



Regional Reports

**Rio de Janeiro, Brazil
2017**

Regional Reports 2017

1. African Resource Confederation (AHRC)
2. Asia Pacific Federation of Human Resource Management (APFHRM)
3. Interamerican Federation of Human Resource Management (FIDAGH)
4. North America Human Resource Management Association (NAHRMA)
5. European Association for People Management (EAPM)

AFRICAN RESOURCE CONFEDERATION (AHRC)

BOARD REPORT

AFRICAN RESOURCE CONFEDERATION

MAURITIUS APRIL 2017

1. BOARD

The board of the African Human Resource Confederation has been reconstituted as follows:

1. President
Areff Salauroo (Association of HR Professionals of Mauritius)
2. Immediate Past President
Tisetso Ksukudu
3. Vice President
Rajroshan Seeparsad (IPM – South Africa)
4. Secretary / Treasurer
Hicham Zouanat (AGEF)
5. Members
Zayanih Denis
Anne Kasongo
Victor Eburajalo
(And others)

2. WORLDLINK

The March 2017 issue of WorldLink was dedicated to Africa. It has been distributed electronically on 10th April 2017. It was sent to all national associations in Africa. The quality of the content has been highly appreciated by our members. A word of thanks and appreciation for Melanie Padgett Powers who has been instrumental in the realisation of this issue.

3. ACCOUNTS

The membership fees of AHRC to WFPMA are still due for 2015-16 and 2016-17. A sum of 717 Swiss Francs has been paid and the outstanding amount is CHF 5,883. All Presidents of national association in Africa have been contacted and requested to pay their membership to AHRC so that the AHRC can in turn pay its membership to the WFPMA.

4. ACTIVITIES

Many activities are scheduled in Africa:

1. Ghana: Digital Innovation in HRM.
2. South Africa: The South African Board for People Practices celebrated the Human Rights Day on the 21st March 2017.
3. South Africa will host the Innovation and Tech Festival under the theme: <<Celebrating the talent, technology, ideas, innovations that are literally transforming the future of work.
4. The Africa Institute of Management (Uganda) is organizing a Workshop on: Skills Auditing and Training Needs Analysis for HR Managers.

5. The African court on Human and People's Rights will conduct a sensitization seminar in Egypt.
6. The African Training and Research Institute of Morocco organized a high-level national seminar on strategies for the operationalization of results based management. Its next seminar is on <<HRM of Public Institutions at a time of performance requirements>>.
7. IPM – South Africa will have its seminar on < Mentoring and Coaching > in June 2017 in Johannesburg.
8. The East and Southern African Management Institute of Tanzania is organizing a seminar on <<Designing HR Policies>>
9. The Institute of Human Resource Management of Kenya is organizing its annual congress under the theme: <<Emerging Issues in Human Resource Management >>.
10. The Association of Human Resource Professionals of Mauritius will organize its annual congress on <<The Future of work>>.

**ASIA PACIFIC FEDERATION OF HUMAN
RESOURCE MANAGEMENT (APFHRM)**

Regional Report

Asia Pacific Federation of Human Resource Management (APFHRM)

APFHRM Regional Office Bearers

- ☐ President & 2nd Delegate to WFPMA – Chris Till, New Zealand
- ☐ South East Asia – Aresandiran Naidu, Malaysia
- ☐ Oceania – To be confirmed
- ☐ East Asia – Yuji Mishiro, Japan
- ☐ Indian Sub-Continent – Janaka Kumarasinghe, Sri Lanka
- ☐ Gulf Region – to be confirmed
- ☐ Immediate Past-President and 1st Delegate to WFPMA – Musharrof Hossain, Bangladesh
- ☐ Company Secretary and Treasurer - HKIHRM, Hong Kong
- ☐ Secretary-General - Lyn Goodear, Australia

APFHRM Board meeting

5 April 2017

Manila, Philippines

Introduction

What follows is a report of the countries of the Asia Pacific Federation of Human Resources Management that attended that attended the APFHRM meeting in Manila as members. Sixteen countries were in attendance at the meeting.

This report is an edited summary version of reports submitted by the 16 APFHRM members under three headings: (1) current political and economic situation, (2) HR challenges in the country, and (3) initiatives and projects being undertaken by the respective institute in each country.

1. Current Economic and Political Situation

AUSTRALIA

Economy and labour market situation

The Australian Gross Domestic Product (GDP) showed a quarterly change of 1.1 per cent for the December 2016 quarter. The Australian resident population was estimated at 24,408,379 for the quarter, with average weekly earnings at A\$1,533.10 in November 2016, according to Australian Bureau of Statistics figures. The consumer price index in the December quarter 2016 rose 1.5 per cent.

Australia's seasonally adjusted unemployment rate increased to 5.8 per cent in February 2017, with 11,600 jobs created. Unemployment increased 5,200 to 738,900. The number of people employed was 12,005,100 in August 2016. Monthly hours worked increased 1.2 million hours to 1.661.9 million hours.

The ABS reported a labour force participation rate that remained steady at 64.6 per cent.

Political situation

Since the Liberal National Party Coalition Government under Prime Minister Malcolm Turnbull was reinstated at the July 2016 election, the Government has legislated the industrial relations change that triggered the election, with support from cross-bench senators. It created the Australian Building and Construction Commission in November 2016 to police illegal activity in the construction industry.

Achievements of the Turnbull Government include setting out a science and innovation agenda, and a Defence White Paper. The Government has been dogged by scandals around political donations and ministerial entitlements, and has called a Royal Commission into juvenile detention in the north of the country following an expose on the Australian Broadcasting Corporation.

Sections within the Government backbench have made life difficult for the Prime Minister, who partly satisfied them by initiating an inquiry into the Racial Discrimination Act which has recommended changes that the PM says make the Act stronger, but his opponents say has opened the door to hate speech on matters of ethnicity and race.

The independent Fair Work Commission handed down a decision that reduced penalty rates for workers in the hospitality and retail sectors who work on Sundays. The Government has applauded the decision on the basis that it will open up job opportunities for businesses that will now operate on Sundays, while its opponents say it is cutting the incomes of employees already on low wages.

The election of Donald Trump in the US has largely negated the successful Australian signing of the Trans-Pacific Trade Agreement, and has also put in doubt whether the Obama agreement to take refugees in Detention on Manus Island and Nauru will be honoured, and in the process drawn the ire of the new US President during a highly-publicised phone call with Malcolm Turnbull.

The rising national deficit and a proposed corporate tax cuts continue to be issues as the Government works towards its 2017 May Budget.

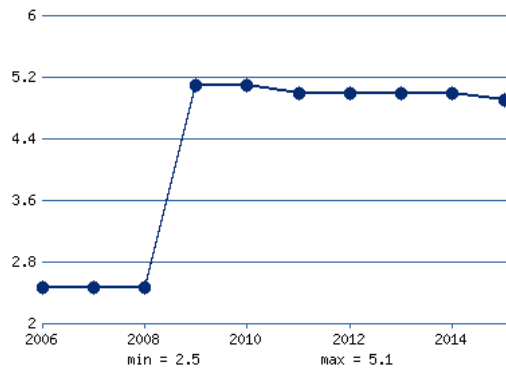
BANGLADESH

Economy and labour market situation

According to recent research the current trends in Bangladesh's labor markets are encouraging. Unemployment has been low, more young people are receiving higher education, more women have careers opportunities, and more high-skilled jobs are being created.

Unemployment Rate in Bangladesh decreased to 4.90 percent in 2015 from 5.0 percent in 2014. Unemployment Rate in Bangladesh averaged 4.26 percent from 2005 until 2015, reaching an all time high of 5.10 percent in 2009 and a record low of 2.5 percent in 2006.

Bangladesh's labor markets are reasonably flexible but can be modernized by protecting workers, not jobs, and by promoting flexible work arrangements to attract women back to the labor force. In Bangladesh, the unemployment rate measures the number of people actively looking for a job as a percentage of the labor force.



Year	Value
2005	4.3
2006	2.5
2007	2.5
2008	2.5
2009	5.1
2010	5.1
2011	5.0
2012	5.0
2013	5.0
2014	5.0
2015	4.9

Source: CIA Fact Book

Note: About 40% of the population is underemployed; many persons counted as employed work only a few hours a week and at low wages

Political situation

Since the restoration of democracy, Bangladesh politics has been dominated by two major political parties, one is Bangladesh Nationalist Party (BNP) and another is Awami League (AL). The 1991 parliamentary election was won by BNP. Awami League won the 1996 elections, after passing 21 years as an opposition. In October 2001 BNP-led four-party coalition won a landslide victory again by winning 209 seats in a 300 seat parliament.

After 05 years, elections for the 9th Parliament in Bangladesh was held on 29 December 2008. Again, Awami League won an overwhelming 230 of the available 300 seats.

However, although there are debates about the legitimacy of the 10th Parliamentary election of 5 January 2014, again Awami League won the election with 153 uncontested seats and 147 seats in coalition with Jatio Party (JP) which is also playing a so called opposition role. The main opposition BNP led 18 parties alliance did not take part in this election boycotting with huge protests and clashes.

This instability is the major challenge of the country to have a consistent growth in its economy and the employment. The intense rivalry between the two main parties has created a highly acrimonious political scene,

which has led to frequent strike action and unrest. Political parties are dominated more by personality than by ideology.

However, Bangladesh is slowly emerging on investors' radars as a frontier market and considered as one of the Next Eleven big emerging markets.

FIJI

Economy and labour market situation

Fiji is one of the developed economies in the South Pacific however, Fiji's tropical climate makes it vulnerable to cyclones and flooding. The economy in recent years has witnessed robust growth, driven by strong tourism and remittances and increasing investment but in February 2016, the economy was shaken by the wrath of Tropical Cyclone Winston. Despite the struggle, the economy slowly recovered and is expected to pick up in 2017.

In terms of Fiji's labour market, the context is complicated by various geographic and environmental dynamics. Around 60 per cent of Fiji's workers were in informal employment and not contributing to the Fiji National Provident Fund (FNPF) in 2010/11. Moreover, the prevalence of informality is a major concern particularly for the agriculture sector, where informal employment was recorded at 95.4 per cent. In addition to this, about four in five workers in the Eastern and Northern Divisions were working in informal arrangements. Gender gap is also evident compelling women to enter informal work and subsistence activities. There are also challenges faced by youths in securing a job which weighs to their qualification.

To address the challenges, the Government has come up with incentive programs and strong policies which ensure decent work for workers. In addition to this, the Fiji National Employment Centre (NEC) assists unemployed individuals to look for a job.

Political situation

Fiji's system of government is established by the Constitution of the Republic. The Constitution provides for three separate arms of government – the Legislature (or Parliament), the Executive, and Judiciary. The President is the Head of State who is appointed by the Parliament of Fiji for a three-year term. The current President of Fiji is Hon. Brigadier-General (Ret) George Konrote. The current Prime Minister of Fiji is Hon. Frank Bainimarama who came into position following the 2014 General Election.

HONG KONG

Political Situation

Mrs Carrie Lam Cheng Yuet-ngor, former Chief Secretary of the Hong Kong SAR Government was elected on 26 March 2017 as the new Chief Executive of the Hong Kong SAR Government. The Chief Executive-elect will take office on 1 July 2017.

☐ Gross Domestic Product

In 2016, Hong Kong's economic growth moderated to 1.9% in real terms, from 2.4% in 2015.

☐ Consumer Price Index

Hong Kong's Consumer Price Index (CPI) registered a year-on-year increase of 0.6% for January and February 2017. The overall inflation for the full year of 2016 was 2.3%, a slip of 0.2% compared to year 2015.

☐ Employment Situation

Hong Kong's current labour market conditions remain tight. The seasonally adjusted unemployment rate stood at 3.3% for the period from December 2016 to February 2017, with the underemployment rate at 1.2%, registering a total working population at 3.943 million.

The average pay adjustment for Hong Kong employees for the period from January to April 2017, according to the findings of HKIHRM's 2016, will be 3.5%.

According to HKIHRM's Manpower Statistics in 2016, Hong Kong's overall average staff turnover rate for the second half of 2016 was 10.5%, with the job vacancy rate in the second half of 2016 at 6.6%. Employers' hiring intention for the first half of 2017 remains positive and steady. Individual industries such as business services/professional services, and financial services/banking/insurance show the strongest hiring intention in the first half of 2017. Only a small fraction of the employers surveyed (3.9%) indicated they would reduce hiring in the first half of 2017.

☐ Economic Forecast

The decline in tourist arrivals led to a drop in the value of retail sales by 8.1% in 2016, after the decline of 3.7% for 2015. In 2016, overall visitor arrivals to Hong Kong reached 56.7 million, a drop of 4.5% year on year, and those from the Chinese Mainland declined by 6.7%. According to official estimates, visitor arrivals to Hong Kong are forecasted to drop by 2.2% in 2017.

Exports of goods registered growth of 1.7% for 2016, from a slip of 1.7% for 2015; while exports of services dropped 3.1% for 2016. For 2017, the external environment is expected to improve whereas domestic demand will continue to be supported by the largely stable income and employment conditions.

In the latest round of review in February 2017, the government forecast Hong Kong's economic growth for 2017 at 2% to 3%.

INDIA

Economy and Labour Market situation in India

India is among the fastest growing economies in the World. The recent report of Indian Central Statistics Office estimated that the Indian GDP growth in the third quarter of Financial year 2016-2017 is at 7 per cent, higher than the growth in the third quarter of FY 2015-2016 which was 6.9 per cent. In this report it is clear that, there is no major impact on the Indian Economy due to the demonetisation of last year. The United Nations World Economic Situation and Prospects (WESP) 2017 report said, India's economy is projected to grow by 7.6 per cent in fiscal year 2018, benefiting from strong private consumption.

The report said, India has positioned itself as the most dynamic emerging economy among the largest countries and is expected to remain the fastest growing on the back of robust private consumption and significant domestic reforms gradually being implemented by the government. In India, "investment demand is expected to slightly pick up, helped by monetary easing, government efforts towards infrastructure investments and public-private partnerships, and the implementation of domestic reforms such as the introduction of the Goods and Services Tax (GST) Bill," the report said. It added that the GST reform constitutes a "major change" by establishing a new uniform tax rate.

The reform should promote investment in the medium term through lower transaction and logistic costs and efficiency gains. Its effective implementation requires adequate capacity building of the tax administration. India had performed well in terms of job creation in 2016. Manufacturing has emerged as one of the high growth sectors in India. Mr. Narendra Modi, the Hon'ble Prime Minister of India had launched the 'Make in India' programme to place India on the world map as a manufacturing hub and give global recognition to the Indian economy. The Government of India has set an ambitious target of increasing the contribution of manufacturing output to 25 per cent of Gross Domestic Product (GDP) by 2025, from 16 per cent currently.

India is attracted by a large number of people from the countries of Asia and Africa for their job. India is also fast emerging as a destination for many multinational companies (MNCs) to outsource some of their operations. People not only from the developing countries but from the developed world too have now been heading to India for suitable job. A significant number of worker from neighbouring countries of Asia such as Sri Lanka, Bangladesh and Nepal come to India for their employment. The Government of India is taking initiatives to maintain peaceful working environment in India for them and to ensure their social security in all respect.

Political Situation in India

The current political situation in India seems to quite stable than before. National Democratic Alliance government under the leadership of Hon'ble Prime Minister Mr. Narendra Modi assumed charge on May 26, 2014 and he continues to be the most popular leader in the country. Modi government has taken several significant decisions in the economic field and announced 52 programmes which directly benefit the poor, including Jan Dhan Yojana (bank accounts for the poor), schemes for housing, for the girl child, life insurance, the Atal Pension Yojana, crop insurance, Start-up India, Skill India and Stand-Up India. Following his initiative's, at least 19 crore people have opened bank accounts, more than one crore people gave up the gas subsidy, which in turn, has helped the government distribute new free LPG connections to five crore poor households.

Several of the initiatives of the Modi Government, overall inflation has been arrested, the prices of food items are under control. Significant progress has been registered in vital areas of railways, roads, power, and other infrastructure. The forthcoming State assembly elections of 2017—first in UP, Punjab, Uttarakhand, Manipur and Goa, and then in Gujarat & Himachal Pradesh will be very significant for Indian politics. The 2017 State Assembly Elections will once again show the strength of Indian democracy.

JAPAN

Economy and labour market situation

Since Abenomics has been deployed, the economy and work environments have been restructured and economic impacts have been slightly seen for these 6 months. The stock price now is close to 20,000 yen (approx.USD180).

Economists forecast Japan economy will be positive in 2017 due to the moves such as lowering social insurance premiums, creating scholarships and raising wages for nursery school teachers. The yen's weaker trend against the dollar will also help boost Japanese exporters' revenues, the economists noted. These moves are likely to include lowering social insurance premiums, creating scholarships and raising wages for nursery school teachers. The yen's weaker trend against the dollar will also help boost Japanese exporters' revenues, the economists noted.

The government has been trying boost domestic consumptions. In order to do that, the spouse tax reduction law has been changed aiming for more women to join in workforce. Also, minimum wage was raised in late 2016. Companies also increased employees' wages by 0/6 – 0.9% in 2016 according to Nikkei newspaper.

The most updated trends in the Japanese labor market is called “Workforce reform”, that aims to help all the workforce whether they are female, male, old, young, with illness or kids or sick family members, they must be able to work without worries, problems but with happiness in their lives. Japan has been known that employees work longer than people in other parts of the world. That work custom has made hard for women and handicapped people to continue in the workforce. Also, working until late at night makes people unhealthy under strong pressures all the time not being able to enjoy their personal hobbies and gatherings with friends.

Political situation

Japan has been in strong relationships with the United States and it is one of the key important issues to continue the partnerships with the new US president, Donald Trump. Japan has also been trying to get the Northern islands from Russia, and how to make good balance between the US and Russia is a sensitive matters.

North Korea has been attacking Japan with their nuclear weapons, and Japan needs to support from the US and other countries to protect the nation. From that reason, the strong relationship with the US is critical.

MALASIA

Economy and labour market situation

Malaysia expects GDP growth to improve to 4.4% in 2017, supported by domestic demand, especially from private consumption and investment. However, as a highly open and trade dependent economy, Malaysia's real GDP growth and external demand will likely be influenced by the health of the global economy in 2017.

NEW ZEALAND

Economy and labour market situation

Economy

- ☐ Private consumption growth likely moderated in the December 2016 quarter, following strong growth earlier in the year
- ☐ Migration and international visitor arrivals reached new record highs in January 2017
- ☐ Dwelling consents and prices ease
- ☐ Trading partner growth outlook remains positive, although political uncertainty (Brexit and President Trump) is creating risks.

Key economic data released in February 2017 points to a moderation in consumption growth in the December 2016 quarter, following strong growth in the previous two quarters. However, electronic card data surged in January, which in combination with rising consumer confidence in February points to a likely rebound in consumption growth in the March quarter 2017. Inbound tourism and migration reached new records in January, with 3.5 million international visitors in the year and 71,300 net migrants.

Dwelling consents and house prices continued to decline in December, at odds with the record net migration inflows which underpin housing demand. The dip in dwelling consents is expected to be temporary as a significant amount of work remains in the pipeline and sentiment in the construction sector continues to buoy the ANZBO business confidence measure, although capacity constraints in the sector remain a risk.

Prices continue to evolve as expected; dairy prices at the GDT auction in February retraced slightly from January's levels. However, the lift in dairy prices towards the end of 2016 supported higher producer prices in the December 2016 quarter, in addition to higher oil prices. Strong food prices in January indicate some upside to the near-term inflation outlook, depending on the extent of retracement.

The outlook for growth in NZ's major trading partners continued to improve. In Australia, growth in activity resumed in the December quarter following September's contraction, although it is expected to be some time before growth is sufficiently strong to generate a marked tightening in the labour market. In other regions, the faster pace of growth evident at the end of 2016 appears to have been sustained into 2017. Nonetheless, there are still a significant number of risks evident, with political risk in Europe prominent over the month. There is some evidence that heightened political uncertainty may harm global trade growth.

