diversity allies.

AHRI team learning: as part of our commitment to be a 'learning organisation', in 2019 we invested in staff development via the expansion (by 0.2) of our existing Manager Learning & Development and Quality.

Summary Demographics

Headcount	61
Full-time equivalent (FTE)	52
Tenure > 2 years	51%
% female employees	70%
% female managers	60%
Identify with a culture other than Australian	50%
Culturally and linguistically diverse	25%
Disability	12%
LGBTQI	9%

DISCLOSURE OF DIRECTORS AND KEY MANAGEMENT PERSONNEL

Name	Role	Board Fee \$	Committee Fee \$	Total \$
Peter Snowden Wilson	Chair / National President / FARM Member	194,705	4,250	198,955
Jonathan Mark Scriven	Director / FARM Chair	30,185	7,500	37,685
Carmel Majella McGregor	Director / FARM Member	30,200	4,250	34,450
Robert James Phipps	Director	30,184	-	30,184
Fiona Michel	Director	30,200	-	30,200
Caroline McGuire	Director	30,200	-	30,200
Michael Rosmarin	Director / FARM Member	30,184	4,250	34,434
Total		375,857	20,250	396,107

	Base Salary (incl. Super) \$	Bonus \$	Total \$
Chief Executive Officer and Managing Director	242,794	30,501	273,295
Other Key Management Personnel (6)	893,983	78,822	972,805
Total	1,136,777	109,323	1,246,100

A total of 15-20% of key personnel managers' national base annual salary was paid as an annual bonus, based on the achievement of performance targets and KPI's set for the previous year (2018).

DIRECTORS' REPORT

Your directors present their report on the company for the financial period 1 January to 31 December 2019 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
- Lynette Joy Goodear (Resigned 24 January 2020)
- Jonathan Mark Scriven
- Carmel Majella McGregor
- Robert James Phipps (Resigned 24 February 2020)
- Caroline McGuire
- Fiona Michel
- Michael Rosmarin

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

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.

AHRI Member Value Proposition:

AHRI connects members with an expert community who understand and care about people and culture in workplaces and helps members to find products and services to support their career.

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 from operations and unrealised gains from investment in 2019 was \$120,371, compared with \$410,033 in 2018.

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. At 31 December 2019 the total number of financial members was 14,596 (2018 15,324).

Subsequent Events

Except for the Corona Virus (COVID-19) and subsequent government actions, the impacts of which on the business cannot be determined at this time, there has been no other matter or circumstance, which has arisen since 31 December 2019 which has significantly affected or which may significantly affect:

- The operations, in financial years subsequent to 31 December 2019,
- The results of those operations, or
- State of affairs, in financial years subsequent to 31 December 2019.

INFORMATION ON DIRECTORS



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.

Experiences

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.



Lynette Joy Goodear
Chief Executive Officer and Managing Director
(Resigned 24 January 2020)

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).

Experiences

Lyn Goodear was 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

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

INFORMATION ON DIRECTORS



Jonathan Mark Scriven
Director

Qualifications

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

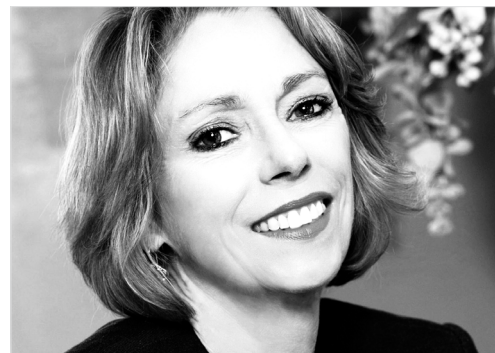
Experiences

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

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



Carmel Majella McGregor PSM
Director

Qualifications

B.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.

Experiences

Adjunct Professor Institute for Governance and Policy Analysis (IGPA) University of Canberra, Deputy President IPAA ACT 2010 to November 2019, 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.

Special Responsibilities

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

INFORMATION ON DIRECTORS



Robert James Phipps
Director (Resigned 24 February 2020)

Qualifications

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

Experiences

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 scaleable 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 Immediate Past State President, past member of the Council of State Presidents. Past member of the National Accreditation Committee (NAC).



Fiona Michel
Director

Qualifications

Master of Business Administration, University of Auckland, Chartered Institute of Personnel & Development – Chartered Fellow (FCIPD), Fellow Certified Practitioner of Human Resources (FCPHR), Australian Institute of Company Directors – Graduate (GAICD).

Experiences

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 is the Chief People & Culture Officer at New Zealand's largest distributor of electricity and gas, 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

Qualifications

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

Experiences

AHRI Councilor since 2013, Qld AHRI State President since 2015. Head of People, AITC. Previous roles: HR Specialist and Coach, Clariti Consulting; 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 Diversity and Inclusion Advisory Panel (IDAP).



Michael Rosmarin
Director

Qualifications

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

Experiences

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 including 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).

COUNCIL OF STATE PRESIDENTS



National President
Peter Wilson AM FCPHR



Northern Territory
Jason Chin FCPHR



Tasmania
Alayne Baker CPHR



Australian Capital Territory
Stephanie Waddon FCPHR



Queensland
Caroline McGuire FCPHR



Victoria
Chris Steinfort FCPHR



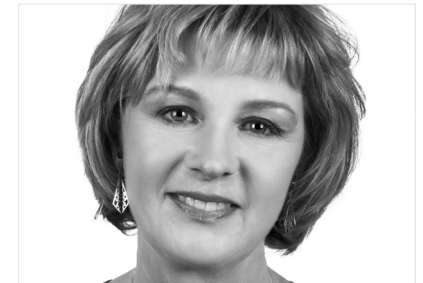
Victoria
Matt Connell CPHR



New South Wales
Rob Phipps FCPHR



South Australia
Chris Wood FCPHR



Western Australia
Helen Sitlington FCPHR



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