

# Asia Pacific Federation of Human Resource Management (APFHRM) Handbook



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# APFHRM HISTORY

In 1977, there was a HR conference in Manila, Philippines where Hong Kong, Singapore, India, Indonesia and the Philippines were represented. There was a decision to establish a regional federation and the Constitution was drafted and approved. The officers appointed were Peter Barrett of Hong Kong as President and Orlando Peña of the Philippines as Secretary.

The other committee members were the representatives of Singapore, Indonesia and India.

From that time on, the Federation gradually evolved and became a more representative body. Australia subsequently became a member. One of the APFHRM Presidents was Eddie Ng who went on to become President of the World Federation of Personnel Management Associations (WFPMA). It was clear that Asia Pacific HR management had found its place and had been recognised by the rest of the world.

APFHRM currently plays an active role in the professional aspects of the respective regional and international bodies representing human resources.

In 2014, the APFHRM Board recognized that the entity needed to be registered in a country, in order to continue to legally operate (i.e. receive member revenue/fees and pays expenses such as the WFPMA dues). This change in structure was also seen as a way to secure the APFHRM branding. The Board members at that time advised that registration in Hong Kong was the most straight forward approach and APFHRM was registered in Hong Kong under Hong Kong Company Ordinance, in the name of Asia Pacific Federation of Human Resource Management Ltd. on 24 May 2014.

# 1. APFHRM VISION & MISSION

## **APFHRM Vision**

The APFHRM advocates the development, promotion and recognition of the HR profession across the Asia Pacific region.

## **APFHRM Mission**

APFHRM with its member organizations, serves the public, organisations and communities in the Asia Pacific region by ensuring the relevance, reputation and value of the global HR profession.

## 3. CORE VALUES OF THE FEDERATION

The following are the values that are most important to the federation:

### **PROFESSIONAL RESPONSIBILITY AND ACCOUNTABILITY**

The Federation adheres to the highest standards of professional behavior. We follow the law at all times. We advance the HR profession by engaging in value-adding, meaningful and responsible activities. We are accountable for all our actions as we carry with us the names of the Federation, our respective corporate organisations and HR institutes.

### **LEADERSHIP**

We strive to be effective role models in the Federation. We will champion the development of other people through teaching, mentoring and setting good example. We will inspire other people to be committed to whatever tasks and undertakings they have for the growth and success of the Federation.

### **FAIRNESS & CONSISTENCY**

We treat all employees fairly regardless of race, sex, status, creed, religion, etc. All our actions are governed by what is fair and just to all concerned. We will support decisions which are fair, legal, moral, just and consistent even if it would mean sacrificing our personal interests.

### **HANDLING INFORMATION**

We try to maintain open lines of communication with all members of the federation and in the process, build trust among them by not only maximising the open exchange of information but also eliminating concerns in the handling of information. We will keep in confidence classified information at all times. We will take all appropriate steps that will ensure that all information we provide to others are complete, accurate and appropriate.

### **PROFESSIONAL DEVELOPMENT**

We are cognizant of the need to further develop ourselves. We need to enhance our competencies so that others will benefit from the knowledge, skills and attitudes that we share with them. We commit to our own continuous learning and knowledge, skills and attitudinal development.

### **NETWORK OF APFHRM COMMUNITIES OF PRACTICES**

We strive to achieve core values by creating a network of communities of practices in the Federation. We will encourage national HR associations to identify, research and report on invaluable lessons and stories of human capital management practices, that will impact personal, organisational and business effectiveness through the creation of values by different groups of human capital

# 4. APFHRM CONSTITUTION & BY-LAWS

## 4.1. DEFINITIONS:

APFHRM Board: This is the executive body of the Federation and is composed of members elected by the Delegate Member Assembly, which includes:

- the President
- Vice Presidents representing each region
- the Secretary and Treasurer
- and the Immediate Past President if currently a representative of their country's association
- All members of the Board are elected every two years by delegate assembly members in the month of March

DELEGATE ASSEMBLY: is the ultimate governing body of the APFHRM AND is composed of two (2) representatives appointed by each full member, only one (1) of whom (who must be designated) shall be entitled to vote

## 4.2. OBJECTIVES

1. To serve as the umbrella organisation of all human resource institutes within the Asia Pacific Region.
2. To improve the quality and effectiveness of professional human resource management in the region.
3. To encourage and support human resource managers in creating and developing their own associations in Asia Pacific countries where they do not yet exist.
4. To provide guidance and assistance to all member countries especially with regards to their programs that will uplift the human resource management profession.