Labour market situation

New Zealand's economy grew steadily in 2016; annual gross domestic product (GDP) increased in the year to September 2016 (latest available) by 3.5 per cent. Real production GDP rose by 1.1 per cent in the September 2016 quarter, beating market expectations. Strong migration led population growth remained the key driver of the New Zealand economy, stimulating domestic demand.

As net migration continued to break records, labour force participation also increased to the highest level (70.5 per cent) it has ever been. As a result, there were more people who were employed and unemployed. Employment growth continued to exceed population growth this quarter, and was largely driven by an increase in full-time employment, particularly among women.

Real ordinary-time average weekly earnings growth (as reported by Quarterly Economic Survey) has remained steady and the Consumer Price Index (CPI) inflation has increased. Real wages increased only by 0.3 per cent over the year to December 2016. The gap between average weekly earnings and the CPI inflation has narrowed in the latest quarter.

Political situation

Politically New Zealand continues to be democratic and stable. However, Kiwi's favourite Prime Minister and the former leader of the National Party, John Key, resigned in late 2016 to spend more time with his family. The National Party (centre right) is now led by the less immediately charismatic Bill English but it does continue to be the leading political party in New Zealand. A fourth National term would probably prolong stability although others would say at what long-term price?

There are some signs that National continue to look a bit tired and lacking in ideas and, maybe, suffering from "third termitis". Recent high profile issues around unaffordability of housing, homelessness, wealth and income inequality, raising the retirement age and gender pay inequity have not helped National's popularity. 2017 is an

election year and will be atypical and, as ever, create a ripple effect in the home of New Zealand Government, Wellington.

PAKISTAN

Economy and labour market situation

Pakistan's economy continues to maintain its growth momentum for the 3rd year in a row with real GDP growing at 4.71 percent in FY 2016 which is the highest in eight years. GDP posted a reasonable growth over last year. The stable PKR parity also helped in keeping the CPI inflation under control, and in lowering inflation expectations in the country.

Inflation and the current account deficit were lower than expected, while foreign exchange reserves strengthened and the budget deficit shrank. There is a further projection for growth in FY2017.

Political situation

The present government when came into power sternly focused to resolve energy issues and followed a consistent reform agenda which remained crucial in achieving macroeconomic revival and stabilization. The infrastructure and power sector development programme under the China Pakistan Economic Corridor will further strengthen the economy. CPEC is an under-construction \$54 billion economic corridor in Pakistan that aims to connect Gwadar Port in south western Pakistan with Xinjiang in far-western China. The project is a collection of various infrastructure and energy projects, and includes the establishment of special economic zones.

Political tension is however still present with neighboring countries Afghanistan and India.

PAPUA NEW GUINEA

☒ Economic challenging

Papua New Guinea's economy has been greatly affected by the low price of crude oil and minerals. PNG's petroleum and mining related income has dropped with the low commodity price for export, many up coming world class mines and gas and oil projects have generally cut costs and generally scaled down their operations. However the giant French Company, Total is leading the development of the next world class gas project which should come into operation in 4-5 years time. This will be a major boost to the country's economy. The National government since 2015 have now embarked on a tighter fiscal management policy to control expenditure and budget blow outs.

☒ TB a major Killer

TB continuous to be one of the major killers in PNG. However, the prevalence of TB has dramatically dropped since 2013.

☒ HIV AIDS a Major threat to PNG

HIV AIDS control is a major success story in PNG. Reports out now have confirmed the significant decline in new cases or HIV AIDS in the country.

☒ PNG Hosting APEC 2018

PNG will also be hosting the APEC leaders meeting in 2018 and preparation is well under way with new convention and hotels plus road infrastructure to host this event. This will be PNG;s most significant international meeting.

☒ High Level of School Drop Out due to Fewer Tertiary Institutions

With the introduction of free and universal education policy under the government's educational reform introduced in recent years, the country still has a very high school drop out rate. There are not enough tertiary institutions in the country to cater for the significant increase in school leavers. There are more school leavers compared to number of jobs being created thus posing high risk of social instability.

☒ Decline in Employment

Employment in the country has declined by 3.5%. PNG's need is self-employment as 80% of the population live in rural informal sector. Governments need to focus on self-employment rather than employment is being discussed. 80% of the population have land access and resources. What they need is the competence and capital to develop it.

☒ Corruption generally contained in many sectors

Corruption has become an industry through various governance and anticorruption initiatives of government, the level of corruption in government can be said to be greatly declined and citizens are beginning to see a higher level of government service delivery throughout the country.

☒ 2017 The National Election Year.

This year is the election year and all aspiring and current politicians are gearing up for the current election. Already 4000 have registered for the 111 seat parliament.

PHILIPPINES

Economy and Labor Market Situation

Economy

The National Economic Development Authority (NEDA) reported that the Philippine economy sustained its growth momentum with real gross domestic product (GDP) of 6.8 percent full year GDP growth in 2016. According to NEDA Director General Mr. Ernesto M. Pernia¹, the Philippines could be the second fastest growing economy next to China. Pernia said that major drivers of growth were also from domestic demand and robust expansion in investments, which grew by 15 percent. He added growth in domestic demand urged the 18.6 percent growth of imports, while public investments in infrastructure remained strong with public construction expanding by 23 percent, faster than the 20.1 percent in Q3.

In terms of agriculture, Pernia said there is a need to have greater emphasis in Mindanao. He also added that the country is "highly likely" to achieve the 6.5-7.5 percent target growth in 2017. Pernia emphasized that the government will remain steadfast in its work and make sure economic growth is built on people-centered and people-powered policies, stable macroeconomic fundamentals and strong partnership with other countries.

Labor force

Workers were grouped into three broad sectors, namely, agriculture, industry and services sector. Workers in the services sector comprised the largest proportion of the population who are employed. These workers made up 57.1 percent of the total employed in January 2017). Among them, those engaged in wholesale and retail trade or in the repair of motor vehicles and motorcycles accounted for the largest percentage (35.2%) of workers in the services sector.

Political situation

An impeachment complaint against President Rodrigo Duterte was filed on 16 March 2017, just eight months after he assumed presidency. Magdalo party-list Representative Gary Alejano filed the 16-page complaint before the House of Representatives' Office of the Secretary-General. The complainant said the President should be impeached on the following grounds: (1) Culpable violation of the Constitution; (2) Engaging in bribery; (3) Betrayal of public trust; (4) Graft and corruption; and (5) Other high crimes.

However, the country's legal experts said that the impeachment case against President Rodrigo Duterte will not prosper. House Deputy Minority Leader Harry Roque, an international and constitutional law expert, explained that Duterte could not be held liable, or impeached, for acts which had happened before he became president.

During the same period, a call for impeachment also surfaced against Vice President Leni Robredo. House Speaker Pantaleon Alvarez confirmed that they are already studying the possibility of filing a complaint against Robredo over her video message to the United Nations Commission on Narcotic Drugs criticizing the government's war on drugs. Alvarez believes that Robredo put the country in bad light and therefore betrayed public trust — an impeachable offense under the 1987 Constitution. Robredo, however, denied betraying public trust saying her message to the U.N. was "factual."

SINGAPORE

Economy and labour market situation

Singapore Workforce 2016

In 2016, the resident unemployment rate and long-term unemployment rate remained low but rose slightly as redundancies increased and job vacancies declined. Total employment grew at a slower rate, reflecting cyclical weakness in parts of the economy, a structural slowdown in local labour force growth, and tightened foreign worker policy.

Employment

Unemployment rate rose for residents, highest since 2010

▣ The annual average resident unemployment rate rose slightly from 2.8% in 2015 to 3.0% in 2016, the highest since 2010. The increase was broad-based across most age and education groups, with larger increases among those aged 30 to 39 and 50 & over, as well as those with secondary and degree qualifications. The annual average resident long-term unemployment rate, though still low, rose from 0.6% in 2015 to 0.8% in 2016, and was higher among those aged 50 & over, and among degree holders.

Total employment growth continued to moderate in 2016

▣ Total employment (excluding Foreign Domestic Workers (FDW)) grew by 8,600 in 2016, lower than in 2015 (23,300), and significantly lower than in the earlier part of the decade (annual average of 120,000 between 2010 to 2014).

Local employment growth rebounded from flat growth in 2015

▣ Local employment grew by 11,200 in 2016, rebounding from flat growth in 2015 (700). Growth in local employment remained lower than in the earlier part of the decade, reflecting both a structural trend due to demographics as well as cyclical weakness in parts of the economy. Growth occurred mainly in the Professional Services, Financial & Insurance Services, and Community, Social & Personal Services sectors,

with these sectors having relatively higher shares of Professional, Manager, Executive & Technician (PMET) occupations.

Foreign employment contracted after moderation in growth since 2011

Foreign employment (excluding FDW) contracted by 2,500 in 2016, continuing a downtrend since 2011. The contraction was mainly due to the decrease in Work Permit Holders (-7,900) in the Manufacturing, Marine and Construction sectors. This is attributed to the subdued global economic conditions and a fall in private sector construction demand. At the same time, growth of S Pass and Employment Pass (EP) Holders moderated to 1,100 (from 8,600 in 2015) and 4,300 (from 9,000 in 2015) respectively.

Redundancies and Job Vacancies

Redundancies continued an upward trend since 2010, with a decline in residents' re-entry rates

Redundancies rose to 19,170 in 2016, due mainly to business restructuring and reorganisation. This continued an upward trend since 2010, but was still lower than the recessionary high in 2009 (23,430). Residents were proportionally less affected, with their share of redundancies (58%) remaining lower than their share of employment (66%).

The increase in redundancies was accompanied by a decline in the annual average rate of re-entry among residents made redundant. Slightly less than half of residents (48%) made redundant in 2016 re-entered employment, the lowest since 2010 (53%). In particular, the rate of re-entry was the lowest among those aged 50 & over (40%), degree holders (42%) and PMETs (44%).

Job vacancies declined after a slight increase in previous quarter

After a slight increase in the previous quarter (September 2016: 50,800), job vacancies declined to 47,600 in December 2016, the lowest since December 2012. Coupled with an increase in unemployed persons, the seasonally-adjusted ratio of job vacancies to unemployed persons fell to 0.77, the lowest since September 2009 (0.54).

Income

Broad-based real income growth for Singaporeans over the last five years

Median income growth moderated for Singaporeans in 2016 after strong growth in 2015. The nominal median monthly income from work (including employer CPF contributions) of full-time employed Singaporeans increased by 0.7% over the year to \$3,823 in June 2016, or 1.3% in real terms.

Real income growth has been broad-based and sustained over the past five years. The real median income (including employer CPF contributions) of full-time employed Singaporeans rose by 16% (or 3.1% per annum) from 2011 to 2016. With ongoing support for low-wage workers, income at the 20th percentile of full-time employed Singaporeans rose by a similar rate of 17% (or 3.2% per annum) over the same period.

Productivity

Labour productivity grew

Overall labour productivity (as measured by value-added (VA) per actual hour worked) rose by 1.4% in 2016, an improvement from the 1.0% in 2015. Growth in 2016 was driven by the Manufacturing, Transportation & Storage, Wholesale & Retail Trade, Financial & Insurance and Information & Communications sectors. On the

other hand, productivity declined in the Business Services, Construction, Other Services and Accommodation & Food Services sectors.

- ② The labour market weakened in 2016, reflecting subdued conditions in several segments of the economy. The largest impact was felt by older (aged 50 & over) residents, and those with degree qualifications as indicated by the increase in their unemployment and long-term unemployment rates, as well as lower re-entry rates after being made redundant.
- ② Against this backdrop, the Ministry of Manpower (MOM) further enhanced the Adapt and Grow programmes to help jobseekers grow their skills and adapt to changing job demands, as well as overcome mismatches and missed matches in the labour market as the economy restructures. Professional Conversion Programmes were also stepped up to more sectors.
- ② Wage Support schemes were expanded for workers facing difficulties in finding new employment. These include higher wage and training support for PMETs and Rank-and-File workers to enter new jobs and careers, with greater support focused on those older and unemployed for longer periods. In particular, mature PMETs who have been actively seeking employment for a year or longer, will receive higher wage support for up to 18 months.
- ② The Attach-and-Train initiative was launched to help address slower hiring in some sectors due to economic uncertainty. The development of an online jobs marketplace and partnerships with private sector employment agencies will also strengthen matching between employers and jobseekers.
- ② To support people through change, the Government continued to invest in SkillsFuture to expand and deepen SkillsFuture initiatives, help Singaporeans take charge of their learning and maximise their potential through life.
- ② The TechSkills Accelerator, a new skills development and job placement hub for the ICT sector, facilitates training opportunities for in-demand ICT skills, develops industry recognised skills standards and certification and places greater value on certified skills proficiency.
- ② In April 2016, MOM announced that the following would take effect from 1 July 2017: raise the re-employment age from 65 to 67; introduce an option to allow eligible employees to be re-employed by another employer to increase labour market flexibility; and remove option of employers cutting employees' wages at age 60.

Through these efforts, MOM, Workforce Singapore (WSG) and tripartite partners will help affected workers to seize new job opportunities. Workers are urged to tap on this support to adapt and grow, in order to maximise their lifelong re-employability. The [Committee on the Future Economy](#) also put forth various recommendations which are guiding Singapore's transition moving forward.

Political Situation

The People's Action Party will continue to dominate local politics in 2017-21. It will retain strong public support through a focus on improving living standards for a majority of Singaporeans and by continuing efforts to diversify the economy. However, the openness of the city state's economy will leave it exposed to an anticipated

slowdown in China and the US, in 2018 and 2019 respectively. Singapore's real GDP is forecast to expand by 2% a year on average in 2017-21.

SRI LANKA

Current Economic and Political Situation

In 2009, after years of conflict with the LTTE, Sri Lanka achieved a commendable achievement— beating a violent terrorist group and ending decades of fear. In recent years, as a small state Sri Lanka was able to overcome the aftermath and pick up the remnants of what was left of the terrorist occupied areas of the country, whilst suffering greatly from these conflict wounds. However substantial post war development has begun along with the Government of Sri Lanka being committed to upholding and protecting human rights, fostering national reconciliation, and establishing peace.

The present Sri Lankan Government formed in January 2015, with the President, Prime Minister and a parliament of around 45 cabinet ministers; seeks to promote and Good Governance to uplift the country's state of affairs. The new electoral systems are being formulated, crackdown on bribery and corruption has been given prominence and government spending on redundant expenses has been reduced.

The new government is aiming to advocate policies of good governance and transparency that will eventually lead to better growth and stability of the nation; by facilitating better investment prospects and an even-handed distribution of economic progress. The medium-term policy framework introduced by the present Government intends to address the shortcomings of the previous policies, focusing on areas such as fiscal deficit, reduction of foreign debt and trade discrepancy in order to promote sustainable economic growth.

Sri Lanka experienced inclement weather during the year 2016. Particularly, the severe flood experienced in second quarter of 2016 and the drought prevailed during the year, may have had impact on the agriculture activities of the country. Economic growth rate for the year of 2016 has been estimated as 4.4 percent while economic growth rate for 4th quarter of 2016 has been estimated as 5.3 percent. The Gross Domestic Product for Sri Lanka for the year of 2016 (January to December) at constant (2010) price has reached up to Rs. Million 9,012,026. The country has performed well on the Millennium Development Goals seeing a growth of over 6 percent per year in the past decade with poverty declining from 22.7% in 2002 to 6.1% in 2012/13.

Similarly, the Life expectancy at birth has increased to 74.9 in 2014, and has seen an increase steadily over the past 5 decades, where in 1960 the average Life expectancy of a Sri Lankan was only 59.7. More evidence of social development of the country are marked by the remarkable reduction in demographic indicators such as fertility rate, maternal mortality rate, infant mortality rate and child death rate in the past four decades. This reflects the incredible progress in healthcare standards accomplished by Sri Lanka; especially in terms of Women's health and maternal care which has been accorded top priority.

Sri Lanka's literacy levels have continuously been above average by world and regional standards (The adult literacy rate recorded in 2001 was at 90.6, which has since then seen a sound increase). The constitution of Sri Lanka established education as a fundamental right and provides free education facilities to the entire nation, thus allowing rich and poor to be on the same level in terms of literacy. The steady upholding of this policy has led to an increase in literacy levels over the past years and currently records at 93.2% according to the Central Bank of Sri Lanka statistics of 2016.

TAIWAN

Current economic and political situation

☐ Economy

Beating an earlier forecast, Taiwan's Gross Domestic Product (GDP) grew 2.58% in the fourth quarter of 2016 on a year-on-year basis(yoy), which reflected stronger than expected private consumption, investment and import/export growth. For the whole 2016, real GDP grew by 1.40%, according to the Directorate General of Budget, Accounting and Statistics (DGBAS).

Based on a stronger than expected outlook for the country's exports and anticipated higher domestic demand, in February DGBAS upgraded its forecast for Taiwan's 2017 gross domestic product (GDP) growth to 1.92 percent and raised its 2017 growth forecast for Taiwan's exports and imports to 4.01 percent and 4.07 percent respectively.

The Consumer Price Indices (CPI) in February 2017 was 105.08 (2011=100) which decreased 0.34% from the preceding month, and went down 0.04% compared with the same month of 2016. The Wholesale Price Indices (WPI) was 86.40 (2011=100) which decreased 0.82% from the preceding month, and moved up 2.19% compared with the same month of 2016.

The Taiwan Taoyuan International Airport Mass Rapid Transit (MRT) line officially opened for operations on Mar. 2. The metro system has been designed to give visitors a chance to explore the city in a bid to boost the possible tourism benefits and to local commuters as well. Certain airlines' flight and luggage check-in can be done at the Taipei Main Station, and the check-in only needs to be processed three hours prior to flight departure. In addition, the Taipei 2017 Universiade will take place on August 19, 2017 and Airport MRT will be a key transport link during the event. It is expected that this new MRT will contribute to tourism and living convenience for economic benefits.

■ Labor Market (as of January 2017)

The following indicators reflects the labor market situation in Taiwan:

- ☐ Total employment was 11,320,000, an increase of 76,000 (+0.68%).
- ☐ The number of unemployed was 445,000, a decrease of 8,000(-1.78%).
- ☐ Average unemployment rate was 3.78%, a 0.14% decline.
- ☐ Average labor force participation rate was 58.79%, an increase of 0.04%.
- ☐ Average monthly earning increased 1.5% from the previous year.
- ☐ Average hours worked in 2016 was 169.5 hours, 5.8 hours less than the last year.

The American Chamber of Commerce in Taipei (AmCham Taipei) released its seventh annual business climate survey in Feb., which surveyed top executives of AmCham Taipei member companies between October and December 2016. The majority of the respondents describe human capital in Taiwan as hard-working, very trustworthy, extremely well-educated and easy to train but less creative, innovative and with less initiative. The survey reflected respondents' enthusiasm for Taiwan as a safe, convenient and friendly place to live and work, while many of the previous concerns about living in Taiwan remain high on the list, including insufficient English-friendly environments, banking services and drinking water; poor air quality and road safety have become the new and most urgent concerns in the 2017 survey.

▣ Political situation

USA and Cross-strait Relations

From U.S. President Donald Trump's initial conversation with Taiwan President Tsai Ing wen in last December to his recent reaffirmation of the "One China" policy with China President Xi Jinping in February, all goes back to the original situation. U.S. Acting Assistant Secretary of State Susan Thornton recently said the United States was "pursuing a results-oriented relationship with China; one that benefits the American people and one that remains faithful to our allies and presses China to abide by international rules and norms." That reveals Trump's strategies: using Taiwan as a "bargaining chip" in negotiations with China to keep the United States a Pacific power and would "certainly be remaining active and engaged in Asia." In another way, Tsai was largely praised for taking advantage of an opening to raise Taiwan's profile with the new U.S. president and to the world. The Tsai administration has been consistent in its commitment to maintaining the "status quo", avoiding initiating trouble or rocking the boat. Tsai's major policy programs are focused on the Taiwanese domestic economy and a raft of social issues for Taiwan's most advantages, while attempting to quietly reduce dependence on the Chinese economy.

