Board Paper

Title	President's report + Draft Workplan 2025/26
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Type of Paper	A discussion paper
Summary of paper	This paper outlines: • My aspirations for APFHRM as a collaboration hub for Asia Pacific and a role-model for collaboration. • Different ways of working so we can create space and make best use of the time together. • A draft workplan that can be finalised based on the discussions we have as a Board.

Purpose	**The President's report is a periodic summary of APFHRM's achievements based on our work plan. This report will be shared on the website and with WFPMA.**
Key Issues	I have the privilege of following past Presidents who have all worked to build APFHRM to where it is now. In my new role, I asked myself the questions • What is it that I can do to build on what has been done before me? • What value can I add as President of APFHRM? • What would APFHRM be uniquely known for, on the global stage? I am convinced that our diversity is our strength, and we can be a role-model for membership organisations globally, on how to partner and collaborate to create value for all members. I imagine that this is an aspiration we all share. However, it is just as true that for this to happen, we need to work together and practise collaboration ourselves. We meet four times a year and that time is taken up by sorting routine matters. The working groups (committees) are a great vehicle to make progress on what has been agreed. However, my observation is that as a collective, we struggle to find time to have discussions about our profession, beyond sharing reports and updates. My job is to create space for us to be able to do this. There are three ways I see this can happen: 1. Leveraging and strengthening the sub-regional hubs as collaboration hubs. We do this by boosting the Vice-President (VP) role. 2. Streamlined Board meetings and an agreed workplan. This will reduce the governance routine burden during the meeting and enable more time for more time for information sharing and collaboration. 3. A Board project - I also wish to have for us to have a small set of goals that we as a collective Board own and that support our overall strategy and objectives. Ultimately, it would be great to look back, 2 years from now (some time in 2027) and say that we created something special in APFHRM! I would therefore like the Board to consider the above and share your aspirations. The discussion in the Board meeting will be on the following two questions:

	• What would you like for APFHRM to have achieved, when we look back at our collective efforts? • What would you want APFHRM to be known for, among your membership bodies? I have outlined a couple of options and suggested which one I would like us to commit to. However, this has to be about the collective appetite and aspirations and that is what I am expecting our discussion to uncover.
Options	There are two options to consider. Option 1: Get behind this or an amended plan (following our discussions). It will mean committing to additional investment in resources and purposeful time and the effort, together. Option 2: Maybe we are not ready for the investment now. We can still focus on the basics and get a streamlined and tight operation going. I believe we are the right group of people to go for option 1 and it is my hope that everyone gets behind this.
Financial Implications	Option 1 would require investment in additional meetings for the whole Board. It could mean more effort and maybe funds to be set aside so we can do a good job. The actual financial implications will be detailed once we agree on a way forward.
Risk Assessment	• Our position in the World Federation is unique. For too long, the HR world has been adapting to a UK-US centric point of view in addressing frameworks and needs of the workforce. We have three key positions in WFPMA, and an ability to influence beyond Asia Pacific. • If we collaborate and stand up something that is representative of the emerging economies and the diversity of our group, we can create something that is world leading. • If we do not leverage this opportunity, while it is not devastating, we may not get another chance to influence and bring value to our members.
Next Steps	Our discussions will help create the terms of reference for the Strategy committee to shape up the plan. I have a draft workplan that will be completed and circulated after the Board meeting, along with the minutes.
Attachments	Appendix 1 – Outline of the current actions as indicative of a proposed work plan.

Appendix 1

Outline of the actions emerging from recent meetings, based on the three ways of boosting collaboration and creating something unique. From our discussions and the outline below, a draft workplan for the next 18 to 24 months will emerge.

1. Leveraging and strengthening the sub-regional hubs as collaboration hubs. We do this by boosting the Vice-President (VP) role.