## 4.3. MEMBER COUNTRIES AND REGIONS

There are five regional groups within the Federation. Countries represented within those regions as at the time of publishing are:

**South East Asia:**

- Malaysia
- Philippines
- Singapore
- Thailand
- Vietnam



**Oceania:** Australia  
New Zealand  
Papua New Guinea  
Fiji

**East Asia:** Hong Kong SAR  
Japan  
Taiwan

**Indian Sub-Continent:** Bangladesh  
India  
Sri Lanka  
Pakistan  
Maldives

**Gulf Region:** (no representation)

## 4.4. MEMBERSHIP

The APFHRM has two kinds of membership:

1. Full membership
2. Affiliate membership (with voting rights)

In each country, only one national association\* widely recognised and truly representative of the association of human resource managers can become a full member. If such an association does not exist, the membership can be delegated to another organisation which has human resource management as a main activity.

Where a national association does not exist/is not allowed, the Federation may accept as affiliate members other associations with similar interests to allow such countries to benefit from the sharing within the Federation.

Member countries are responsible for nominating their two (2) representatives to APFHRM and advising APFHRM accordingly. The first delegate will hold voting rights and may confer those voting rights to the second delegate if required.

\*Predominant, registered and nationally-recognised with professional standing, non-profit, independent in its decisions, whether private or public affiliation and support, and serves the need of the majority of large businesses in the country at the time of its registration.

## 4.5. RESPONSIBILITIES OF MEMBERS

1. Regular attendance in APFHRM meetings.
2. Participation in the electoral exercise in voting for the officers of the Federation.
3. Fulfillment of statutory and financial obligations.
4. Support for all programs and activities of the Federation, including attendance in conferences and knowledge-sharing sessions organised by the Federation.
5. Embrace the APFHRM code of conduct as outlined in Appendix 1.

## 4.6. ORGANISATION SET-UP

### 4.6.1. The APFHRM Board

This is the executive body of the Federation and is composed of members elected by the Delegate Member Assembly, which includes:

- the President
- Vice Presidents representing each region
- the Secretary and Treasurer
- and the Immediate Past President if currently a representative of their country's association
- All members of the Board are elected every two years by delegate assembly members in the month of March

Refer to Appendix 2 for elected officials' roles and responsibilities.

Each region must be represented by one member in the Board. Regional groupings will be defined by the Delegates Assembly from time to time.

Board members are elected for two (2) years.

Under normal circumstances, the Presidency shall rotate among the regions, in the following order: South East Asia, Oceania, East Asia, Indian sub-continent. The relevant region selects their representative for approval by the Board. The President can serve for one period only, which will be followed by one term as Immediate Past President. All other Board members may be re-elected to office at the most for two successive periods altogether. Members of the Board are elected by the Delegates Assembly.

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.

All persons serving the APFHRM shall do so without compensation or reimbursement of expenses by the Federation unless otherwise determined by the Board.

In the event that an office becomes vacant, the Board may co-opt a member of the Delegates Assembly on a temporary basis.



Authority: The Board shall have the power to:

- Prepare the agenda for the Delegate members Assembly.
- Submit to the Delegate members Assembly a working program covering a specific period for its consideration and approval.
- Submit to the Delegate members Assembly such other recommendations or proposals as may be appropriate.
- Take emergency measures to deal with matters requiring immediate action consistent with agreed aims, objectives and policies of APFHRM.

#### **4.6.1.1. Appointment of Directors**

In order to meet requirements of the country of registration, directors will be appointed from the Board.