THAILAND

Economy and labor market situation

Thailand's domestic spending in the fourth quarter of 2016 on goods and services improved toward the end of 2016 due to the government measures to stimulate holiday and tourism spending. Merchandise exports improved in industries such as electronic products, food, and processed food, and electrical appliances. On the other hand, tourism sector was sluggish as a result of the government's curb on illegal tour operator but the impact was expected to be short-lived and concentrated mostly in predominantly Chinese tourists' attractions in Bangkok and Pattaya. The real estate sector continued to slow down as buyer's purchasing power remained constrained. Private investment continued to stay low and concentrated mostly in the trade and services sector. Investment in manufacturing sector was mostly in machineries for improving productivity, labor replacement, and product development. (Bank of Thailand, 2017)

According to the Bank of Thailand, Thailand's business conditions in the first quarter of 2017 is expected to continue expanding at a gradual pace. Private consumption is expected to continue improving from the recovery of both agricultural and non-agricultural incomes, in tandem with the overall economic recovery. The tourism sector is expected to recover as sentiment improved and firms have observed rising number of advanced bookings. This is further supported by continued government measures to support the economy and businesses' adjustments to emphasize the quality of tourists. Merchandise exports is expected to increase in line with the economic recovery of the trading partners. However, concerns are highlighted in regards to the impact of the USA and China trade policy on the Thai exports. Businesses are confident that clear and concrete government infrastructure projects and development of special economic zones will be the supportive factor for the overall investment going forward. (Bank of Thailand, 2017)

SCB EIC or Siam Commercial Bank's Economic Intelligence Center, established to provide business executives with valuable insights for effective decision making, provides that even 2016's risk factors still linger; growth expected to be bolstered by domestic spending. As a result, the center forecasts a 3.3% growth is expected for the Thai economy in 2017. (Economic Intelligence Center (EIC), 2017)

SCB EIC (2017) concludes the factors supporting Thai economy growth in 2017 are:

1. More household purchasing power after the end of loan payment for cars from the first-car policy
2. Household purchasing power to be boosted by government measures including cash transfers to low-income earners and new personal income tax structure
3. Investment in infrastructure megaprojects to double after bidding
4. Rising oil price to help pick up export value
5. Low cost for bank loans thanks to the likely stable 1.5% policy rate
- 6.

There are also risk factors to be mentioned as follows:

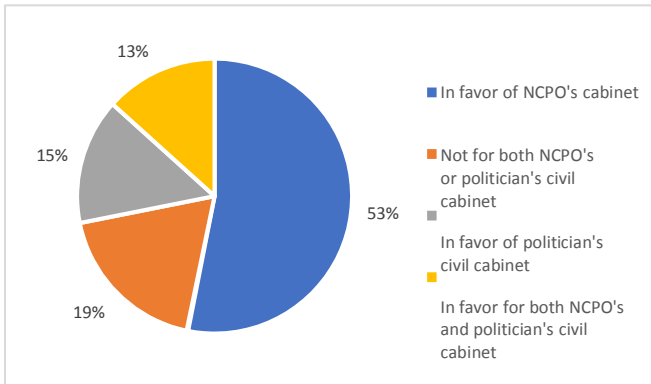
1. Fragile recovery of the global economy, with persisting issues in financial sectors in China and Europe
2. Global political uncertainties due to Brexit, upcoming key elections in Europe, as well as Donald Trump's economic policy, which may reverse the flow of free trade
3. After the zero-dollar tour crackdown, tourism sector's slowdown may take longer than expected to recover
4. Volatility in the financial market due to different countries' monetary policies
5. Cost of financing through corporate bonds to rise in line with US Treasury yield

NESBD (2017) also projects 3.0 – 4.0 percent growth of the Thai economy supported by (1) an expansion of the export sector which will further support the recovery of the manufacturing production and private investment, (2) an acceleration of the agricultural production and farm income which will support the expansion of household consumption, (3) an acceleration of public investment, (4) the 190-billion-baht supplementary budget in the fiscal year 2017, and (5) the favorable expansion of tourism receipts. It is expected that value of export of goods will grow by 2.9 percent, private consumption and total investment will grow by 2.8 and 5.3 percent respectively. The headline inflation rate will be in the range of 1.2 – 2.2 percent and the current account will record a surplus of 9.4 percent to GDP.

Thai CPI as of February 2017 is 1.44 which is a hike due to continuous (1) oil and energy price and (2) fresh food price increase. The export of fresh food from Thailand has a good sign of recovery and leads to gradual and stable inflation.

Trading Economics (2017) reported that as of January 2017, unemployment rate of Thailand is 1.2%, higher than 0.8% unemployment rate in December 2016.





Arom Pongpangan Foundation (2017) suggested that Thai labor force is still lack of IT and technology skills and therefore less productive comparing to Singapore and Malaysia. There is also concern due to demographic change that Thailand is now entering an aging society. Short term employment will be increased but will face a downward trend in the future. It is to mention that the number of labor force in manufacturing and services industries is subject to political situation while agricultural labor force is affected by natural disaster and pulling factor of

manufacturing and services industry due to minimum wage increase in 2012.

Labor market cannot fulfil requirements of industries as there are still lacks in lower level workers. Education development still does not meet the demand of entrepreneur to develop vocational labor force and generate qualified labor from the education system.

The Thai National Wage Committee recently approved a resolution to set new rates for minimum wage in Thailand, which is effective since 1 January 2017. This increases the general minimum wage rates between Baht 5 to Baht 10 per day in 69 provinces and retains the rate of Baht 300 per day in eight provinces.

Political situation

Recently, there is a poll conducted by Suan Dusit University on opinion of Thai citizen towards NCPO's cabinet and that of politician. The poll result shows that the majority (53.27%) of participants is in favor of NCPO's cabinet for its strong, robust, planned work and anti-corruption focus.

VIETNAM

Political situation

"Vietnam is a development success story" (a remark by The World Bank). In 1986 Vietnam launched a political and economic renovation policy (Doi Moi), to open the country's doors to the world's economy, starting a new era of comprehensive transformation. A key turning point was Vietnam's accession to the World Trade Organization ("WTO") in 2007, followed by its participation in the ASEAN Economic Community ("AEC") in December 2015 and many other bilateral trade agreements with other continents and countries further boosts Vietnam's integration into the global economy.

For many years Vietnam's economy grew by around 7%. Exports in Vietnam averaged 5,280.65 USD Million from 1990 until 2017, reaching an all time high of 16,600 USD million in December of 2016 and a record low of 537 USD million in February of 1997. Today Vietnam is seen as an emerging market of the world's most dynamic economies, offering variety of attractive business opportunities to both domestic and foreign investors in a peaceful and stable environment of a natural beautiful country.

Economy and Labor Market Situation Update

Key Statistics

GDP Dec. 2016	Total US\$ 200 billion
GDP per capita, Dec. 2016	US\$ 2.200
Inflation, Feb. 2017	5.02%
GDP growth rate, Jan. 2017	6.68%
Imports, Feb. 2017	USD\$ 15,100million
Exports, Feb. 2017	US\$13,100million
Export goods	Telephone and its spare parts, electronics, computers and components, shoes and footwear, rices, clothes, sea food, crude oil, wooden products
Employment (million people), Sep. 2016	53.27
Unemployment (million people), Sep. 2016	1,16
Unemployment rate (%), Sep. 2016	2.14
Retirement Age Men	60
Retirement Age Women	55

☐ Operation of Enterprises

Vietnam has about 500,000 operating enterprises, of which SEMS account for 97 percent and targets to reach 1,000,000 enterprises in 2020. Generally, in 2016, the number of enterprises registered for new establishment hit the record level with 110.1 thousand enterprises, an increase of 16.2% higher than that of 2015, and with a total registered capital of 891.1 trillion VND, an increase of 48.1% (if including 1629.8 trillion VND of additionally registered capital of the operating enterprises, the total of additional and registered capital to the economy in 2016 was 2520.9 trillion VND). The average registered capital per newly established enterprise in 2016 reached 8.1 billion VND, an increase of 27.5% higher than that of 2015. Newly established enterprises' total registered number of employees in 2016 was 1268 thousand persons, equaling 86.1% from 2015. There were 26689 enterprises re-operated this year, up 24.1% over the last year, bringing the total of enterprises registered for new establishment and enterprises re-operated in 2016 to nearly 136.8 thousand enterprises.

☐ Investment

From January to December 26, 2016, FDI attracted 2,556 newly licensed projects with the total registered capital of US\$ 15182.3 million, up 27% in the number of projects and down 2.5% in the registered capital against the same period in 2015. Besides, there were 1,225 times of license-granted projects from previous years which registered to adjust capital with the additional capital of US\$ 5,765.1 million. In 2016, there were 2,547 enterprises, economic organizations contributed capital, bought shares by foreign investors (with the capital rate higher than 50% of charter capital or in the field of conditional investment) with the total investment capital of US\$ 3425.3 million. Thus, in general, the total registered capital of newly, additionally financed projects and investment projects made by contributing capital, buying shares in 2016 reached US\$ 24372.7 million, up 7.1% from 2015. Realized FDI capital in 2016 was estimated to gain US\$ 15.8 billion, up 9% from 2015, reaching the highest level of FDI capital disbursement ever.

The Republic of Korea was the main provider of FDI in 2016. Largely due to investments by LG, the country invested over US\$ 7 billion in Vietnam. In total, investors coming from 95 countries capitalized on investment

opportunities in Vietnam. Most investments came from within Asia; the only non-Asian country in the top 10 of FDI providers is the British Virgin Islands.

☐ Socio - Economic Development Plan - SEDP (2016 – 2020)

Vietnam aims to become an industrialized country by 2020 with GDP per capita of at least \$3,200 in its latest plan. They include average GDP growth of 6.5 to 7 percent per year, with 85 percent of output coming from the industrial and service sectors by 2020. Given the target for GDP growth, total GDP at current prices over the five year period is estimated to be over US\$1.37 trillion. Vietnam expects major advances in strengthening its institutions and legal system, increasing human capital and improving the transport network. The plan lays out the path towards industrialization by the end of the decade through a socialist-oriented market economy model. The SEDP draws on Vietnam's stable economic growth in recent years, its commitment to United Nations Sustainable Development Goals and increased international integration as reflected in free trade agreements signed with ASEAN and others.

2. HR Challenges

AUSTRALIA

The main challenges facing the HR profession in Australia at present are:

- ☐ Talent management: This remains a recurring priority for Australian businesses and their HR practitioners as they look for ways to boost their competitive edge through their people.
- ☐ Business confidence: The economic uncertainties created by the election of Donald Trump in the US and the Brexit vote in the UK flow into business confidence during 2017, with the potential in the short term at least to look at cutting costs rather than boosting investment. That will involve a number of challenges for HR.
- ☐ Workforce participation: This remains a key area of activity for HR departments, as it is linked to government priorities to reduce the budget impact of welfare dependency and to maximise the proportion of Australians who are in the workforce and paying tax rather than drawing on pensions and other welfare entitlements. Areas affected include the employment of younger and older Australians, people with disability, indigenous Australians, and parents returning to work.
- ☐ Technology: Developments in thinking on robotics and artificial intelligence technologies that threaten the jobs of people continue to affect the momentum for HR to positively engage the workforce and contribute towards innovation that includes human beings working in concert with technological advances for the competitiveness and sustainability of business.

☐

BANGLADESH

The BSHRM main challenges facing the HR profession in Bangladesh at present are:

Transitioning to the new focus of strategic partnering with the hiring managers and competency based HR systems have thrown a new challenge for Bangladesh HR professionals which are needed to be adopted balancing with the new HR trends imposed by the globalization;

☐ In 2014 survey report of Earnest and Young (EY) during the 3rd International HR Conference held in Dhaka, Bangladesh it was found that the following areas are seem to be a renewed challenges for HR professionals might need immediate focus on:

1. Ensuring people drives the business;
2. Rewards system: No rewards and recognition programme in 24% organizations which really alarming;
3. Training Needs Assessment: Around 12% organizations didn't identify their staff's training needs;
4. HR Metrics/Reporting System: 20% organizations lack of a comprehensive system of HR reporting.

FIJI

The 2 main challenges facing the HR profession in Fiji at present are:

☐ Lack of experts in Human Resources Field

One major challenge that is seen in the HR profession is moving the Department to an exceptional level. With the rapid increase in technology and the move from human resource to human capital, organisations find it difficult to keep up with the current trend. The critical question that lingers is that, does the HR team possess the required skills to rise to the challenge. Some organisations spend generously in hiring consultants and trainers from overseas.

To overcome this, the FHRI has planned to provide pure Human Resources courses, in conjunction with AHRI, that will be facilitated by AHRI. This will ensure that HR Practitioners are developed to be well versed with the current HR trends.

☐ Creating a Supportive Culture

A supportive culture provides room for growth, improvement and excellence. While some Organisations see their employees as a core ingredient for sustainable development, other Organisations have not given due recognition and support to their employees. HR Managers often find it challenging to convince Management on the value of a having a supportive culture.

FHRI is trying to reach out to CEOs and Senior Executives of organisation to encourage them to establish a positive supportive culture. The first step in this regards is launching a revamp of the HR Awards for Senior and Young Practitioners and an Organisational Award, that is run along the same veins as AHRI's

HONG KONG

☐ Mandatory Provident Fund (MPF) Offsetting Hong Kong's population ageing is expected to be most rapid in the coming 20 years with the proportion of over 65s reaching 23% in 2024 and 30% in 2034 respectively. Retirement protection for Hong Kong employees has become one of the top priorities spelt out in the Chief Executive's 2017 Policy Address. Mandatory Provident Fund (MPF) is an important part of Hong Kong's multi-pillar retirement protection system. The Policy Address proposes to progressively abolish the offsetting mechanism of severance payments or long-service payments with MPF contributions to maximise retirement protection for employees, together with other measures to strengthen Hong Kong's social security assistance for the elderly and needy.

☐ Standard Working Hours

The Standard Working Hours Committee completed a proposal in January 2017 in which it put forward the idea of requiring the employers to state working hours and overtime payments clearly in employment contracts in a bid to protect the interests of lower-income grassroots workers. The Committee recommended several suggestions in the proposal including enacting legislation to make it mandatory for the business sector to pay low-income grassroots workers overtime payments at a rate no less than their regular hourly wage or relevant compensation leave arrangements.

☐ Statutory Minimum Wages

The Statutory Minimum Wage rate will be raised from its prevailing level of \$32.5 per hour to \$34.5 per hour, an increase of 6.2%, effective from 1 May 2017.

INDIA

India has become an attractive business destination for investors the world over. India is at the door step of historical opportunity and can bring about a change in economy, society and human life. Indian HR needs to equip and empower people to take advantage of the opportunities that are rapidly arising across the world. Today Indian HR have undergone several changes and India is more strategically positioned in the global corporate map. Development of future leadership is a major challenge for HR in recent days. HR Managers are proactive with all strategies and action plans in order to meet the changing needs of the organization. They are well aware with the basic functions of HR including planning, organizing, leading and controlling human resources. They are developing right strategy for the business to face the challenges and bring success to the organization. The major challenge of Indian HR is to identify, retain the best talent in the workforce and to manage the fast changing technology for survival in the business. They are also implementing HR Best Practices in the organization for betterment of the people as well as the Society.

JAPAN

The three main challenges facing the HR profession in Japan at present are:

Workplace reform

Since the incident of the employee at Dentsu, who committed suicide due to long-hour work and less support from her co-workers, the government restricts overtime work and the large companies shut down the building lights at 10 pm. However, the workloads aren't decreased so the employees are stuck in between. Employers are trying to achieve flexible workplace including working from home and flexible working time, however, it makes harder for HR and management to manage employees' performance especially for back office employees since it is hard to set KPIs for their tasks. It is easier to manage them by time rather than setting KPIs. This reform requires lots more challenges with HR policies changes, performance management styles, work environments restructuring and management members' commitment.

Innovative minds and skills improvements within organizations

As markets have become mature and population pyramid shows more elderly and less youth generation, many corporations have been looking for new business opportunities. However, they have not put efforts to develop talents with innovative skills and minds. Also, corporate hierarchy and old-fashioned corporate culture set limits

to challenge new/different things. In addition to the skills and minds, the corporate culture where employees can freely express and exchange is also needed.

Next Generation Leaders' skills development

Companies are struggling with developing leaders who can take over and expand their businesses globally. It is impossible that what the market is look like where all the technologies and competitors exist and Japan is so slow to make decisions with all the approval processes. To be able to compete with competitors and to come up with new opportunities, management teams and HR are facing to the urgent need to develop employees' skills and experiences to be leaders.

MALAYSIA

The main challenges facing the HR profession at present are:

1. Upskilling and Reskilling of employees
2. Graduate employability
3. Potential retrenchments
4. Increasing productivity
5. Performance management

NEW ZEALAND

The 15 main challenges facing the HR profession in New Zealand at present are:

- ☒ Health and Safety
- ☒ Gender pay inequity (12.7% between men (+) and women (-))
- ☒ Ageing population/work population
- ☒ Baby boomers vs. millennials
- ☒ Qualification age for national superannuation (pension)
- ☒ Talent supply plus skills mismatches
- ☒ People leadership – the pressure of doing more with less
- ☒ Societal Mortality
- ☒ Work force engagement
- ☒ Rise of work as a consumer experience
- ☒ Increasing wealth, income, salary and health inequity
- ☒ Rise of the “precariat”
- ☒ “Never off” syndrome/well being/stress/bullying
- ☒ Burned out workforce
- ☒ Influence and profile of HR.

PAKISTAN

The three main HR Challenges facing the HR profession in Pakistan at present are:

- ☒ *Changing Workforce Dynamics*

As is the global phenomenon, generational differences and shifting workforce dynamics and expectations have companies working hard to keep up. Pakistan enjoys a moderately high growth in population with over 50% of

more than 201 million people under the age of 24. The landscape of literacy and education is changing dramatically, with a variety of options for post-secondary education becoming available. In addition to this, it is becoming increasingly culturally acceptable for women to enter the workforce. More than ever, Pakistanis are technologically savvy- with more than 100 million Pakistani's using cellular phones. In addition, positive economic growth means that more and more employment opportunities are available for the discerning talented employee.

The workforce dynamics and demographics are shifting dramatically, and HR must respond accordingly. Pakistanis entering the workplace have needs that are very different from previous cohorts, and organizations must equip managers with tools to manage this cohort and best utilize their strengths. This effects all HR functions- from Recruitment to Organizational Development to Compensation and Benefits. Companies need to have better focus on employer branding in order to attract talent and become employers of choice in this era of fast marketing and social media. Recruitment drives have to incorporate more technology than ever in order to ensure that the best talent is attracted from traditional and non-traditional sources. The Organizational Development function needs to ensure that interventions are designed for multi-generational employees; and systems such as those in Performance Management and Learning are designed with speed, flexibility and real- time communication in mind. Compensation and benefits are effected as the focus shifts from long term benefits to short term rewards, and there is a change in the need for varied benefits that appeal to the workforce of today- which may include remote-work facilities, increased technology, flexibility, child-care facilities, and recreational activities. The landscape of the workplace is changing and HR must provide the guidance to remain competitive.

☐ Innovative HR solutions to meet challenges of today

Organizations are also currently facing challenges which include an ever increasing competition for talent and increasing manpower cost.