Collaboration happens when there is shared experience. It is also easy to collaborate in smaller groups. The sub-regions are the right groups to create more collaborative work. I have had a meeting with the VPs, where the following was tabled:

- Formation of APFHRM Regional collaboration council. Purpose: To amplify APFHRM's impact by enhancing the role of Vice Presidents as catalysts for regional engagement
  - Empower Vice Presidents to lead sub-regional collaboration, amplify local voices, and surface needs specific to their regions.
  - Act as a sounding board for the President in shaping Board workplans, setting agendas, and helping to resolve operational issues before escalation
  - Foster alignment and cohesion across regions and roles, enabling APFHRM to operate as a connected, forward-moving system.
- To support this:
  - A regular cadence of sub-regional meetings, led by each VP. These will be used to specifically build connections in the sub-regions, surface opportunities for collaboration and learn more about the profession as practised in each member country.
  - For cross-regional collaboration, these meetings will be formally minuted and other members of APFHRM can access these as part of the Board Pack
- Every quarter, before the Board meets, we will also have a Regional meeting with the VPs and Secretariat, where they will get an opportunity to table anything that may be of value or concern for the Board to consider
- We will have formal regional reporting (with up to 2 regions presenting) at each Board meeting. These will be scheduled in advance.
- This council will also come up with Collaboration goals/ KPIs (e.g. APFHRM members provide free tickets to 1 or 2 virtual events per year).
- The VP role are also encouraged to take up opportunities to lead Board committees to support representation of local needs in the committees.

2. The Board meetings and workplan

We can always do better in terms of getting the routines around the Board seamless. Accordingly, the following have been put in place:

- Meeting dates have been set for the year, and all member countries to make sure that they have at least one representative at the meeting. This meets the APFHRM Handbook requirements[1].
- A call for agenda items shall be sent six weeks ahead of the meeting by email. The agenda will be finalised four weeks prior to the meeting (at the VP meeting). This is to make sure that we have enough time for all agenda items received or make calls on what will need to move to the following meeting.
- Being on the Board comes with the responsibility to represent your member organisation. Other work or life can get in the way sometimes. We ask that you make sure that if you cannot attend

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[1] "The Board meets at least once a year. The meeting is called by the President, giving at least three (3) months advance notice. It must also be called within two (2) months if at least three (3) Board members request to have one."

the meeting, you brief a delegate to attend and participate in the proceedings. If that is not possible, then please send any written comments on matters on the agenda, to the Secretary before the meeting.

- For better use of time at the board meeting:
    - I ask that agenda items that are finalised, be accompanied by Board paper for which the members will get two weeks to submit papers to the secretariat. (A template has been created that can be used whether it is an update, discussion or decision item).
    - The board pack, with the agenda will be sent a week prior to the meeting. (The secretariate is working on a solution so we can send a link that everyone can access).
    - It is the responsibility of the attendees to read the Board pack ahead of the meeting, as we will directly proceed to clarifications, discussion or decisions in the meeting.
    - Draft minutes will be prepared within two weeks of the Board meeting and circulated within a month of the meeting taking place
- For signing off on Financials:
    - As a Board that collects membership fees and operates as a corporate entity, our obligations are complex and involve different rules across multiple jurisdictions including formalities of filing returns and multi-national banking transactions.
    - I want to formally thank both David Li and Himali Dassanayake, for the huge amount of work that they have had to do so we could avoid penalties.
    - I note that this has been stressful for all those involved and taken up a lot of the Board time, throughout the year, to get clarity. That was necessary and there are lots of lessons learnt.
    - Going forward, once the accounts have been finalised, they will be circulated to the Board for approval in the March 2026 Board meeting. All the paperwork will be also prepared, and the appropriate Directors will be lined up, in anticipation of an approval. This will mean that the filing activities will happen on time.
    - This will reduce the governance routine burden during the meeting and enable more time for more time for information sharing and collaboration.

3. A Board project

As part of the workplan, I also wish to have for us to have a small set of notable goals that we as a collective Board own and that support our overall strategy and objectives. The list I have proposed here is based on previous Board conversations, VP aspirations. It is a mix of foundational, strategic and continuity work.

I propose we focus on one or more of the goals below over the next 18 – 24 months.

- Website rejuvenation (including process, content and access). This is foundational work and urgently needed. However, we also need to consider the complexity of our operations and come up with something that is modern, easily kept up to date and able to flex to meet the requirements of our three-year strategy
- A three-year strategy that covers the big questions that we as APFHRM need to work on, our unique place in the world of work and articulation of our value proposition for our membership.
- Continue a pilot approach on the APFHRM Competency framework (let's call it phase 1) but refine it to be uniquely Asia-pacific (phase 2. This would be an iterative development where we can support Singapore and others interested, to pilot the framework. We also explore how phase 1 can offer added value, complementary to existing member country frameworks.
  We use the experience from phase 1, to learn and apply to phase 2, as we start articulating our unique value proposition (through the strategy work) and refine it further. Research work to support refinement to create a unique and world-leading framework, may be something we explore as a result of the three-year strategy.