A minimum of three (3) directors should be appointed.

Board members are eligible to be appointed as directors, pending agreement of their home country association and confirmation from the Company Secretary.

#### **4.6.2. The Delegate Members Assembly**

The Delegates Members Assembly:

- is the ultimate governing body of the APFHRM
- is composed of two (2) representatives appointed by each full member, only one (1) of whom (who must be designated) shall be entitled to vote
- is generally called by the Board at least three months in advance
- meets at least twice a year, preferably during a congress of one of the full members, with one of the 2 meetings nominated as the AGM required under the Hong Kong Ordinance.

A member who is unable to attend may be represented at the Delegates Assembly through a written proxy. A quorum shall be at least 50% of the voting members.

Authority: The Delegate members Assembly shall decide on the following by a majority vote of those present and voting:

- Admit new members, on the positive recommendation of the Board.
- Elect representatives to, and officers of, the Board
- Board representatives will be rotated every 2 years with the ability to extend for a third year, if requested.
- Determine the Federation's important policies.
- Take any action as may be appropriate to further the goals of the Federation.
- Approve the Federation's budget, determine the amount of membership fees and control expenditure.

However, a 2/3 majority of those present and voting is required for canceling membership.

### 4.6.3. Proxy Voting Guideline

- A person who has been designated the voting rights of another member is called a “proxy” and the person/body designating is called a “principal”;
- Proxies must be assigned in writing, one week prior to the commencement of the meeting and shall exercise the same rights of voting on behalf of the principal;
- The proxy representative shall be another member of the same body, and never be an external;
- Proxy appointments can be used only for one instance in a year
- A member country can only act as a proxy for one country representative;
- The principal can change their mind to revoke the proxy and vote in the assembly personally as long as their proxy has not already voted on their behalf;
- Principal must provide a reason for using a proxy, such as being away on vacation or any other valid reasons that can be proved by documentation.

## 4.7. HOW TO JOIN THE FEDERATION

### Membership Criteria

- Owned, controlled and driven by its professional HR practicing personal members
- A broadly-based institute that embraces all attributes of professional excellence in HR
- Established by a constitution that allows democratic participation by its members in the Institute’s leadership and governance
- Able to demonstrate its financial solvency and ongoing viability
- Having both personal and corporate members is acceptable, as long as the ultimate or effective ongoing power sits with the personal members

The following organisations would not qualify as APFHRM members:

- If owned and driven by another industry or business institute or body, or ones owned or controlled by the government itself
- Organisations that comprise only corporate or organisational members

An association that wishes to acquire membership should apply to the Secretary, with proof that it can comply with the conditions laid down.

Applications for interim membership must be granted by a majority of the Board but permanent membership (full or affiliate) must be approved by a Delegates Meeting. Interim members will have the rights and obligations of permanent members, except voting rights, until approved by the Delegates Meeting.

Membership can be cancelled or suspended by decision of the Delegates Meeting for any of the following reasons:

- a) If a member no longer complies with the requirements set forth as contained in the Responsibilities of Members.
- b) Any other serious infringement of the aims and objectives of the APFHRM.

In both cases, three months' notice shall be given to the member of the intention to invoke this provision unless the infringement, which should be specified, is remedied; only if the infringement continues after this three-month period may membership be cancelled.

In addition, the Board can cancel membership if financial engagements have not been met for more than one year. A member may resign from the APFHRM at 6 months' notice by notifying the Secretary in writing.

All full membership applications shall be accompanied by the most recent annual reports and accounts together with the current constitution of the applicant.

## **4.8. MEMBERSHIP FEES**

The Membership Fee to the APFHRM is set by the Board. The current Schedule of Fees can be found at Appendix A, and the Board of the Federation may set other fees as required.

The annual membership period is 1 July to 30 June. Invoices for annual fees will be issued in May of each year. Payment terms are 30 days.

A member may join part way through a membership period. Invoices will not be pro-rated where a member joins part way through a membership period.

The voting and other rights of members who have not paid the annual subscription within three months of the due date are suspended until the subscription is paid, unless otherwise agreed by the Delegates Assembly.