The 2016 financial year recorded a 4.71% overall increase in GDP which is the highest it has been in the last eight years. With more and more local organizations growing, expanding their operations and looking towards better practices in HR, the stakes are higher in the competition for talent. This ever increasing competition for talent, coupled with an overall cultural mindset change that finds shorter tenures with organizations are more acceptable, has HR scrambling to attract, engage and retain quality talent. HR must come up with creative solutions to do this. Organizational culture, Employee engagement and career development initiatives are at the forefront and have to be taken to the next level with each company developing a customized strategy around this to tackle their unique challenges.

Manpower cost is also increasing in an unprecedented manner. Increased competition for talent is driving compensation scales upwards. This is not all, the minimum wage is increasing annually across the nation- this has amounted to the minimum wage doubling in some provinces over a period of five years. Organizations need to be nimble-footed and vigilant, optimizing talent and resources in the best possible manner in order to counter this. This may require efforts in restructuring, simplification of processes, an increase in technology to automate processes, or outsourcing of some functions and/or tasks. HR faces the challenge of providing timely and innovative HR solutions to these evolving challenges.

☐ HR Standards

With such evolving challenges, HR professionals need to be equipped with the knowledge, the tools, and access to good quality resources that will allow them to make the best decisions in these Volatile, Uncertain, Complex

and Ambiguous times. They need to be well-versed in HR theory, but increasingly the need is for them to have thorough understanding of running the business i.e. core business functions. HR as a profession in Pakistan is still in its infancy and is still faced with the challenge of being regarded as a cost centre instead of a value adding function. This is at least partially due to the quality (or lack thereof) of solutions provided to the sort of issues that are described in detail above. PSHRM has put in a lot of effort into developing better baseline education for HR professionals. The HR Diploma Program that has been introduced in IBA (Pakistan's leading Business School) is a prime example of this. PSHRM is now also expanding its presence nationally and has established another chapter in Lahore in order to do so. With improved and widely implemented HR standards and a Code of Ethics, PSHRM aims to provide leadership in HR excellence and allow HR professionals to become better equipped to add the value that is required.

PAPUA NEW GUINEA

The main challenge facing the HR profession in PNG at present are:

- ☒ HIV AIDS and TB continuous to be a major threat.
- ☒ Lack of skilled professionals for the major mining and petroleum projects
- ☒ Law and order issues in some parts of the country
- ☒ High percentage of school push-outs after secondary level education as tertiary and vocational institutions are limited
- ☒ Growing problem of drug abuse and alcohol abuse and related social disturbances
- ☒ Ever increasing prices of goods and services
- ☒ Human smuggling issues continue to increase in PNG
- ☒ Government cash flow tight after increasing debt

PHILIPPINES

PMAP has been very active in the discussions of the different labor issues that the country is facing today:

Anti-Age Discrimination Law

The Department of Labor and Employment (DOLE) has signed and issued the implementing rules of Republic Act No. 10911 or the anti-age discrimination law last February 2, stressing that age does not matter in employment. Labor Secretary Silvestre Bello III said that the law will help promote equal opportunities in employment for everyone. The law prohibits an employer to print or publish in any form of media any notice related to employment suggesting age preferences, limitations, specifications and discrimination.

Workers contractual arrangements and end-of-contract schemes

On March 16, ²DOLE issued an order imposing a total ban on labor-only contracting, strictly regulating lawful contractual arrangements, ending 'endo' and deputizing workers in nationwide inspection of establishments for compliance with labor standards and existing labor laws. Labor Secretary Silvestre Bello signed Department Order 174, or the Rules Implementing Articles 106-109 of the Labor Code, after months of consultations with both labor and management, pursuant to the promise of President Rodrigo R. Duterte to end illegal contracting and 'endo.'

The D.O. No. 174: 1) Reaffirms the Constitutional and statutory right to security of tenure of workers; 2) Applies to all parties in an arrangement where employer-employee relationship exists; 3) Absolutely prohibits labor-only contracting, and specifies other illicit forms of employment arrangements; 4) Allows only permissible contracting and subcontracting as defined; 5) Re-enforces the rights of workers to labor standards, self-organization, collective bargaining and security of tenure; and 6) Requires mandatory registration of contractors and subcontractors and provides clear procedures for cancellation of registration.

Almost 80% of PMAP recommendations about this issue, based on the nationwide consultation organized by the association among its members in 2016, was included in the signed D.O.

Security of Tenure

Department Order (DO) 174 is seen by labor groups as a “death order” to workers’ right to security of tenure, right to regular-direct hiring of jobs, and right to organize.³ With this, the Trade Union Congress of the Philippines (TUCP) urged President Rodrigo Duterte to certify as urgent House Bill No. 444, or the Security of Tenure Act filed by the TUCP party-list, following the issuance of the new order regulating contractualization

SINGAPORE

The main challenge facing the HR profession in Singapore at present are:

☐ Digital disruption & Skills Mismatch

Advances in technology are picking up pace, disrupting traditional businesses and jobs. This has created a skills gap for both young and experienced workers. Singapore needs to develop strong capabilities in our firms and workers, so they can adapt to the changes in economic structures and technology. With many operating jobs being replaced by machinery or artificial intelligence, some jobs are in danger of becoming obsolete.

Prime Minister Lee Hsien Loong talked about it in his speech at the National Day Rally in 2016: “Old models are not working, new models are coming thick and fast, and we are having to adjust and to keep up, because of technology and globalization. And the disruption will happen over and over again, relentlessly.

There has been an exploding demand for innovation and entrepreneurial skills that cannot be replaced by technology. But due to the small talent pool in Singapore and the inability of schools to produce students with the right skills, the society is not able to meet the economy’s demands. This results in an increasing rate of structural unemployment where many jobs are unfilled due to the lack of skilled individuals in those areas.

There is a need to shift and restructure education in order to address the mismatch of skills due to rapid technology advancements. It is of paramount importance to continually rethink the future of Singapore’s education to ensure that it remains in sync with the shifts in global economy and that the skills mismatch is addressed.

Some laid-off workers are struggling to find new jobs as they no longer have the skills employers want. Good jobs are going begging in some industries while other sectors are seeing jobs disappear by the month.

The hardest-hit class of workers is PMETs - professionals, managers, executives and technicians. The MAS said a combination of slow economic growth and these increasing skill mismatches is weighing on the labour market.

PMETs accounted for more than two-thirds of the residents let go in the first half of this year - more than their share of the total workforce. But while more than half of the job openings in the same period were targeted at PMETs, only 39.6 per cent of laid-off resident workers in this category managed to secure a post within six months.

They need to equip themselves with the necessary skills to fill the jobs that are currently available and will be in demand in the coming years. These include professionals in IT, engineering and finance, as well as healthcare workers and early childhood educators. Increasingly, more specialised skills would be needed to take on these new jobs, such as capabilities in IT applications and cyber security analytics. There is still strong hiring demand in some segments of the economy - such as tech start-ups - but candidates with the right skills are hard to come by.

📌 Demographics

Singapore is also undergoing a key transition as our economy matures. With falling birth rates and a rapidly ageing population, labour force growth will eventually fall to zero.

But the more worrying trend is that Singapore is ageing rapidly. As of end-June, 13.7 per cent of citizens were aged 65 and above, compared with 9.2 per cent 10 years ago. And despite the bumper 33,725 citizen births last year, Singaporeans are not having enough babies to replace themselves. The resident total fertility rate was 1.24 last year and has hovered around there for the past 10 years, well below the 2.1 figure needed for a population to replace itself. These two trends mean there will be fewer workers to support a growing number of seniors. There are now 4.7 working-age citizens for every citizen aged 65 and older, compared with 6.9 in 2006. If birth and immigration rates stay the same, the number will halve to 2.3 in 2030.

📌 Labour shortage

Singapore's labour shortage is probably the biggest challenge for growth, and the restructuring of the economy towards coping with such pressures will take a considerable amount of time. But the trade-reliant economy faced domestic challenges as well, most importantly a labour shortage exacerbated by restrictions on foreign workers. Since 2009, the foreign workforce supply has been tightened in Singapore, partly as a result of public feedback on the increasing number of foreign employees in Singapore. The ratio of foreign semi-skilled and mid-skilled workers to Singaporeans allowed in certain industries was reduced, and this has caused manpower shortages in some industries like the food and beverage industry. In 2014, the Ministry of Manpower also introduced a Fair Consideration Framework to make sure that companies with more than 25 employees advertise professional jobs to Singaporeans for at least 14 days before allowing such jobs to be filled up by foreign professionals (with certain exceptions to jobs above a threshold monthly salary). This entails additional responsibilities on HR professionals. In cases of suspected foreigner bias, the Ministry of Manpower may investigate and interview the company on why a foreign employee was chosen instead of a Singaporean, and even exercise its right to curtail future foreign manpower hiring by the company.

📌 Productivity

Domestically, Singapore is in the process of transitioning towards a productivity-led growth model with lower inflows of foreign labour. The Ministry of Trade and Industry reports that Singapore's labour productivity has been roughly flat since 2011, although labour productivity growth picked up to around 1 per cent in 2015. The official forecast is for 1 to 3 per cent GDP growth next year.

Wage growth has raced ahead of productivity. At roughly 43 per cent of gross domestic product, wage costs in Singapore are now at levels which historically had preceded recessions in 1985, 1997 and 2001.

☒ Shifting policies

Singapore's employment laws have historically been employer-friendly. In the early days of Singapore's development, this was crucial to attract multi-national corporations to Singapore. However, in the past decade, there has been a shift towards greater employee rights as well as greater protection of the Singapore core workforce. Examples of greater employee benefits are the extension of maternity leave periods, and the introduction of paternity leave which hitherto did not exist. Another example involves Singapore's main employment legislation, which once protected mostly blue collar workers but has now been expanded to protect junior professional and managers earning below a certain threshold monthly income. These policy shifts bring challenges to human resource (HR) professionals, and we share some of them below.

☒ Increasing unionisation

There has been an increasing level of unionisation in Singapore in recent years, and significantly in 2015, legislation was introduced to allow professionals and managers to be collectively represented by rank-and-file unions. While industrial relations in Singapore remain generally peaceful and strikes are extremely rare, HR professionals play an important role to seek consensus with the tripartite partners of government, employers and unions. Unionised companies in Singapore typically sign collective agreements with unions that contain a range of employment terms to protect the employees, and negotiations on these terms between the companies and the unions.

☒ What the future holds

HR professionals can expect to face further challenges as Singapore employment law's pro-employee shift continues. One change in the pipeline is the introduction of the Employment Claims Tribunal ("ECT") in April 2017. One category of employees who will benefit from the setting up of the ECT is professionals and managers earning more than S\$4500 basic salary a month, as currently any of their employment related claims can only be sought through the civil courts, which is typically more time consuming and more expensive. Companies and HR professionals should thus start preparing themselves for the introduction of this new tribunal by understanding its procedures and scope.

SRI LANKA

Even though Sri Lanka was considered a successful model for a 'developing country' in the South Asian region, unfavorable social, economic and political events that took place in recent years, both locally and globally has posed a plethora of challenges for Sri Lanka in sustaining its former status amongst the developing nations in the region. In such a context, the HR Profession is expected to play a lead role in shaping the hearts and minds of the people of this nation by way of knowledge building, skill enhancement and attitudinal modifications in meeting the long term socio-economic expectations of the country.

Emerging challenges for HR supersedes the traditional and long prevailing issues such as unemployment, under-employment and scarcity of skills. Instead, an all new set of challenges triggered by the 'digital revolution' keeps emerging by the day. The resulting digital workplace with a diverse workforce where millennial are over- powering the boomers and Gen-X at the workplace, the challenges for the HR professional are manifold. These include emerging L&D platforms, virtual work, employee mobility, multi-generational diversity, BPO/KPO

arrangements, HR analytics and technology-driven labour including automation and robotics where the HR professional is called upon to intervene and facilitate to ensure superior organizational performance and sustainable economic development.

The HR profession is hence expected to lead this transition by transforming the HR discipline into a value-creating function that is cable of meeting the social, cultural, political and economic goals of our Nation. Human capital being the singular factor that aids this process, the HR community of this country will be up against the challenge of reshaping the policies, strategies and actions that contributes to higher national productivity, better employee engagement, technology adaptation, social integration and creating a culture of pluralism and collaboration.

In such a context, IPM Sri Lanka as the country's apex body of the HR professionals has taken upon itself the task of nurturing and guiding the HR community and those aspiring to enter this profession through myriad ways ranging from knowledge and skill development initiatives to consultation, policy advocacy, networking and career guidance with a view to building HR professionals who are capable of delivering the emerging demands of the global citizenry

TAIWAN

The main challenges facing the HR profession in Taiwan at present are:

☐ Low Salary Causing Brain Drain (Talent Outflow)

A survey conducted by Business Weekly in 2016 shows that 62.3% of Taiwanese aged 20 to 35 plan to work abroad. 89.2% of these young adults explain that the low salaries in Taiwan are what drive them to leave the country. Business Weekly and the Taiwan Institute of Economic Research did a collaborative study that picks out Iran, India, Sri Lanka, Vietnam, the Philippines, Indonesia, and Myanmar as the seven most promising emerging economies for young Taiwanese to explore in the next ten years. The number of Taiwanese who want to work in ASEAN(The Association of Southeast Asian Nations) member states increased by 67% over the past two years, while those interested in jobs in China rose just 2.7%, statistics released by the 104 Online Job Bank in Feb., 2017.

Taiwan must reform its industries. In order to connect Taiwan to global tech clusters and create new industries for the next generation, Taiwan Government launched the Asia Silicon Valley Development Plan in September 2016. The plan has two primary objectives: firstly, promoting innovation and R&D for devices and applications of the internet of things (IoT), and secondly, upgrading Taiwan's start up and entrepreneurship ecosystem. Hopefully the Plan will transform Taiwan's industrial structure with the IoT, drive economic growth with innovation and entrepreneurship, create more work opportunities and increase higher average wage for young generation. With combined impacts of the Asian Silicon Valley plan and other digital economy plans, Taiwan's IoT global market share is projected to grow from 3.8 percent in 2015, to 4.2 percent in 2020, and to 5 percent in 2025. The plan is also aiming to grow 100 successful companies—either local startups enjoying successful exits or R&D centers set up by large corporations.

☐ Labor Law Amendment and Compliance

The latest Labor Standards Acts amendment was driven in part by the fact that Taiwan consistently ranks among the countries with the longest average work hours in the world-- Taiwan ranked the 5th in 2015, according to OECD, Ministry of Labor. To protect workers from excessive overtime hours and guarantee reasonable enough

time for workers' rest on worker health condition. The amendment mainly includes implementation of a five-day work, two-day rest week regulation, more annual leaves but fewer public holidays and higher overtime rates, which may result in higher personnel expenses. Meanwhile, for the better, even the revised labor law also is expected to push consumer prices up in the months to come, which may require an increase in wages to placate workers or more hires.

New work rules have slightly increased personnel costs for employers and raised prices of products and services, but have had almost no impact on Taiwan's economic growth in a macroeconomic model, a Directorate General of Budget, Accounting and Statistics (DGBAS) official said in March. Employers, on the contrast, may have different points of view from the government. Since the amendment has been done, the low wage issue does exist and caught some social problems and emotions, all employers must seriously face such change and learn how to effectively respond to that. The most urgent, companies (usually human resources professions) need to comprehensively understand and implement compliance. The most important, the nation must reform its economic structure and push forward with upgrading its industries, meanwhile, employers have to upgrade its business model and provide training to enhance employee's skills to keep competitive advantage within the global economy.

THAILAND

PMAT held the "HR Trends in 2017: The future HR trends you need to understand from 15 industries", which is conducted by Assoc. Prof. Chiraprapa Akaraborworn Ph.D. of the Graduate School of Human Resource Development, National Institute of Development Administration.

The key HR trends in Thailand are:

1. Performance Management
2. Employee Relations regarding employee engagement
3. Organization Development, mainly focus on the implementation of planned change not change management.

VIETNAM

The main HR challenges of Vietnam include the following:

☐ Low Labor Productivity

The Vietnamese are assessed to be hard working and dedicated laborers, but labor productivity remains lower than other countries in the region: just one-fifteenth of Singapore, one-fifth of Malaysia and two-fifths of Thailand, being grouped in the four bottom ASEAN countries for its low capital, scientific and technological and labor levels. Technical labor made up less than half of the total labor force while the country's human development index was relative low, standing at 0.638 as compared with 0.901 of Singapore, and was not much higher than Cambodia, Laos and Myanmar. They lack capacities for communicating, adapting to working environments, obeying work regulations, team work, logical thinking and other necessary soft skills in dealing with situations at work. Not only short of skilled labor, even trained workers failed to meet requirements on job-related skills and have to be retrained in many cases, analysts pointed out, adding poor English proficiency, lack of cognitive skills (such as problem solving and critical thinking) and core skills (teamwork and communication) as well as lack of work discipline were other disadvantages for Vietnamese workers to compete with those from Singapore, Indonesia, Thailand and Malaysia. There are a range of reasons behind the country's low labor productivity. First, we fail to take advantage of science and technology. Second, impacts from the market add to

the situation. For examples, in several sectors, output is unstable, and this also results in low labor productivity. Another reason causing low labor productivity is complicated administrative procedures that companies have to face. Vietnam can boost domestic labor productivity by focusing on three factors: capital, science and technology, and human resources.

☒ Lack of Qualified People

According to a recent ILO survey, from 2010 to 2025, the demand for medium-skilled labor within the region is estimated to rise 27.9% and that for low-skilled labor, 22.6% while the demand for high-skilled labor will grow at just 13.2. With a working-age population of nearly 53 million, a high literacy rate of over 93% and encouraging achievements in basic education, Vietnam is ready to meet the need for low-skilled labor in the near future.

The quality of Vietnamese labor has also been increased with the rate of trained labor rising from 30% to 50% over the last ten years, partially meeting the requirements of the labor market. The qualification of Vietnamese technical labor has been improved as expressed in the increasing number of local technicians capable of doing complex jobs which used to be taken merely by foreigners.

The country has also been sending workers to ASEAN countries, with thousands annually to Malaysia alone, reflecting its workers' capability to integrate into the regional community together with the flow of trade, services, investment and capital.

Nevertheless, the quality of Vietnamese human resources remained low and lagged far behind the region. The quality of Vietnamese labor was rated by the World Bank at merely 3.39 points on the 10-point scale, ranking 11th among 12 rated Asian countries, much lower than South Korea with 6.91 points, India, 5.76 points and Malaysia, 5.59 points. A key reason for Vietnam's lack of high-skilled workers lies in the country's education system – education traditionally focuses on pure theory rather than practical skills. Changes on education has been made but still have not met the demand of the country's development.

The lack of qualified people in Vietnam is one of the challenges that firms are facing when investing or expanding their businesses. Firms have to organize internal training for new employee and normally it takes around 6 months to train them before they could finally work for the company. This is due to a shortage of skilled workers and technicians with practice-oriented vocational qualifications. The supply of labor market of Vietnam cannot meet their demand for skilled people.

☒ The Policies for Expatriate Workers

Vietnam's economy needs foreign workers to plug skill gaps in many areas, particularly technology and banking. Companies may recruit expatriates to work at positions in management and technology, and as experts in certain fields when local workers cannot be found. To work in Vietnam, expats need long-term visas and, once in the country, work permits. Foreigners in high-level positions, such as directors, are exempt from work permits.

Estimates vary, but about 77,000 foreign nationals now work in Vietnam. Most of them have work permits and are skilled workers and managers employed by foreign contractors. The largest numbers are from China, South Korea, Thailand and Indonesia. Vietnam also is home to a significant number of illegal manual foreign labourers.

☒ The Limit of the Labor Market Information System (LMIS)

The limit of LMIS is one of the weaknesses of Vietnamese labor market. The current labor market is uniform, no barriers, but labor market information seems to be fragmented, organized by province, lack of sharing in the

region and the whole country, lack of information about job vacancies, skills requires by employers. The ability of collecting and supplying information does not meet the needs in the labor market, particularly employers and workers. Therefore, it is quite difficult to evaluate the current situation of labor supply and demand as well as the total demand for human resources in overall country.

3. HR Association Projects and Activities

AUSTRALIA

Major areas of AHRI activity include the following:

- ☐ AHRI's certification initiative has resulted in three cohorts of candidates being HR certified by the National Certification Council, the first in February 2016 and the third in April 2017. The communication campaign around certification has now moved into a phase in which AHRI is talking to employers about certified members. It is augmented by billboards in major capital city locations, mainstream media placements, and a LinkedIn campaign. It is also the main subject of keynote speeches given at member events and wider professional and public events at which AHRI is invited to speak.
- ☐ The 2017 AHRI National Convention scheduled for the new Sydney International Convention Centre in August will feature confirmed speakers of the order of Erica Dhawan, Robert French, Matt Wallaert, Tomas Chamorro, Rachel Botsman, Dave Ulrich, Susan Entwisle, Andrew Meikle, and Chris Riddell.
- ☐ AHRI enjoyed strong application numbers for the 2016 AHRI Awards and the AHRI Diversity and Inclusion Awards. Winners were announced at a well-attended black-tie dinner in Melbourne during December 2016. Awards applications for 2017 are open and close on 17 May.
- ☐ AHRI is about to publish research reports on a member survey about Ethics and Business in association with the member base of an Australian accountant association. A report on a survey of members about Inclusion and Diversity issues was published in January 2017, and a survey of members is now being conducted on Workplace Domestic Violence and HR.
- ☐ In its 10th year, the AHRI Mentoring Program attracted a wide range of HR practitioners. More than 600 mentor and mentee participants are engaged following the first 2017 intake. They include mentors nominating their time from offshore locations in Dubai, Singapore, Kuala Lumpur, and London, with pairs finally matched during March. A second 2017 intake is scheduled for October.

Scheduled conferences

- ☐ A series of AHRI State Conferences are in progress, the first two being held during March in Darwin and Perth, and others to follow in May (Adelaide) and October (Newcastle and Brisbane).
- ☐ The 2017 AHRI Inclusion and Diversity Conference will be held on 1 May in Sydney.
- ☐ Tara Moss spoke at International Women's Day breakfast events in Melbourne, Sydney and Brisbane during March.

BANGLADESH

Major areas of BSHRM activities include the following:

Sl#	Date	Subject
1	03/09/2016	Election: Chittagong BSHRM Chapter EC members
2	07/10/2016	Training on Manage Your Anger, Concentrate on Excelling Performance in Workplace
3	14/10/2016	Training on Conflict Management at Work Place
4	20/10/ 2016	BSHRM President attend and spoke in the World HR Congress in Istanbul on October 21, 2016
5	26-10-2016	MOU Signing Ceremony between CCHRA & BSHRM
6	28-10-2016	Training on How Organizational Culture & Employee Engagement Can Drive Business Success
7	02-12-2016	Training on Total reward management
8	03/12/2016	Participated in AIUB Job Fair
9	11-11-2016	Training on Winning Communication for Leadership
10	23-12-2016	Training on Lean Management for HR Professionals
11	8/01/2017	Arranged BSHRM Family Day out 2017
12	14/01/2017	Meet The Press (6 th BSHR-MetLife International HR Conference 2017)
13	27-01-2017	Training on Performance Management System for 21st Century
14	20/02/2017	Organized Inter University HR Debate (English) Competition-2017 at NSU
15	24/02/2017	Organized 1st BSHRM-Chittagong HR SUMMIT 2017 where 400 participants attended
16	28/02/2017	Organized 9 th batch PGDHRM Certificate Awarding Ceremony
17	03/03/2017	6 th BSHRM-MetLife International HR Conference 2017 where 800 participants attended
18	January 20-26, 2017	BSHRM President Delivered keynote presentations in three different international HR Conferences in Pune, India.
19	March 24-25, 2017	Keynote speech in the 4 th Eastern India Regional Conference organized by Indian Society for Training and Development, Kolkata.

Scheduled Conferences/*BSHRM activities*

- ☐ *BSHRM AGM in June 2017.*
- ☐ *7th International HR Conference in March 2018*

FIJI

Major areas of [AHRI] activity include the following:

- ☐ **Foundation in Human Resources Certificate**
The FHRI is looking forward to launching Foundation in Human Resources Program in Fiji. Through this course FHRI aims to provide the members with pure HR courses which will enable them to contribute towards their organisations development.

Scheduled Conferences

- ☐ **Fiji HR Institute Awards 2017**
FHRI has introduced the Fiji HR Institute Awards 2017 as a separate event which will be on the 27th of May 2017. In previous years, the awards night was combined with the major convention. To give the Award winners a special recognition, the awards night has been separated from the convention.

There are three categories of the Awards namely, the Young HR Practitioner, Senior HR Practitioner and Organisation Development and Leadership. The Gold winner of Young and Senior HR Practitioner category will be attending the AHRI National Convention 2017 which is kindly sponsored by AHRI.

- ☐ **BSP FHRI Convention 2017**
The BSP FHRI Convention is the major event in the FHRI calendar. This year, the convention be on the 27th and 28th of November 2017. This will be the 12th convention and is expected to be attended by 200 delegates. The theme for this year's convention is "Our People: Today's Talent, Tomorrow's Success".

HONG KONG

HKIHRM Research Studies

HKIHRM's Second Half Yearly Survey on Manpower Statistics survey

The overall average staff turnover of 10.5% (weighted average) was recorded for the second half of 2016 while the average vacancy rate was 6.6% (weighted average) during the same period according to the HKIHRM's Second Half Yearly Survey on Manpower Statistics. The top three sectors with the highest job vacancy rate included retail (12%); business services/ professional services (11.5%); and construction/property development/real estate (10.8%). In contrast, the top three sectors with the lowest job vacancy rate were electricity/gas/petrol (2.4%); transport/services allied to transport (storage) (1.9%) and financial services/ banking/ insurance (1.8%).

Employers remained positive in hiring despite economic uncertainties. 72.4% of the companies indicated to remain hiring and 15.8% of employers reported to increase hiring while 7.9% of the employers expressed a hiring freeze in the first half of 2017. Top industries were reported to increase hiring in the first half of 2017 included business services/professional services (40%) and financial services/banking/insurance (33.3%). Manufacturing (33.3%) and business services/professional services (20%) were among the sectors with the

strongest intention to freeze hiring in the first half of 2017. Only 3.9% of the employers surveyed will reduce hiring in the first half of 2017.

HKIHRM's Pay Trend Survey

HKIHRM's November 2016 Pay Trend Survey that covered 89 companies from 16 industries involving a total of some 133,000 full-time salaried employees. Based on the data provided by the 88 responding companies, the overall base pay adjustment in 2016 was 3.5%. The top three business sectors with the highest pay adjustment in percentage in 2016 included construction (4.7%), NGO (4.7%) and public utilities (4.1%).

42.7% of the surveyed companies reported that they had a guaranteed bonus policy. Data revealed that the proportion of employers implementing a guaranteed bonus policy has been on a decline over the past few years.

According to the findings, the base pay adjustment projection for Hong Kong employees in 2017 for the period from January to April 2017 would be 3.5%.

HKIHRM's Stress in the Workplace Survey

The Institute conducted a survey on stress in the workplace from July to August 2016 polling 191 employers and employees. Findings reveal that long working hours, heavy workload and inadequate staffing are identified to be the main causes of workplace stress among Hong Kong employees. Other key sources of work-related stress derived from pressure in meeting business target and poor relationships with supervisors.

In view of employee demographic, it was found that middle-aged employees are most likely to experience stress, especially those in the 35 to 44-year-old age group (58%) and in the 45 to 54-year-old age group (49%). Findings also indicated that gender difference, marital status and parenthood did not show any direct link to employee stress.

By business sector, employee stress level is reported to be the highest in industries such as hi-tech/information technology, oil/chemicals/energy, restaurants/catering, banking/insurance, and estate/property management.

The most probable impact on the workforce as a result of employee stress is employee turnover. 68% of the companies surveyed reported that stress on employees had resulted in employee turnover, followed by other negative consequences including decreased productivity (49%), and declining or inconsistent work performance (47%)

The top three mitigating measures considered to be effective in helping employees relieve stress included special leave/work hour arrangement (86%), flexi-work/flexi-time option (83%) and making necessary changes in organisation structure/work teams (76%).

HKIHRM HRM Specification of Competency Standards

The Institute has completed the fourth developmental phase with the writing of the Specification of Competency Standard (SCS) for Hong Kong's HRM sector under the Qualifications Framework (QF). A set of over 200 Units of Competency across seven HRM functional areas such as the range of applications, levels, credits and assessment criteria have been endorsed by the Cross-Industry Training Advisory Committee (CITAC) of the QF. The project is moving on to the final stage smoothly, and an industry-wide consultation with HKIHRM's members and HR professionals from various industries and business sectors on the draft of the HRM SCS will commence from 11 April 2017 for a period of three months.

HKIHRM 40th Anniversary

The HKIHRM is celebrating its 40th Anniversary in 2017 with a line-up of events for members, including a photo display of the Institute's historical moments on social media networks, a cocktail reception in September and also editorial features of the Institute's development and achievements in the *Human Resource Journal* and major Hong Kong newspapers.

HKIHRM Annual Conference and Exhibition

With the key theme of Transformation: People, Strategy, Organisation as its key theme, the two-day 36th HKIHRM Annual Conference and Exhibition in 2016 attracted over 1,800 delegates, HR practitioners, business executives and visitors from local and overseas. The Hon Matthew Cheung Kin-chung, GBS, JP, Secretary for Labour and Welfare of the Government of the HKSAR, was the Guest of Honour of at the Conference.

Over the two days, 19 concurrent sessions were organised for HR practitioners with topics ranging from reward management, talent management and development, employee engagement, HR-led social networking, digital learning to local employment policy. An admission-free exhibition took place alongside with about 40 exhibitors offering a variety of HR products and services together with a series of symposia that was open to the public.

The 37th HKIHRM Annual Conference and Exhibition is scheduled to take place on 21 and 22 November 2017.

HKIRM HR Excellence Awards (2015/2016 edition)

The HKIHRM HR Excellence Awards Ceremony 2015/16 took place on 20 September 2016 at the Hong Kong Convention and Exhibition Centre. 15 awards were presented to 11 winning organisations and individuals to recognise their remarkable people management strategies and practices that had made a significant impact on corporate culture and business success.

Guest of Honour, Mr Godfrey Leung King-kwok, JP, Under Secretary for Commerce and Economic Development of the HKSAR Government officiated at the ceremony attended by 200 guests.

Mr Jasper Tsang Yok-sing, GBM, GBS, JP, the 2nd President of the Legislative Council of Hong Kong will be the Chairman of the Judging Panel of the HKIHRM HR Excellence Awards 2017/2018.

HKIHRM Training Needs Seminar

The 2016 Annual Training Needs Seminar cum ATD Post-Conference Sharing was held on 26 August 2016 and around 120 HR practitioners attended the event. The seminar focused on the major findings of the 2015 Training and Development Needs Survey. During the seminar, speakers from renowned companies shared their insights on other hot training-related topics and trends such as using technology for effective staff engagement as well as compliance training for employees.

The 2017 Annual Training Needs Seminar cum ATD Post-Conference Sharing is scheduled to take place on 4 August 2017.

HKIHRM Pay Trend and Benefits Seminar

The 2016 Pay Trend and Benefits Seminar was held on 2 November 2016, and attracted over 180 participants from the HR and business sectors who were given an overview of Hong Kong's economic development and manpower challenges, as well as the latest trends of pay and benefits in the year 2017.

The 2017 Pay Trend and Benefits Seminar is scheduled to take place on 2 November 2017.

HKIHRM Membership

As at March 2017, the HKIHRM had over 5,300 members, around 600 of whom were corporate members.

INDIA

Major areas of NIPM-India activities include the following:

35th Annual National HR Conference – 2016 of NIPM-India

The 35th Annual National HR Conference & Exhibition – 2016 of NIPM was held at CIDCO Exhibition Centre - Auditorium, Navi Mumbai, Maharashtra State during September 23-24, 2016 on the Theme "Powering Ahead– Strengthening Bonds of Business by Focusing HR" hosted by NIPM-Raigad Chapter. *About 600 delegates attended the Conference from all over India and abroad.* The Conference was inaugurated by Shri Subhash Rajaram Desai, Hon'ble Minister of Industries, Government of Maharashtra & he was also the Chief Guest of the Conference. Shri S. Bhattacharya, CMD, Coal India Limited delivered the Key Note Address of the Conference. Dr. T. K. Chand, CMD, National Aluminium Company Limited and Mr. S. K. Acharya, CMD, NLC India Limited (formerly Neyveli Lignite Corporation Ltd) were the Guest of Honour of the Conference. Presidential address was delivered by Mr. Somesh Dasgupta, National President, NIPM-India. Under the Exchange Programme between NIPM-India and various APFHRM Member Countries, delegates from IPM Sri Lanka, BSHRM, Bangladesh, SHRI, Singapore & HKIHRM, Hong Kong also attended the Conference. Mr. Md. Musharraf Hossain, President, APFHRM and President, BSHRM, Mr. Somesh Dasgupta, National President, NIPM, Mr. Erman Tan, President, SHRI, Mr. David Li, President, HKIHRM and Mr. Rohitha Amarapala, Immediate Past President of IPM Sri Lanka had participated in a Panel discussion on 'HR/IR Issues in Asia-Pacific Region' on 23rd September, 2016. HR Best practices companies were awarded with the prizes and Best Chapter awards were also given away for various NIPM Chapters. The Conference was very successful and meaningful in all respects and was well appreciated by the delegates, guests, representatives of print & Electronic media.

National Seminar: NIPM-India successfully organized a National Seminar on the theme 'Management – The Third Discipline' during February 24-25, 2017 at Hotel Holiday Resort, C.T. Road, Puri, Odisha State, India. Many Senior Executives from Public and Private Sectors all over India attended the same.

During the period July-2016 to February, 2017 about 50 nos. of professional programmes such as, Conferences, Seminars, Workshops, Lecture Meetings, HR Conclaves were organized successfully by the NIPM Chapters & NIPM-National Office for the benefit of HR Professionals / HR Students.

Scheduled Conference

☐ The biggest event of NIPM-India, the 36th Annual National HR Conference – 2017 would be hosted by NIPM-Madras Chapter on the theme 'HR Positioning in Current Disruptive Business Environment' during September

15-16, 2017 at Hotel Taj Coromandel, Chennai, Tamil Nadu State, India. Renowned International and National Speakers would share their views and ideas in the forthcoming Mega Conference.

JAPAN

Scheduled Conferences

March 16, 2017

How do AI, Robot, IoT give impacts to economy and companies?

March 17, 2017

A meeting for the study of How to develop talents/abilities within an organization

April 27, 2017

Case study – Change Management at Zempaq

May 15, 2017

An organization realized Diversity initiative and Workplace reform

MALAYSIA

Major areas of [MIHRM] activity include the following:

- ☐ Career Skills Employment – We embarked on this program with institutes and industries to provide career opportunities for young school leavers and Diploma holders.
- ☐ Malaysia HR Awards is planned to be conducted on 9th November 2017
- ☐ Scheduled Conferences
- ☐ [Talent Management Asia in March 2017 – This is in partnership with Human Resources Magazine and will be held in Kuala Lumpur, Malaysia]
- ☐ [Training & Development Asia in May/June 2017 – This is in partnership with Human Resources Magazine and will be held in Kuala Lumpur, Malaysia]

NEW ZEALAND

Major areas of HRINZ activity include the following:

- ☐ Introducing Chartered membership
- ☐ Professional assessment
- ☐ Continuing professional development
- ☐ Growing membership numbers.

Scheduled Conferences

- ☐ NZ HR Conference and Expo 2017 (12 – 15 September, 2017 – Sky City, Auckland)

PAKISTAN

Major areas of PSHRM activity include the following:

- ☐ *HR Leadership Journey*

In an ever-changing world where boundaries are becoming increasingly blurred and interconnectedness is increasing exposure and opportunities, HR Leaders must continue to evolve and rethink the way they attract, engage and manage people. It is increasingly crucial for HR to be at the core of the business, understanding key business challenges and developing innovative and workable solutions in real time with agility and speed. In order to do so, HR leaders must broaden their horizons and equip themselves with the necessary tools for change.

The PSHRM HR Leadership Journey is a program that brings together the greatest HR minds from Pakistan's leading companies in an international setting to explore holistic solutions to the challenges that the new world of work presents. With a blend of renowned international facilitators, peer-to-peer learning and community building, this program allows the participants to use mindfulness and introspection to access their internal strengths, leading towards greater fulfilment and productivity. Conducted in Thailand in 2012 and in Sri Lanka in 2016, the HR Leadership Journey has been a great success! The HR Leadership Retreat held in Sri Lanka had participation from India and Sri Lanka.

Plan

The next HR Leadership Journey is scheduled to be held on October 18 – 22, 2017
Destination: Indonesia or Lebanon Cost: Approximately \$ 2500/- exclusive of travel

- ☐ *HR Boot Camp*

The PSHRM HR Boot Camp is the result of a vision to create and build synergy amongst young, dynamic HR professionals. We achieve this by creating a vibrant culture of exchange and forging bonds which last a lifetime. Interactive events are selected by seasoned HR professionals to stretch participants mentally, physically, emotionally, and spiritually.

Conducted annually since 2012, the HR Boot Camp is PSHRM's signature program and has run 5 seasons to date. HR Boot Camp alumni are now about 150 individuals.

Plan

The next HR Boot Camp is scheduled to be held on August 24 – 27, 2017

- ☐ *HR Diploma*

PSHRM has worked with the Institute of Business Administration to outline the courses required for the HR Diploma, keeping the best combination of local scenarios and International best practices in mind. The HR Diploma has successfully been offered for 2 years.

☐ *Speaker Sessions*

Interactive HR Sessions are conducted by the Society every 6-8 weeks focusing on the new HR techniques and inviting specialists in the area of HR to discuss issues and problems. Free of cost for PSHRM members, these sessions are a welcome change for the HR fraternity where participants can network and engage with experts.

Recent speaker sessions were facilitated by Mr. Rahul Baswani, Managing Partner of Sierra Next on the topic of Hogan Assessments, Mr. Paul Keijzer, CEO of Engage Consulting to name a few.

☐ *HR Networking Breakfast*

A monthly gathering of the Human Resource Directors of the leading organizations in Karachi. There is an exchange of best practices, showcasing of innovative HR techniques and ideas.

Scheduled Conferences

☐ *HR & Learning Conference - Connex 2017*

Featuring leading Pakistani and international experts within the field of Learning & Development, the 5th Annual HR & Learning Conference will explore the changing and evolving face of HR in the modern workplace.

The program will incorporate a selection of key note and breakout sessions providing practical advice and information to assist professionals understand the implications for their business and equip them with the tools and knowledge needed to assist them in preparing and adapting to the ever changing landscape.

The approximately 250 delegates from across Pakistan will attend the prestigious conference, which will include all learning and development professionals such as chief learning officers, Directors, Vice Presidents, Team Leaders, Senior Managers and Senior Executives, Business Leaders, Innovators from corporate sectors and Entrepreneurs.

PAPUA NEW GUINEA

The Papua New Guinea Human Resource Institute was incorporated formally in 1999 after being informally established as a society since the early 1970's. The institute is independent of government and its operation is supervised by independent professional members of the council. PNGHRI is comparatively very small compared to all our other colleagues in the region. We have a long way to go and look forward to learning from the experiences from our neighbors.