Members may elect to suspend their membership by application to the executive body of the Federation, stating the reasons for the suspension request.

Where approval for suspension is given, membership may be reinstated, and payments will be required from the reinstatement date.

A refund will not be provided where a member requests for a suspension of their membership part way through a membership period.

Where suspension has not been approved, and a request to re-activate a membership is made, payments received will be applied against any arrears outstanding from prior years.

Where a member country fails to make annual membership payments, their membership may be terminated by the Delegates Assembly.



## 4.9. ACTIVITIES OF THE FEDERATION

To achieve its objectives, APFHRM will carry out the following activities:

1. Encourage mutual assistance between member associations in answering international inquiries from a national association on behalf of itself or its members.
2. Provide general assistance to national associations of human resource management if so requested, provided that no financial commitment is involved and that there is no appropriate regional or continental association in membership of the APFHRM which covers the particular country involved.
3. Assist in arranging self-financed international study trips.
4. Organise self-financed international conferences.
5. Carry out common surveys and statistical comparisons.
6. Encourage exchange of research reports by member associations.
7. Promote the voluntary exchange of professional publications (such as journals, periodicals, bibliographies, etc.)
8. Assist a national or continental association with the arrangement of seminars and conferences, involving help in finding speakers, publicity, etc.
9. Assist the exchange of experiences about current functional or professional situations of human resource management.
10. Attempt to establish common positions (vis-a-vis ILO, etc.) on matters that concern the function or profession of human resource management.
11. Encourage the establishment of professional qualifications and training programs for human resource management by national associations.
12. Encourage the development of a Code of Ethics.
13. Encourage common publications between member associations.
14. Encourage the exchange of information on training concepts, methods or materials between member associations.
15. Encourage agreements between member and national associations to sell each other's publications at reduced prices.
16. Encourage the establishment of HR accreditation for the HR profession.
17. Encourage the establishment of web-based site/portal/hub that will enhance the linkages among national associations and the professional development of the HR professions in line with the Federation's values.

## **4.10. MEMBERSHIP YEAR**

APFHRM adopts the membership year, from 1 July current year until 30 June of the following year.

## **4.11. WFPMA REPRESENTATION**

APFHRM will appoint up to two (2) delegates at WFPMA meetings. The representatives will be:

1. The current President, and
2. The second delegate will be nominated from the VPs and voted on by a transparent method by the APFHRM Board.

# 5. WORLD FEDERATION OF PEOPLE MANAGEMENT ASSOCIATIONS (WFPMA)

## OBJECTIVES

The World Federation of People Management Associations (WFPMA) was founded in June 1976 with six (6) main objectives:

1. To facilitate the improvement in the quality and effectiveness of professional people management to foster a positive impact on business results
2. To promote the importance of the HR role in all organizations, by sharing experiences and disseminating selected member best practices amongst member countries and federations
3. To stimulate and assist in the establishment and development of regional and national people management associations in those parts of the world where a continental or regional association does not exist
4. To create and maintain contacts and networks with all WFPMA member associations as well as with other organizations which have some activity in the same or similar field
5. To build relationships with international organizations to provide expert opinion and advise on people management practices
6. To commission or undertake research which will further broaden understanding of people issues.

The members of the World Federation are predominantly the continental federations which are made up of more than 90 national personnel associations representing over 600,000 people management professionals.

Member representatives meet regularly, commission research projects, publish a quarterly newsletter (WorldLink) and run an international congress every two (2) years.

## JURISDICTION

The WFPMA is registered in Geneva, Switzerland. It is ruled by Swiss civil law.

## MEMBER ORGANISATIONS

Full Members - Please refer to [wfpma.org/our-members/](http://wfpma.org/our-members/) for a full list of the WFPMA members.

## 6. GENERAL INFORMATION

### APFHRM ADDRESS

Secretariat:

Chartered Institute of Personnel Management Sri Lanka (Inc.)