☐ *HR Master's Degree Program*

The University of Papua New Guinea through PNGHRI has introduced the first ever Masters Degree in Human Resources Program in the country since independence in 1975. In July this year the fourth batch of Masters in HRM Program students will be graduating and is a proud moment of the institute and the country. PNGHRI will be graduating over 100 Masters in HRM Graduates by July 2017.

☐ *Professional HR Degree Program*

The University of Papua New Guinea through PNGHRI has introduced an after hours Professional Students after hours Bachelor Degree in Human Resources Program a sixth batch will be graduating from our national university also in July this year, another significant achievement. About 200 graduates so far with Bachelors degree in HRM.

☐ HR Undergraduate Degree Program

The University of Papua New Guinea through the support of PNGHRI has introduced the first ever degree program in the country since 1992. Over 800 HR Degree students have graduated so far. The HR Course is proving to be very popular. HR undergraduate Graduate Internship Program

PNGHRI now has a partnership arrangement with the country's largest university to run the a six months internship program for undergraduates for over five years now. The internship program takes in 15-20 students annually post graduation and assist with formal and informal training and development activities. Employment success rate for these group of graduate trainees has been 99%. This program is sponsored by Air Swift who support trainees with allowance, super and training subsidies.

☐ HR undergraduate Graduate Degree Program for School Leavers

PNGHRI is now considering partnership arrangement with the country's largest university to run the a school leaver degree program. Proposal has been forwarded to the university and if all work out, the program could commence this year. The program belongs to the University of PNG while PNGHRI is accredited to host it outside the university campus under agreement.

☐ Membership

Membership continuous to grow. More than 1000 professional members are registered. More than 100 corporate members are now active members and supporters. The country has about 5000 HR practitioners country wide. PNGHRI has a turnover of about K4 million per annum (US\$1.5 mill). Strong support from the business community is growing. HR as a profession is gaining momentum. There is significant growth in the number of members across all sectors of the country.

☐ Continuing Professional Development Programs

PNGHRI has now got eight professional development programs running. Interest is high and seeing good returns to the institute. PNGHRI has strategic alliances with other third parties to provide training and other services to its members. Professional development programs include the following; HRM level 1. Certificate HRM Level 2. Advance Certificate HRM Level 3. PNG HRM Laws Certificate and PNG HRM Laws Advance Certificate and Supervisory and Management Development and lastly Train the Trainer and OHS Training.

☐ Monthly Professional Development Seminars

The recently introduced monthly seminars on topical subjects and core HR competency areas have proven successful. These are short 4 to 8 hour sessions. Outreach activities out of the capital city has commenced with some programs running out of Lae, our industrial capital and second largest city in the country.

☐ Student Chapter

PNGHRI has four active student chapters in the country now associated with the four major universities in the country. With over 200 student membership, the future development of the HR professionals in the country is now assured. The national body provides annual prize awards and financial grants for student chapter activities from time to time.

2017 Annual National HR Conferences.

PNGHRI will again host its 2017 Annual Conference in May this year. Last years conference had record in excess of 400 participants. We had over many speakers over a period of three days. This is the pinnacle of all our national annual programmes during the year.

Our Prime Minister is invited to be our guest of Honour. The conference highlights the following each year:

- a. Best employer Awards
- b. Best HRM professional Awards
- c. Fellowship Awards to senior members of the Fraternity
- d. Graduation of HRM Graduate Internship Program
- e. Introduction of Masters and Bachelors Degree Students
- f. AGM and election of new office bearers

Governance

2016 financial statements is now being audited. The books are audited by independent and certified professionals against the IFS standards. PNGHRI has been fortunate to have no qualification for many years now. PNGHRI is proud to be one of the few professional bodies in the country that has its books audited by independent professional accounting firms annually.

PHILIPPINES

Major PMAP activities include the following:

PMAP Awards Program

Institutionalized in 1977, the PMAP Awards Program gives recognition to outstanding achievers whose leadership, dynamism and professionalism set apart some corporations and individuals as a breed all their own. Corporate and Individual Awards – the most coveted of which are the “Employer of the Year” and the “People Manager of the Year” – are given annually for remarkable achievements that measure up to the high standards of PMAP. Past winners of these awards include some of the most respected organizations and individuals from Philippine business. The 41st PMAP Awards ceremonies will be held at Marriott Grand Ballroom Manila on October 11, 2017.

Annual Conference (AC)

This is an annual convention of the entire membership of the Association that brings together the wealth of the country’s HRM expertise. Also open to non-member HRM practitioners, government sector representatives, and the members of the academe, the AC aims to chart the directions and strategies to be taken in addressing common and critical issues in HRM. The AC combines noteworthy people management issues, in-depth dialogues, and fellowship activities.

General Membership Meetings (GMMs)

Alternately sponsored by different industry groups and PMAP committees, monthly luncheon meetings give members a chance to get first-hand information on current issues from the leaders and policy-makers in industry, government, and society, in general. At the same time, the GMMs provide a venue where members can enhance their professional network and build friendships with their colleagues from the HRM profession. The PMAP GMMs are held every last Wednesday of the month.

Symposia and Executive For a

Combining the benefits of individualized orientation in a group setting, these professional development activities offer privileged information related to HRM functions and concerns. Aside from symposia on the latest HRM and IR issues, lecture series and other learning events give members a first-hand account of valuable experiences of leaders from various organizations (local and international) on specific HR concerns, latest HR trends and practices.

Professional Fellowship

Fellowship within the context of the organization has a two-pronged objective:

- ☐ To enhance the individual practitioner's professional growth; and
- ☐ To build the PMAP family spirit and commitment.

Professionally organized activities during monthly meetings, the annual conference, and special fellowship events are designed to develop an atmosphere of social interaction, acquaintance and a sense of belonging among members.

Corporate Social Responsibility

PMAP is continuously doing its share in promoting and advancing the concept of Corporate Social Responsibility (CSR) among its members through workshops and seminars on developing and implementing CSR programs. The Association also embarks on its own CSR and community relations programs focusing on immediate needs such as livelihood development, environmental protection, employment generation, educational scholarship, and social service linkages.

Consultancy Service

Members benefit from PMAP's effective response to specific people management issues and employee relations problems. A pool of subject matter experts from all facets of HR composed of seasoned IR practitioners and lawyers, Compensation and Benefits guru, learning and development experts among others, is available for free consultation either through telephone, written or face-to-face queries. One of the biggest milestone for PMAP was sharing its expertise in the Australian DFAT funded project for the Department of Education managed by BEST-Cardno.

Surveys

Benchmark surveys and pulse surveys are also conducted on a monthly basis. These are used for a better analysis of the industry and cross-industry trends, sentiments, and practices by the PMAP general membership. Currently, the Research Center of PMAP is undertaking its 2016 Salary and Benefits Survey across different industries in fourteen job levels. This study is hoped to benefit its growing members.

Workshops and Trainings

The Asian Institute of Human Resource Management (AIHRM) serves as the training and development arm of the Association. The AIHRM plans, conducts and evaluates the training and professional development programs of PMAP, in response to the needs of HRM executives and managers, officers and staff of member-companies, and independent HRM practitioners. The Diploma in Human Resource Management is the flagship program of

PMAP where subject matter experts are not only trained academically but are HR practitioners themselves. Its cutting edge advantage is the mix of theory and practice.

Society of Fellows

The Philippine Society of Fellows (PSOF) in People Management is an affiliated body in PMAP that offers opportunities for further professional growth of individual HRM practitioners. Through its Accreditation Council, the PSOF bestows the titles of Diplomate in People Management (DPM), Fellow in People Management (FPM), and Associate Fellow in People Management (AFPM) to individual HRM practitioners in recognition of their level of professional competence.

English Proficiency Survey

The PMAP survey's key findings are: (1) Philippine college graduates' English proficiency is at a lower standard than Thailand High School graduates; (2) Industry-Academe Skills gap is extremely large which threatens major talent shortage; and (3) The gap between Public and Private Higher Education graduates is extremely large. PMAP has come out with recommendations that the association will pursue upon approval of the Board of Trustees: (1) Industry associations such as IBPAP, PMAP, CCAP or well-known employers to prefer or require a CEFR B2 English level and (2) Law to be passed that requires certain degree programs to reach the CEFR B2 English standard.

Research Engagement with ILO

PMAP was the agency granted by the International Labour Organization in providing a Technical Assistance for the Conduct of a Human Resource Audit/Review and Development and Capacity Building of the Department of Labor and Employment (DOLE) on HRD to Support Labor Law Compliance System (LLCS) Implementation.

Scheduled Conferences

- a. Asia Pacific HR Best Practices Forum
Venue: Sofitel Philippine Plaza Manila
Date: April 6, 2017

- b. 54th PMAP Annual Conference
Theme: Disruptive HR in Digital, Borderless World
Venue: Marriott Grand Ballroom Manila, Pasay City
Date: October 11-12, 2017

For more information, please contact the PMAP Secretariat at tel. no. 726-1532, email pmap@pmap.org.ph, visit www.pmap.org.ph or "Like" www.facebook.com/PMAP1956.

PMAP Foundation

The PMAP Human Resources Management Foundation, Inc. (PMAP Foundation) was created to promote the transcendent purpose of the People Management Association of the Philippines by way of (a) Good corporate citizenship in the member companies; (b) Mutual assistance; (c) People Development projects; and (d) Sustainability of the Foundation through fund raising strategies

SINGAPORE

Major areas of SHRI's activity includes the following:

SHRI HR ACCREDITATION FRAMEWORK / SINGAPORE NATIONAL HR PROFESSIONAL CERTIFICATION FRAMEWORK (NHRPCF)

SHRI's HR Accreditation Framework is the first of its kind in Singapore, introduced in 2003 to ensure HR standards and capabilities for organisational and individual growth. The Framework seeks to establish a clear roadmap for competency and knowledge acquisition, and to raise the standards of HR in Singapore. Since 2014, the HR Accreditation Board has reviewed and revised the framework to act as an umbrella that encompasses various functional and technical competency based standards in Singapore and across the globe.

A national system to certify the skill levels of human resource (HR) professionals will be launched in Singapore in the second quarter of 2017. The National HR Professional Certification Framework is the first attempt to set out a nationwide standard for the amorphous HR profession. The framework, which is run by government agency Workforce Singapore, is meant to assess HR professionals for skills that go beyond basic HR functions.

Manpower Minister Lim Swee Say called the new framework a "significant development to professionalise the HR community to better support human capital development in our future economy". The Professional Certification aims to enhance the competencies of HR professionals, as well as create developmental and progression pathways for them. This will professionalise and strengthen the HR profession in Singapore, allowing HR professionals to be important enablers of businesses and organisations.

With support from the Ministry of Manpower (MOM), the development of the Framework is driven by Workforce Singapore (WSG), where a tripartite National HR Professional Certification Taskforce was formed to advise and oversee the development of the framework. As part of the development process, over 500 HR practitioners and business leaders from organisations ranging from MNCs to local SMEs, as well as from the public sector were involved in the validation of the rigorously developed competency framework. In addition, a pilot involving 114 HR professionals from different industries and sectors was conducted in end October 2016 to early November 2016, to ensure that the certification assessment, as well as the other associated processes can be evaluated and further fine-tuned, in time for the targeted full launch in Q2 2017.

SHRI President Erman Tan and Honorary Secretary Dr Jaclyn Lee are on the HR Sectoral Tripartite Committee (HRSTC) committee and have been in discussion with the committee members in support of the certification, as well on how to align SHRI's own HR Accreditation Framework with the national framework.

EVENTS

- SHRI Outlook – One of SHRI's key annual events, the Outlook aims to better equip Singapore's HR professionals and business leaders for the critical role they have to play in an uncertain economic and business climate. It provides an unparalleled opportunity for business & HR leaders from both public and private sector organisations, to network, learn and exchange ideas for success, creating a platform for industry experts to look towards the future of the workplace and share predictions for the months ahead.
- Singapore HR Awards - The Singapore HR Awards celebrates leading organisations and HR practitioners in their drive for impactful human capital strategies. As one of SHRI's signature events, it serves as an excellent platform to promote and recognise excellence within the HR profession in Singapore by highlighting leading

organisational HR practices and HR individuals (CEOs, HR Leaders, HR Entrepreneurs, HR Professionals and HR Executives).

- ☐ Singapore HR Congress & Business-Connect Exposition - The Singapore HR Congress and Business-Connect Exposition is a platform for global exchange, learning and sharing among business leaders, people managers and HR professionals. An annual signature conference of SHRI, this event sees about 500 HR Professionals and People Managers attending and benefiting from the discussions.
- ☐ Singapore HR Challenge - The Singapore HR Challenge 2016 serves to engage future leaders, people managers, critical thinkers, and contributors of the new workforce. The Challenge is a platform to showcase innovation and creativity as we as promote progressive HR to students.

☐ Members' Events

SHRI launched the monthly SocialHR Night, to assemble HR thought leaders for discussions on emerging trends, taboo HR topics, innovation and industry disrupters. Through various member-focused initiatives such as the HR Leaders' Series; Dialogue & Engage Sessions with Government representatives; ActionHR and SHRI-e2i SME HR Seminar Series, we create new pathways for HR professionals, particularly in SMEs, to build the capabilities needed to thrive.

☐ EMERGENCE: SHRI HR YOUTH COUNCIL

SHRI launched EMERGENCE: Singapore's very first next generation HR Youth Council that leads an assembly of tertiary level HR students and executives. As Singapore enters a new phase of growth, SHRI strives to champion HR thought leadership and build the capabilities needed to thrive in an uncertain economic environment. Emergence will work hand-in-hand with educators, agencies and tripartite partners to promote youth capability development, and better equip the millennial workforce to meet present and future challenges in a new ecosystem of work.

☐ PARTNERSHIPS & AFFILIATIONS

The Institute forged partnerships with the Institute of Singapore Chartered Accountants (ISCA), Canadian Council of Human Resources Associations (CCHRA), Lathan Academy Pte Ltd, Myanmar Society for Human Resource Management (MSHRM), Shared Services International Inc. and Willis Towers Watson, to achieve greater synergies in uplifting the HR profession, locally and globally.

SHRI Council Members represent SHRI on various statutory boards and committees, and play a key role in shaping the human capital landscape in Singapore. These include the National Integration Council, Tripartite Committee on Work-life Strategy, Advisory Council on Community Relations in Defence (ACCORD), Future Economy Committee, as well as the HR Sectoral Tripartite Committee (HRSTC) and the National HR Certification Taskforce, amongst others.

☐ INTERNATIONAL AFFAIRS

In 2016, SHRI expanded its footprint in the Asia Pacific, with the aim of enhancing HR knowledge and standards around the region. The Institute participated in the IPM National HR Conference 2016 in Sri Lanka, themed "*HR Eco-system for Competitiveness*", hosted by The Institute of Personnel Management, Sri Lanka – and the 35th

NIPM Annual National Conference & Exhibition (NATCON) 2016, India's largest HR conference themed "Powering Ahead - Strengthening Bonds of Business by Focusing on HR" in Mumbai. SHRI conducted the inaugural Certified HR Executive Course in Yangon, Myanmar, from 9 to 11 September, in line with its partnership mission with the Myanmar Society for Human Resource Management (MSHRM) to build HR capabilities in Myanmar. In Vietnam, SHRI supported our partner, TalentNet, in hosting the Vietnam HR Awards 2016 in Ho Chi Minh City on 28 September. SHRI President participated in

☐ SHRI EMPLOYMENT AGENCY

Committed to delivering prompt and effective placement solutions, SHRI Employment Agency offers a full spectrum of recruitment and selection services: from manpower planning to on-boarding. One of our objectives is to connect new as well as established HR professionals who are interested in a challenging and rewarding HR career, to hiring organisations. We strive to contribute to our clients' long-term success and enhance their competitiveness by supporting them in their search and selection efforts.

SHRI CORPORATION PTE LTD

SHRI Corporate Learning & Consultancy Hub is the training and consultancy arm of Singapore Human Resources Institute (SHRI) focusing on enabling knowledge acquisition and skills development at both corporate and individual levels. SHRI CORP provides practice-oriented corporate education (public-run and customised workshops), consultancy, shared services and certification to level up human capabilities.

SHRI ACADEMY PTE LTD

SHRI Academy Pte Ltd, a wholly-owned subsidiary of SHRI Corporation Pte Ltd, is a human resources training institution that caters to the learning and development needs of adult learners. With a comprehensive training and education curriculum, SHRI Academy offers lifelong learning opportunities and a diverse range of academic programmes – from certificate to master's degree levels under its School of Human Capital Management. SHRI Academy takes pride in working with prestigious partner, Edinburgh Napier University.

THE SINGAPORE PROFESSIONALS' AND EXECUTIVES' CO-OPERATIVE (SPEC)

The Singapore Professionals' and Executives' Co-operative (SPEC) was founded by SHRI in May 2000 to support the outplacement, employment and employability of Professionals, Managers, Executives and Technicians (PMETs) affected by organisational restructuring and downsizing. SPEC is an affiliate of the Singapore National Cooperative Federation. SPEC aims to be a dynamic and efficient source of support for employers and employees in manoeuvring organisational change and enabling successful transitions, whilst best managing the needs and interests of concerned stakeholders.

SRI LANKA

Publications

- ☐ People Power: IPMSL continues to issue the quarterly publication of "People Power" magazine. The last issues were in September 2016 and February 2017.

- ☐ HRM Perspectives: 'HRM Perspectives' which is a useful research journal comprising a wide selection of Articles and contributions on HRM discipline. The last journal was prepared under the leadership of Dr. Bhadra Arachchige, Chairperson of the Research Development Committee which was published in February 2017.

Events held

The launch of the M.Sc. in HRM & Development

- ☐ IPM Sri Lanka collaborated with University of Salford, Manchester, UK and introduced M.Sc. in HRM & Development programme for the prospective students in Sri Lanka. The first programme was inaugurated on 28th January 2017 at IPM.

Joint seminar in collaboration with the Organization of Professionals Association of Sri Lanka (OPA).

IPM organized a joint seminar with OPA Sri Lanka on 18th January 2017, Followed by Fellowship. The Seminar was conducted by Prof. Ajantha Dharmasiri, President of IPM Sri Lanka on “Work Life Balance”. OPA Is an Umbrella organization of all reputed professional bodies of Sri Lanka, which has a membership of 47 professional bodies in the country, where IPM Sri Lanka is a part of it.

Joint seminar in collaboration with the Chartered Management Institute (CMI) UK, (Sri Lanka Branch)

- ☐ The External Affairs Committee of IPM SL organized a joint seminar with the Chartered Management Institute, UK, (Sri Lanka Branch) on the 15th February 2017 at the IPM SL building. Dr.Ho Law, PhD CpsychoCSci MISCP (Accred) a member of CMI made a presentation on “Yin Yang of Work Life Balance – Emotional Intelligence of Everyday Life”. This event was attended by approximately 100 participants from both institutes.

Graduation Ceremony 2016

- ☐ Graduation ceremony is the annual event of the IPM Business School. The Graduation Ceremony of IPM SL was held on the 25th October 2016 at the Bandaranaike Memorial International Conference Hall (BMICH), Colombo, under the theme “Empowering Future HR Leaders”, where 573 students successfully fulfilled their academic study programmes.

The Great HR Quiz 2016:

- ☐ The Great HR Quiz, the annual corporate quiz programme organized by IPM Sri Lanka for the third successive year was held on Wednesday, 16th November 2016 amidst a large and distinguished gathering of industry professionals at the Galadari Hotel in Colombo. 53 Organizations from both Private & Government Sectors attended this programme with the attendance of 500 participants.

Research Symposium 2017

- ☐ IPM Sri Lanka’s 2nd Research Symposium 2017 was held on 24th March 2017 at Hotel Galadari, Colombo Sri Lanka, where 13 Research papers related to HRM were presented at the event. A total of 120 registered participants attended this event.

3rd Certified HR Auditor Programme

- ☐ IPM Sri Lanka organized the 3rd Certified HR Auditor Programme in Collaboration with T.V. Rao Learning Systems (Pvt) Ltd (TVRLS) on 13th February 2017. The programme was conducted on five consecutive full days by Dr. T. V Rao, Chairman of TVRLS and Ms. Nandini Chawla the CEO & Co Founder of TVRLS.

An MOU with the National Youth Development Bureau

- ☐ IPM Sri Lanka signed an MOU with the National Youth Development Bureau for mutual collaboration to initiate career guidance programmes for unemployed youth in the country. Consequently IPM SL took part the career guidance conference held by National Youth Development Bureau in Colombo in the month of December 2016.

IPM SL Expansion programme to Maldives

- ☐ The External Affairs Committee of IPM Sri Lanka together with the officials of IPM SL, had an initial discussion with the Maldivian Ambassador in Sri Lanka with her officials to explore the possibilities of conducting IPM study programmes in the Maldives. IPM SL also expressed its willingness to support the Maldivian community (aprox. 10,000 nationals) living in SL to enhance their HR Knowledge by actively getting involved with the programmes initiated by the Maldivian Embassy in the future.

Expansion of Study facilities at the IPM Head Quarters.

- ☐ The Building on the adjoining land which was purchased by the institute in 2015 was converted into a fully equipped three classrooms to accommodate another 150 students. This facility was opened from 22nd October 2016.

Events Scheduled:

National HR Conference 2017

- ☐ The flagship event, National HR Conference 2017 has been scheduled for 20th and 21st June 2017 at Bandaranaike Memorial International Conference Hall, Colombo.
- ☐ Delegations from Bangladesh, India, Pakistan and Malaysia are expected to attend this event. Apart from our existing Membership Exchange Programmes with India and Bangladesh, HR Institutes in both Malaysia and Pakistan have also agreed to initiate exchange programmes with IPM SL commencing this year.
- ☐ The Great HR Debate, People Leaders Awards, HR Excellence Awards and the National HR Exhibition will also take place along with the National HR Conference 2017. The new addition to this major event this time would be the “Great HR Practices Award”, the new initiative taken by the institute to showcase the Best HR Practices adopted by organizations in Sri Lanka.

Implementation of an Exchange Programme with the Malaysian Institute of HRM and the Pakistan Society of HRM.

- ☐ With the proposal made between IPM SL and Malaysian Institute of HRM, it was agreed by Mr.Aresandiranaganatha Naidu, President of the Malaysian Institute of HRM, for three delegates to participate at the Annual Conference along with the Exchange Programme. The Proposal has also been made with the Pakistan Society of HRM.

Lecture Felicitation

- ☐ A lecture felicitation event is scheduled to be on 30th April 2017 at Cinnamon Grand Hotel, Colombo in order felicitate all the lectures who have done or doing a wonderful service to IPM Sri Lanka

TAIWAN

The major CHRMA activities are as follows:

- ☐ March 11: CHRMA hosted Annual General Membership Meeting and arranged a large seminar on Cross-Strait Labor Law Compliance. Invited speakers talked about both Taiwan’s and China’s labor law structures, government mandates, legislative intent and local compliance at current and near future stage.
- ☐ The first-year CHRMA Campus Ambassador activity begins from coming April. To contribute society and build up closer relations to students, CHRMA will host an open audition interview in June to recruit volunteer college students and graduates who are passionate about human resources career and provide them pre-training and intern opportunities at CHRMA.

Scheduled Conferences

- ☐ CHRMA will host the following sessions on International Human Resource management and strategies:
- ☐ Apr. 15: “Secret Recipe of Successful Training and Development under McDonald’s Golden Arches”, the speaker will introduce McDonald’s corporate visions and how they deliver to employees by implementing different training programs, as well as their most famous Hamburger University developing managers.
- ☐
- ☐ April 22: “Best Practices of Global Talent Development & Language Management”, two speakers from different multinational enterprises to talk about global talent planning strategies, competencies, key success factors. Another speaker as linguistic professor will share his research and cases about why and how to import language management into enterprises, strategies evaluation, ROI, training approaches, etc.

About CHRMA

CHRMA (the Association) was established in January 1992 as a nationwide organization composed primarily of HR professionals. The CHRMA is the largest and most representative leading organization in the field of human resources management in Taiwan. The Association now has about 2,000 members, 70% of whom are from domestic companies and 30% from multinational corporations.

THAILAND

PMAT project and initiatives

- ☐ On January, PMAT held HR Trends 2017 at S31 Hotel, Bangkok, Thailand.
- ☐ This year PMAT launch its first phase of PMAT’s Salary Survey Application which aims to facilitate the client in report generation. In this first phase, the application will provide the following reports
 - Starting rate (by education level and industry)
 - Salary by job
 - Pay position comparison (all industry, within its industry, cross industry)

Scheduled Conference

- ☐ Thailand HR Forum 2017 with the theme “HR Transformations to the Digital Economy” is to be held in June

VIETNAM

- ☐ Awards Ceremony for HR university students who were participants of WFPMA 40th Anniversary Student Essay Contest. The event celebrated Ms. Nguyen Phuong Thao, Asia-Pacific Continental Winner of the WFPMA 40th Anniversary Student Essay Prize, after her trip to Turkey to attend the World HR Congress.
- ☐ Train new coaching skills for members of HRA Steering Committee and its Group of Advisers and Group of Assistants and Unit Deputy Heads.
- ☐ Provide Panel Discussion member(s) for Vietnam – Australia Executive Education and Training Showcase 2017 in Hanoi as invited.
- ☐ Effective job application, interview skills and job orientation to Trade University students and other universities who need those skills.

- ☐ Continue plans for developing the HR professionals’ networking in northern provinces and establishing two new branches in Ho Chi Minh City and Da Nang City to reunion 3 regions of Vietnam in the near future.
- ☐ Follow up with relevant authorities on the application by HRA to be a national HR association.
- ☐ HRA 2017 Key Training Workshops and Events

No.	Time	Events
1	March 19 th 2017	Training workshop Human Resources Information System – the Foundation for HR Managers to become Business Partners
2	May 14 th 2017	Training workshop Topic: Employer Branding
3	June 4 th 2017	Teambuilding/ Outing AIM HIGH, GET HIGH!
4	July 15 th 2017	Training workshop Topic: Common Issues in Labor Contracts
5	Sept 24 th 2017	ANNUAL WORKSHOP Topic: KPI and BSC for Effective Performance Management
6	Nov 11 th 2016	Training workshop Topic: Leadership Inspiration
7	Jan 21 st 2018	2017 Annual Review & 2018 Planning

Conclusion

HR challenges noted in the APFHRM country reports include issues that relate to technology, digital disruption, skills shortages, HR standards and the future of work, using a mixture of terminologies such as ‘next generation leaders’ (Japan), ‘talent supply and skills mismatches’ (New Zealand), ‘what the future holds’ (Singapore), ‘lack of qualified people’ (Vietnam), ‘developments in robotics and artificial intelligence’ (Australia), and the impact of ‘low salaries on the brain drain’ (Taiwan).

Other issues mentioned include rewards systems (Bangladesh), workforce engagement and productivity (Malaysia, New Zealand, Singapore, Vietnam), workforce dynamics, demographics, and ‘baby boomers vs millenials’ (Pakistan, New Zealand, Singapore), retirement and pension reform (New Zealand, Taiwan), working hours and “never off” syndrome (Hong Kong, New Zealand, Thailand), and the influence and standards of HR including ‘better baseline education for HR professionals’ (Pakistan, Australia, Fiji), and reliance on expatriate workers (Vietnam).

ChrisTill

President, Asia Pacific Federation of Human Resource Management

May 2017

**Interamerican Federation of Human
Resource Management (FIDAGH)**

**INTER-AMERICAN FEDERATION OF
PEOPLE MANAGEMENT ASSOCIATIONS (FIDAGH)
REPORT FOR THE WFPMA BOARD
Brazil – May 2017**

1. **FIDAGH UPDATE.** Fidagh`s recently signed an agreement of cooperation with an International Foundation ORP. We had a General Assembly at Peru in November 2016 and important decisions were taken. Next general assembly will be held in Brazil. We are organizing the biggest Latam HR event, CIGEH 2017 which will be held at Uruguay (hosted by ADPUGH) in Oct 2017.
2. **GENERAL OVERVIEW.** ANMS are working really hard in spite of the political and economic problems. South America is experiencing several political, economic and social issues and this is affecting our membership. In general retaining talent, CSR, unions and a work environment are key concerns.
3. **COUNTRIES REPORT.**

Country	1. Outstanding facts or significant national changes (governmental, political, economical, and social)	2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?
Argentina (ADRHA)	?	?	?		?

Country	1. Outstanding facts or significant national changes (governmental, political, economical,	2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?

	and social)				
Brazil (ABRH)	<p>Politics:</p> <p>The political scenario was of expectation regarding the disclosure of "Janot's list", as the 83 requests for opening of investigation filed by Rodrigo Janot, Attorney General of the Republic, in the Supreme Court were dubbed. The list contains names of politicians who were denounced in the Operation Lava Jato, greatest investigation of corruption and money laundering ever realized in Brazil, which completed three years in March. The whistleblowers have named at least 170 politicians who are entitled to privileged jurisdiction.</p>	<p>After 20 years of heated debates and discussions between labor unions and employers, the outsourcing law (Law 13.429/17) was sanctioned, which now allows the outsourcing of the core activity of the companies.</p>	<p>Motivating teams in the light of leaner structures and having to do more with less</p>	<p>Hiring Ricardo Mota, new Executive Manager, who will act focusing on team management, monitoring of Board Projects and development of strategies for the business area</p>	<p>ABRH-Brazil is focused on developing the next edition of CONARH-2017, Forum of Presidents and projects aimed at the development of ABRHs.</p> <p>In March 2017 the second phase of the project was started: a certification course for professionals in human resources, in partnership with SHRM.</p>

	<p>Economy:</p> <p>The fall in the price of food provided in February the lowest inflation rate for the month since 2000.</p> <p>In the same month, Brazil had the first labor market growth since April 2015: 35,612 jobs created.</p> <p>In March, the industry proved to be more confident to invest in the country: the entrepreneur's industrial confidence index (Icei) released by CNI – National Industry Confederation, reached 54 points, highest level since January 2014. The indicators vary from zero to 100 points and when they are above 50 points it shows confident</p>				
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	<p>entrepreneurs.</p> <p>Social affairs:</p> <p>Despite the signs of improvement, Brazilians continue to face difficulties to keep the bills on time and not run into debt.</p>				
Country	1. Outstanding facts or significant national changes (governmental, political, economical, and social)	2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?
Chile (CERH Chile)	<p>Low economic growth remains</p> <p>Uncertainties about the implementation of reforms have affected the country's growth.</p> <p>Short Census</p> <p>On April 19th a census of population and housing was held and it is expected to</p>	<p>Mining Strike at Minera Escondida</p> <p>On February 1st, the Union of this important mining company owned by BHP Billiton voted for a strike that lasted more than a month. Finally the workers used a clause that allows them to extend the current contract for 18 months and thus negotiate</p>	<p>Concerns remain about labor reform and its implications in the work environments.</p> <p>Immigration</p> <p>Companies are incorporating more immigrants into their workforce.</p>	<p>Carlos Fuentes Award</p> <p>In November 2016 the Carlos Fuentes Bizama Prize was awarded to Mrs. Isabel Vial, Executive Director of the Carlos Vial Espantoso foundation. This is a foundation dedicated to promoting good industrial relations in companies</p>	

	<p>reflect the increase of immigrants in the country.</p> <p>Elections</p> <p>In July there will be primary elections to determine candidates for president and parliamentary elections of November 2017.</p> <p>Improvement of stock exchange</p> <p>Change of government has boosted the local stock market which has risen nearly 20% in the 1st. Trimester.</p>	<p>under the new scheme that is more favorable to the union. The strike brought important effects diminishing the economic activity of the country.</p> <p>Labor Reform:</p> <p>On 1 April, the new Labor Code entered into force in the area of collective rights, giving more power to unions. Also prohibiting replacement in strikes and eliminating the extension of benefits to non-union. The law was effective since March 2017.</p>		<p>New Sponsor</p> <p>An agreement was signed with the Chamber of Commerce of Santiago, an important institution of the country that will be the new sponsor of CERH, which gives wide possibilities of development to our ANM.</p>	
Country	1. Outstanding facts or significant national changes (governmental, political, economical, and social)	2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?

<p>Colombia (National ACRIP)</p>	<p>SOCIAL-POLITICS</p> <p>The Colombian president Juan Manuel Santos get the Nobel Peace Prize 2016.</p> <p>The Colombian president Juan Manuel Santos has been decorated with the Nobel Peace Prize 2016, due to his efforts in order to terminate the war with the FARC's guerrilla</p> <p>The Norwegian committee of the Nobel has seen the outstanding "strength" of the Colombian president with the difficult task of the Peace process opened with the most ancient insurgent of Latin America after more than 50 years of</p>	<p>☐ The congress approved a tax reform with an increase of IVA from 16% to 19% as of February 2017.</p> <p>☐ The Ministry of Labor signed a humanitarian decree for the victims of the armed conflict, with the contribution of the General Budget of the Nation.</p> <p>☐ Decree 52 of January 12, 2017 By means of which article 2.2.4.6.37 is modified. Of Decree 1072 of 2015 Decree Single Regulatory of the Work Sector, on the transition for the implementation of the System of Management of Safety and Health in</p>	<p>☐ Challenges in companies with the process of post conflict and labor inclusion.</p> <p>☐ How to create models of sustainable organizations?</p> <p>☐ Teleworking: a working trend, how to implement it efficiently</p>		<p>☐ ACRIP has developed the following events with the purpose to enforce and increment the performance and alignment of the Human Management areas:</p> <p>☐ 6º Meeting of Human Management Leaders, in Cali by ACRIP Valle</p> <p>On March 24th 2017, ACRIP Valle organized the Meeting of Human Management Leaders named "Enrredemonos" with great success. This event breaks the traditional</p>
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	<p>conflict.</p> <p>Bogota - Colombia, was the headquarters of the 16th World summit of the Nobel Awards of Peace (from February 2nd to February 5th)</p> <p>It was an historic meeting organized by the Bogota Chamber of Commerce (CCB) in which more than 20 awarded on the categories of human rights, the end of the conflict, the democracy and social development.</p> <p>Now, the world is watching us with different eyes due to this peace process.</p> <p>MACROECONOMIC:</p> <p>Mocoa, natural catastrophe</p> <p>The Mocoa tragedy</p>	<p>the Work (SG-SST).</p>			<p>schemes of HR training. In its 6th version, leaders and managers of the region were present.</p> <p>☐ International Human Management Symposium</p> <p>This event was the XIII International Symposium of Human Management named “Empresa y Postconflicto” held in Oct 21st and 22nd at Cartagena. It was a good scenario that allowed experts to talk about the</p>
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	<p>was a natural disaster happened in the Colombian Municipality of Mocoa, capital of the Putumayo state, between the night of March 31st and the morning of April 01st intense raining caused the overflow of the rivers Mocoa, Mulato and Sancoyaco</p> <p>At least 320 dead and 400 injured persons were reported and 300 officially disappeared</p> <p>Step by step Mocoa is starting to rebuild with the Colombians help who have shown their interest for helping from different parts of the country and around the world.</p> <p>The international</p>				<p>companies' challenges in regards to post conflict, inclusion and peace., Important members of the national government, companies and experts were present.</p> <p>☑ Launch of the Employment Portal ACRIP</p> <p>ACRIP in partnership with Trabajando.com, make available the employment portal ACRIP to its affiliates. This portal offers to all affiliated companies, an efficient service for publishing their labor</p>
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	<p>solidarity has been shown, some countries have their condolences and some of them have informed that economic donations will eat in order to give support to the victims.</p> <p>UNEMPLOYMENT:</p> <p>The unemployment rate was 11.7% in the first month of the year, 0.2% lower than the same month of 2016, according to the information given by the DANE (national department of statistics).</p>				offers.
Country	1. Outstanding facts or significant national changes (governmental, political, economical, and social)	2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?
Costa Rica	?	?		?	

(ACGRH)					
Country					5 Any other important or relevant data in your region which you would like to share?
Dominican Republic (ADOARH)		?			?
Country	1. Outstanding facts or significant national changes (governmental, political, economical, and social)	2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?
Ecuador (ADGHE)	<p>POLITICAL MATTERS (source National Electoral Council)</p> <p>In February and April 2017, the electoral process was carried out to elect National, Provincial, and President-Vice-President of the Republic, in first and second round, respectively.</p>	<p>? Laws approved first quarter 2017</p> <p>? Code Ingenios related to activities of own innovation, without using the resources of the employer. The ownership will correspond to the employee.</p> <p>? Profit limit (10%)</p>	<p>PRIORITY ISSUES IN THE AGENDA OF HUMAN MANAGEMENT DIRECTORS</p> <p>? Management of labor relations, employment and restructuring</p> <p>? HR positioning as strategic business partner</p>	<p>Activities for the first quarter of 2017</p> <p>1) Breakfast for members of Quito and Guayaquil "Flexible benefits for employees" with the delivery of survey results (55 participants in two cities)</p> <p>2) Update seminar at Quito</p>	<p>Permanent activities</p> <p>Bi-weekly job update and academic content bulletins</p> <p>Daily publication in social networks of articles on trends in human management, leadership, innovation, change management,</p>