HR House, No.43, Vijaya Kumaranathunga Mawatha, Narahenpita, Colombo 05, Sri Lanka

Tel. No: 0094 112199988 / 0094112822888

Email: apfhrmsecretariat@cipmlk.org

### APPENDIX A: APFHRM FEES

All fees payable to APFHRM will be made in US dollars to the nominated APFHRM bank account. The fees are subject to change depending upon future economic and market factors. Any change, however, should be approved by the Executive Council and agreed upon by all members.

APFHRM will make payments on behalf of the Federation to the WFPMA as required (currently CHF 3300 p.a.)

### MEMBERSHIP PERIOD

From 1 July of the current year to 30 June of the following year

### MEMBERSHIP FEES

US\$500 for full membership

US\$300 for affiliate membership

### REGIONAL CONFERENCE HOSTING

To be paid to APFHRM by the host country - USD\$5000

Upon being awarded the hosting rights, a 20% non-refundable deposit will be required to secure the conference rights.

### APFHRM BANK ACCOUNT

Account Number: 391441USD00001 Swift Address: ANZ BAU 3M

The APFHRM and its bylaws are governed by Hong Kong substantive law, in particular the Companies ordinance (Chapter 622)

The place of jurisdiction for all matters arising between members and the APFHRM shall be Hong Kong. APFHRM shall, however, be entitled to pursue its members at their registered address.

# 7. APPENDICES

## APPENDIX 1 – CODE OF ETHICS AND PROFESSIONAL CONDUCT

This Code of Ethics and Professional Conduct is the required commitment from member countries to support the vision and mission of APFHRM to promote the human resources profession in the Asia Pacific region.

It is also expected that Members of the Federation will promote the vision and mission of APFHRM in their respective countries.

All delegates to the APFHRM Board will abide by the following Code of Ethics & Professional Conduct:

- Comply with the APFHRM Constitution
- Promote the APFHRM brand in a global arena where possible
- Promote good HR practice for the Asia Pacific region through the open sharing of HR practices in individual member countries
- Support ongoing professional development across the HR profession in the region
- Demonstrate professionalism and personal integrity at all times
- Act in a lawful manner to ensure legislative compliance
- Declare any potential conflicts of interest.
- Respectfully observe all resolutions agreed by the Board to support the principles of good governance
- Foster a collaborative and aligned working partnership with fellow members
- Respect, embrace and foster diversity across the Federation which enables equality of opportunity for all members
- Respect the confidentiality of Board discussions



## **APPENDIX 2 – ROLE & RESPONSIBILITIES OF OFFICIALS OF ASIA PACIFIC FEDERATION OF HUMAN RESOURCES MANAGEMENT (APFHRM)**

### **PRESIDENT**

- Ensure APFHRM follows its mission, constitution, by-laws and procedures under governance
- Chair APFHRM Board Meetings
- First delegate to WFPMA board meetings
- Communicate with APFHRM members on direction and strategies of APFHRM
- Promote professionalism and solidarity amongst member countries in the region
- Ensure the financial situation of APFHRM to be in full compliance to statutory requirements

### **SECRETARY**

- Coordinate APFHRM meetings including meeting logistics, preparing meeting agenda, minutes and request for regional reports
- Coordinate with Treasurer on annual returns and membership dues
- Maintain membership details
- Respond to member queries as required

### **PAST PRESIDENT**

- Be the Ex-officio member of APFHRM
- Ensure a smooth transition to the President-elect
- Advise and attend to ad hoc task forces on situational events

### **TREASURER**

- Manage the APFHRM account in accordance to statutory and professional requirements
- Submit annual reports for audit purpose
- Maintain financial reports and issue membership dues
- Retain full records on bank and financial transactions
- Ensure APFHRM is in full compliance with HK Company Ordinance

### **REGIONAL VPs**

- Liaise with and represent the member countries of their respective regions
- Act on behalf of the President (to be agreed upon), in his/her absence.
- Be the 2nd delegate to WFPMA Board Meeting with no voting rights (to be agreed upon)
- Work closely with the President and Secretary on APFHRM matters



[www.apfhrm.com](http://www.apfhrm.com)