	<p>In the election of 137 Assembly members, the result was: 74 of official candidate and alliances and 63 of opposition, joined by all political parties.</p> <p>In second-round scrutiny's, the Moreno-Glass binomial won, with 51.15% and Lasso-Paez with 48.85%</p> <p>ECONOMIC-SOCIAL MATTER (Central Bank figures) Inflation 0.14%, Country Risk 711 Economic slowdown -1.5%</p> <p>Low private sector investment compared to other countries in the region due to high taxes, tariffs and labor policies</p> <p>(Figures National Institute of Statistics and Censuses):</p>	<p>up to 24 basic salaries, equivalent to US \$ 8,784, with no limit to 5% family expenses</p> <p>Occupational Safety and Health Programs, based on risk assessment</p>	<ul style="list-style-type: none"> Commitment management Digital Transformation Development of critical skills as HR partners, modeling leadership on the front line Occupational health and safety management, prevention of natural disasters Social Responsibility and Voluntary Management Communication during crisis 	<p>(60 participants)</p> <p>3) Breakfast workshop about current Preventive Programs of the General Insurance of Occupational Risks of the IESS</p> <p>5 Projects in which ADGHE works:</p> <p>1) Organization of an International Congress on Human Management "Digital Transformation: Challenges and Trends in Human Management" 21 and 22 September 2017</p> <p>Themes:</p> <ul style="list-style-type: none"> Future of Work Digital Revolution Business Growth Yes you can believe in Ecuador People Analytics Digital 	<p>digital transformation and collaborative culture.</p> <p>Strategies for labor law issues, constituting a channel of communication and contact with various sectors (authorities, universities, local and international associations)</p> <p>Job and ad posting by supporting affiliated companies in their candidate searches on social networks</p> <p>5-10% of the value of each program, enter into the company and the company, in order to be able to participate in the training and development programs and / or in-company services with ADGHE</p>
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	<p>Minimum living wage US \$ 375</p> <p>Unemployment 5.2%, Underemployment (Not suitable employment) 53%. Total unemployment and underemployment 58.2%</p> <p>Economically Active Population 8'060,000</p> <p>New unemployed 240,000 in the following sectors: trade, machinery and equipment, construction, automotive</p>			<p>Transformation</p> <ul style="list-style-type: none"> ☑ Innovation ☑ Spaces of work in the digital era ☑ Social value for employees, quality of life <p>2) Recognition, Employee brand, best practices in human management</p> <p>Recognition to companies' member of ADGHE based on indicators of leadership, collaborative organizational culture, climate, engagement, innovation, design thinking, digital transformation. This will be taken in consideration as a basis to the FIDAGH Oscar Alvear Urrutia Award.</p> <p>Deloitte diagnosis on best practices, bases of good governance Of the IDE, Universidad Andina Simón</p>	<p>consultants (executive coaching, cashier schools, outplacement, corporate social responsibility). ADGHE as a contribution of consulting companies.</p> <p>Salary surveys and benefits, with information from affiliated companies (in process)</p> <p>New strategies against the social and economic situation of the country, studies and research of national and regional reality on issues that impact the business, eg nurseries, utilities, proposals for flexible work contracts based on demand, employer retirement, actuarial calculations , etc</p>
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				<p>Bolívar, Saeg system</p> <p>3) Certification in Human Management and Development Program</p> <p>Module I Talent selection</p> <p>Module II Training Management, ROI, Training of Trainers</p> <p>Module III Organizational Development, climate management and commitment, potential</p> <p>Module IV Payments (optional)</p> <p>Analyzing options of alliances with Universities so that their students have a practical class in the framework of the Certification and for students of Masters recognize credit hours and practical hours required, to those who realize the certification</p> <p>4) Courses updating professionals that will</p>	
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				<p>support business strategies</p> <p>Internal, external courses according to the requirement of affiliated companies</p> <p>To Do:</p> <ul style="list-style-type: none">☐ Communication in Crisis☐ Digital Transformation☐ Personal and Corporate Brand <p>5) Best practices in human management, bimonthly breakfasts in Quito and Guayaquil, in virtual rooms with simultaneous teleconference for the two cities, with the aim of continuing to build loyalty and attracting new members</p> <p>Themes:</p> <ul style="list-style-type: none">☐ Diversity and inclusion☐ Flexible employee benefits☐ Talent Analytics for Human Resources	
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				<input type="checkbox"/> Best Coaching Practices <input type="checkbox"/> Collaborative culture <input type="checkbox"/> Workspaces <input type="checkbox"/> Digital Transformation <input type="checkbox"/> Personal Brand and Employer Brand	
Country		2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?
Guatemala (AGH)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Country	1. Outstanding facts or significant national changes (governmental, political, economical, and social)	2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?
Nicaragua (AERHNIC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Country	1. Outstanding facts or significant national changes (governmental, political, economical, and social)	2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?
Panama	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(ANREH)					
Country	1. Outstanding facts or significant national changes (governmental, political, economical, and social)	2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?
Paraguay (APARH)	<p>ECONOMY</p> <p>In spite of the regional recession, Paraguay has closed 2016 with a growth of 3.8%, higher than the 3.1% of 2015. It is the highest in South America in conjunction with the growth of Peru and the decrease of powers such as Brazil and Argentina.</p> <p>POLITICS</p> <p>At the moment, the political aspect is registering an atmosphere of tension, due to the discussion on the part</p>	<p>Regarding the labor aspect, significant regulations have been introduced that represent a modification to the labor force, specifically for working woman.</p> <ol style="list-style-type: none"> 1. Extension of the period of maternity leave. 2. Implementation of places to feed babies within organizations. 3. Regulations on the protection of women from sexual abuse and violence 	<p>The most recurrent themes for the managers of the area are:</p> <ul style="list-style-type: none"> - Talent retention practices. - Adapt to new wages trends with variable focus. - Implementation of good practices of Social Responsibility. - Taking advantage of the country's human bond 	<ul style="list-style-type: none"> - Repositioning of the Association before the talent managers. - Generation of strategic alliances with Government Institutions that regulate the labor activity (MTSS, SFP, among others) - Activation of continuous training programs for Associates 	<ul style="list-style-type: none"> - Strategic alliances with recognized training institutions within the country and abroad. - Process of implementation of accreditations to professionals by APARH - Launch of new website that will allow an active interaction with the particular partners, and with the talents managers, in general

	of the political actors and population, on the legal way to enable the current president for re-election				
Country	1. Outstanding facts or significant national changes (governmental, political, economical, and social)	2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?
Peru (APERHU)	?	?	?	?	?
Country	1. Outstanding facts or significant national changes (governmental, political, economical, and social)	2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?
Uruguay (ADPUGH)	Uruguay is governed, for the third period in a row, by a left oriented coalition, which includes from center-left democratic parties to communists. There	In the last two years, some important legislation has been passed regarding the control of abuse of substances in the workplace. There are some projects to be	<ul style="list-style-type: none"> ☑ Management of the generational diversity ☑ Talent acquisition ☑ Technological changes and how HR should face them 	<ul style="list-style-type: none"> ☑ Organization of CIGEH 2017 ☑ Implementation of a CRM <p>Membership increased 15% since January</p>	☑ Cigeh 2017 in Oct

	<p>are intense debates inside this coalition, regarding the level of government expenditure and inversions. At this moment, the budget for the next three years is under discussion at parliament, with unions pressing for increases and government trying to decrease debt and inflation. Some unions have power inside this coalition and the ruling party has lost the majority in parliament, so the discussion about budget has come to a halt.</p>	<p>discussed, regarding employee termination and the occupation of workplace as an extension of the right to strike.</p>			
Country	1. Outstanding facts or significant national changes (governmental, political, economical,	2. Outstanding facts or significant changes in the labor field (legislation, procedures, etc.)	3. Main topics concerning and currently in Human Management professionals' agenda in your country?	4. Relevant changes or outstanding facts occurred in the National Association (ANM)?	5 Any other important or relevant data in your region which you would like to share?

	and social)				
Venezuela (AVGH)	<p>1. The lack of supply, inflation, insecurity, high cost of living are the main problems that Venezuelans live and suffer daily, without the government seeming to find a real and definitive solution to these problems.</p> <p>2. Added to this, the government suffers an electoral defeat in December 2015, in the correlation of forces in the National Assembly, from this fact we have to add to the economic problems, a political crisis between the powers of the state.</p> <p>3. The government attacks the opposition, which has become a large majority, as proof of</p>	<p>1. Inspections and prosecutions of private companies continue.</p> <p>2. From the point of view of public employees, the government refuses to discuss collective contracting, which has been overdue for several years.</p> <p>3. Making a bad use of the law, is making important monetary expenditures, via instruments (ticket feed) that have no incidents.</p> <p>4. The systematic decrease of the productive apparatus of the country, added to the insecurity and scarcity to originated the massive flight of talents, which makes the operation of companies more complicated every day</p>	<p>1. Talent retention</p> <p>2. The management of absenteeism and commitment of the people</p> <p>3. How to generate alternatives, which allows employees to cope with the situation in the country.</p>	<p>1. We started the year 2017 with a good footing due to the need for companies to keep up with the inflation, economic and wage information, due to this we plan to carry out five studies every two months, the dynamics of continuous increases in Salary made by the national executive. We did the study pre-sale in January, which the companies responded positively allowed us to have an important cash flow for the management of the Association.</p> <p>2. We started the Diplomats in its 5th cohort of Compensation and Benefits, 3rd cohort Labor Relations and 2nd Cohort Attraction and Talent Selection.</p> <p>3. We created a study of Variable Compensation, which allows us to collect,</p>	

	<p>this, is the suspension of the referendum of the presidency of the republic by the Supreme Court of Justice (TSJ). That aggravated to a more the crisis was the intention of the same TSJ, through its constitutional room to assume the functions of the National Assembly, leaving without functioning to the same, which constituted a Coup d'Etat de Facto.</p> <p>4. Since March the political scenario has become a street fight between opponents of the regime and the military and paramilitary forces of the state, to this is added the disqualification of possible candidates</p>			<p>process and analyze information on fixed and variable payment practices applicable to the commercial area and / or sales, in order to provide a framework for establishing the Variable compensation of companies.</p> <p>4. In March, the association celebrated the women's month with a high-impact event. With an attendance of more than 280 women, this initiative was carried out with the support of a group of companies, the activity sought to generate a space for training and reflection, with a positive message of the things that our women can do for the country, We carried out a different activity taking the audience a new training methodology that is Acting with Reflection that made us travel through the different challenges of women throughout their</p>	
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	<p>of the opposition to replace Nicolás Maduro, in the hypothetical examination of a presidential election.</p> <p>5. The elections of governors and mayors that were due to take place in December 2016 have been arbitrarily suspended by the national executive, thereby severing the right of citizens to freely elect their representatives.</p>			<p>lives in a creative and fun way, the event closed with a special panel of Women leaders who inspire, through personal experience, reconciliation of personal life with work and the contribution they can give their country despite adversity. For the success of this event for the 2nd. The AVGH will be carrying this message on a national tour throughout Venezuelan territory.</p>	
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**NORTH AMERICA HUMAN RESOURCE
MANAGEMENT ASSOCIATION (NAHRMA)**



North American Human Resource Management Association (NAHRMA)

Rio de Janeiro, Brazil - May 8, 2017

NAHRMA Update

The NAHRMA Board of Directors held a Teleconference on Wednesday, March 29, 2017 to discuss the status of each member as well as the upcoming in-person meeting to be held in San Diego, California on July 18, 2017.

Member Reports

CPHR CANADA Canadian Report

Canada is doing well in regards to GDP, which had a healthy jump driven by consumer spending and jobs (2.6%), with 15,000 new jobs created, a 6.6% unemployment rate, considered to be the result of the status of the Canadian dollar. In January alone, sales were up 2.2%, with the CPI at 2.1%, and the inflation rate decreasing 2%.

The annual federal budget was presented last week, now waiting to see what happens in the United States; mostly in regards to a tax reform, as Canada is trying to reserve its place to not fall behind. The government itself (namely speaking in regards to the Prime Minister) from an economic stand point, is facing some pressure right now, mainly due to the large deficits the country is facing for the next 3 years.

Furthermore, there is also a prospect to legalize marijuana in Canada, something that has already been taking place in British Columbia for medical purposes. Additionally, Kinder Morgan's oil pipeline project is expected to create more jobs.

Immigration in Canada seems to have remained on a positive note, with immigration largely coming from Asia, and accepting about 10,000 refugees per year. The Canadian Prime Minister will continue to support refugees in Canada and is very welcoming of new immigration. Additionally, the current disruptive HR movement seems to be detrimental with the availability of high caliber speakers.

CCHRA Canada changed their name to CPHR Canada (Chartered Professional in Human Resources Canada). We are also pleased to announce that Quebec has returned as a full voting member

effective January 2017. Moreover, the rebranding efforts have been successful and we have had some preliminary discussions with HRP of Ontario about re-joining the national association.

The President also took this opportunity to remind members that a Strategic Planning session is necessary, as there are some strategic points that have been brought forward. She would also like to use NAHRMA as a platform to have a voice in changes and sees it as a great opportunity.

MEXICO

AMEDIRH Report

COUNTRY MACROECONOMIC DATA

The Mexican economy is decelerating with annual GDP growth slowing to 2.2 percent in 2017, down from 2.4 percent in 2016. A challenging external environment of modest global growth, tamed though the up's and down's of oil prices and diminished capital contributing to its reversal. Economic growth in 2016 was driven almost exclusively by private consumption supported by low inflation, workers' remittances, credit expansion, higher real wages and formal sector job creation.

Weakening external conditions led to a further depreciation of the Mexican peso against the US dollar. Pass-through of currency depreciation to inflation remained limited for most of 2016 and the first three months of 2017, with an annual average of consumer price inflation of 2.7 and 3.4 percent, respectively. Additional currency weakness and possible non-linear effects in the pass-through to inflation led to a strong monetary policy response raising the overnight interest rate by a total of 350 basis points over the past 15 months, to 6.5 percent by March 2017.

CHALLENGES FOR HUMAN RESOURCE PROFESSIONALS IN MEXICO

Main topics, challenges and uncertainty for professionals in Mexico this year are:

1. Commercial and political relation with the US
2. Arrival of undocumented Mexicans from the US searching for new job opportunities (7,000 per month)
3. Minimum Wage Increases is expected after local elections (June)
4. Budget's reduction in the area, specially for training and development.

GENERAL ACTIONS PERFORMED BY AMEDIRH

Board

Ismael Sánchez, from Bachoco was designated as our new president for the 2017-2018 period. His platform is based on two main areas: The first one is to continue AMEDIRH's total immersion on technology so that all our services could be delivered through different Internet platforms, the second one is to maintain all our products and services with a high level of excellence. To achieve this, two PR agencies ran surveys with our members to listen what they really expect from the association, non-members have also been interviewed. Supporting Ismael's platform, 9 vice-presidencies for each industrial sector (Energy sector, tourism sector, financial sector, government sector etc.) were created and each one will be in charge of promoting AMEDIRH with their colleges.

International Human Resources Congress 2017 “HR Visions and Strategies”

Our 52° Congress will take place on September 6th and 7th at Centro CitiBanamex in Mexico City. The trade show area will have this year 140 booths. 11 national and international speakers are already confirmed to perform 30 minutes’ conferences , 1 Panel on Diversity is also included.

During our opening session, the agenda considers: the installation of a “Think tank” with 7 key experienced professionals from marketing, political, finance and human resources and a warm welcome to NAHRMA’s president and official recognition to Hank Jackson who is retiring.

Certification

The Spanish version exam and prep material had been of great help for all those interested on getting the certification. Special events during this month have been deliver between different groups and preparation courses are also available through different consultants firms all around.

New Members

During the first three months of this year, 30 new companies have been welcomed. Process for affiliation of new companies faces budgets reductions but Human Resources areas now consider their affiliation to AMEDIRH as an important tool for their activities.

UNITED STATES OF AMERICA (USA)

Society for Human Resource Management (SHRM) Report



U.S. Bureau of Economic Analysis

According to the last United States Bureau of Economic Analysis, the real gross domestic product (GDP) increased at an annual rate of 0.7% in the first quarter of 2017, in comparison with the fourth quarter of 2016, real GDP increased 2.1%.¹

The real GDP increase in the first quarter of 2017 contains increases from non-residential fixed investment, exports, residential fixed investment, and personal consumption expenditures, which result from negative contributions from private inventory investment, state and local government spending, as well as federal government spending. To this end, imports are the subtraction in the calculation of GDP.

Furthermore, the deceleration reflected in the real GDP from the first quarter of 2017, is the result from personal consumption expenditures and a decrease in private inventory investment, as well as state and local government spending decreases that were in part the result from an increase in exports and accelerations in both non-residential and residential fixed investment.

In the context of the current-dollar, GDP increased by 3% or \$137.9 billion, in the first quarter of 2017 to a level of \$19,007.3 billion. This in comparison with the fourth quarter of 2016, were the current-dollar GDP increased 4.2% or \$194.1 billion.²

¹ US Department of Commerce, BEA, Bureau of Economic Analysis <https://www.bea.gov/>

² Ibid

Personal income in the United States increased by \$57.7 billion (0.4%) in February 2017 according to the Bureau of Economic Analysis, with an increase in disposable personal income of \$44.6 billion (0.3 %) and an increase in personal consumption expenditures of \$7.4 billion (0.1 %). Conversely, the advance international trade deficit in goods increased to \$64.8 billion in March 2017 from \$63.9 billion in February 2016 as exports decreased more than imports.³

Additionally, in the month of April 2017, the United States hiring rate rose in manufacturing and decreased in services, in comparison with last year's numbers. However, in March 2017, recruiting difficulty increased in both manufacturing and services, while the index for new-hire compensation rose in both manufacturing and services, in comparison with last year's numbers. In this regard firms may be responding to this recruiting difficulty by increasing starting wages as a way of attracting highly qualified professionals to fill positions.

Challenges for Human Resource Professionals in the U.S

In the context of policy agenda, there has been great focus on immigration and healthcare over the first few months of the new administration. The healthcare bill was presented to Congress and did not pass, but there are expectations for bipartisan cooperation and compromise.

In the Immigration area, there have been dramatic changes to original laws, but in the execution of the law. In this regard, SHRM experienced some issues in the granting of visas for foreign workers to come to the United States.

There has been a decrease of people registering in schools, as the country is going through a period of uncertainty. However, there have been some new prospects on infrastructure deals, with the government wanting to invest in public infrastructure; and the opportunity for corporate tax amendments. The mining industry has seen bankruptcies as well.

SHRM's Perspective

SHRM benefits from a stronger economy, as there has been a healthy growth in the business area. It is the second year of the SHRM-SCP and SHRM-CP Certification and there is strong momentum with over 23,000 applications and good growth globally. SHRM has revised the Body of Competency and Knowledge (BoCK) and there has been good membership growth at almost 300,000 members.

The renewal rates decrease trend has appeared to have reversed for the first quarter of this year. Many members are retiring and this creates a challenge for the organization. We are looking at how millennials are affiliating. In 2018, we will have a new leader, as Hank Jackson after 5 years of great leadership will be departing SHRM. There is currently an ongoing search for his replacement.

³ Ibid

**European Association for People
Management (EAPM)
Continental Report**



WFPMA Board Meeting

Rio di Janeiro, May 2017

EAPM Continental Report

1. EAPM General Matters

- **EAPM Congress in Paris**

The 28th EAPM Congress organized by ANDRH will take place in Paris on **October 26th and 27th 2017**. The theme is **'European HR New Landscapes'**

The conference celebrates the 70th Anniversary of ANDRH and has been organised with a unique format with complimentary registration for HR Executives. Due to the location and size of the venue and the number of special guests participating in a Gala dinner celebrating the 70th Anniversary, numbers of registrations will be balanced between EAPM and ANDHR members and limited to practising HR executives.

- **WFPMA Congress in Istanbul hosted by Peryon**

Peryon have submitted a full report on the Congress which was heavily impacted by the non-attendance of international delegates from WFPMA members. There is a separate item on the WFPMA Board agenda to discuss the impact of this and also a request from Peryon and EAPM to release Peryon from the remaining financial aspects of the conference agreement due to the impact on conference expenses and revenue. EAPM strongly supports this request.

- **Projects**

Member associations continue to be involved in a range of EU projects for their countries and associations. EAPM continues to be involved in 3 projects as reported in the previous continental update i.e.

- on the social dialog with exchange of best practices among countries
- on the gender diversity in workforce
- on the violence to women within the companies

- **Annual Delegates Assembly**

The Delegate's Assembly was held in Manchester and hosted by CIPD in conjunction with their annual conference.



The modernization agenda involving the reduction of the size of the board and the devolution of activities to key committees and the modernization of the EAPM Statutes was debated and voted upon at the Delegate's Assembly. Approval was given to all of the changes recommended by the statutes working group and took effect on 1st January 2017. The existing Executive Committee will step down in October and a new board and officers will be elected at the Delegate's Assembly to be held in Paris in conjunction with the ANDHR Conference and EAPM Congress.

EAPM membership has increased with the acceptance of Flora in Iceland as a new member.

- **EAPM Newsletter**

The newsletter has been revamped and an experienced editor appointed. The recent issues have been met with great approval and are available on the EAPM website. The current issue has as its focus 'Digital HR'.

<http://www.eapm.org/eapm-newsletter/>

2. Europe Economic Snapshot and Political outlook.

https://ec.europa.eu/info/business-economy-euro/economic-performance-and-forecasts/economic-forecasts/winter-2017-economic-forecast_en

<http://www.focus-economics.com/regions/euro-area>

- **MIGRANT CRISIS**

This continues unabated and the arrival of the Spring and better weather has fuelled greater levels of migrants attempting to reach European shores.

https://ec.europa.eu/home-affairs/what-we-do/policies/european-agenda-migration/background-information_en

- **BREXIT**

EAPM is regularly updating members on the HR implications of Brexit via its Newsletter and via the link to the CIPD's Brexit Hub. President Bob Morton is also speaking at a number of events in member countries to highlight the actions HR should be initiating now to prepare for the eventual outcomes of Brexit and to manage the current risks and impact on workforces and especially talent pools across Europe.

<https://www.cipd.co.uk/news-views/brexit-hub>

Bob Morton. April 2017