

AHRI FELLOW APPLICATION GUIDE via the Senior Leaders Pathway

The purpose of this document is to provide AHRI members who are completing the Senior Leaders certification pathway with a guide to the selection criteria for AHRI Fellowship and the procedure which is followed in processing these applications.

Applications for Fellowship must be submitted in the required format with required proof. The guide is made up of the following key components.

- A:** Fellowship definition & criteria
- B:** Process for assessment of fellowship applications
- C:** Fellowship professional standards

Note: If you are already an AHRI Fellow, you do not need to apply

1. Evidence of contribution to the HR profession, which can include, but is not limited to, non-work related activities such as presenting/lecturing/tutoring at conferences and universities, involvement with groups external to your workplace in which your HR expertise is utilised (e.g. business/social/sporting), significant involvement with HR research projects, volunteering with AHRI, writing and contributing to academic papers **and/or** significant HR experience in complex and challenging HR leadership roles with demonstrated considerable achievements in establishing new approaches or introducing innovations that affect other organisations and thus, contribute to the profession. It is contingent upon this past demonstrated commitment and a future commitment to AHRI.
2. Two written references/testimonials from appropriately senior people, specifically supporting the application for Fellow and addressing the criteria of both strategic management or leadership, and demonstrated service to the HR community

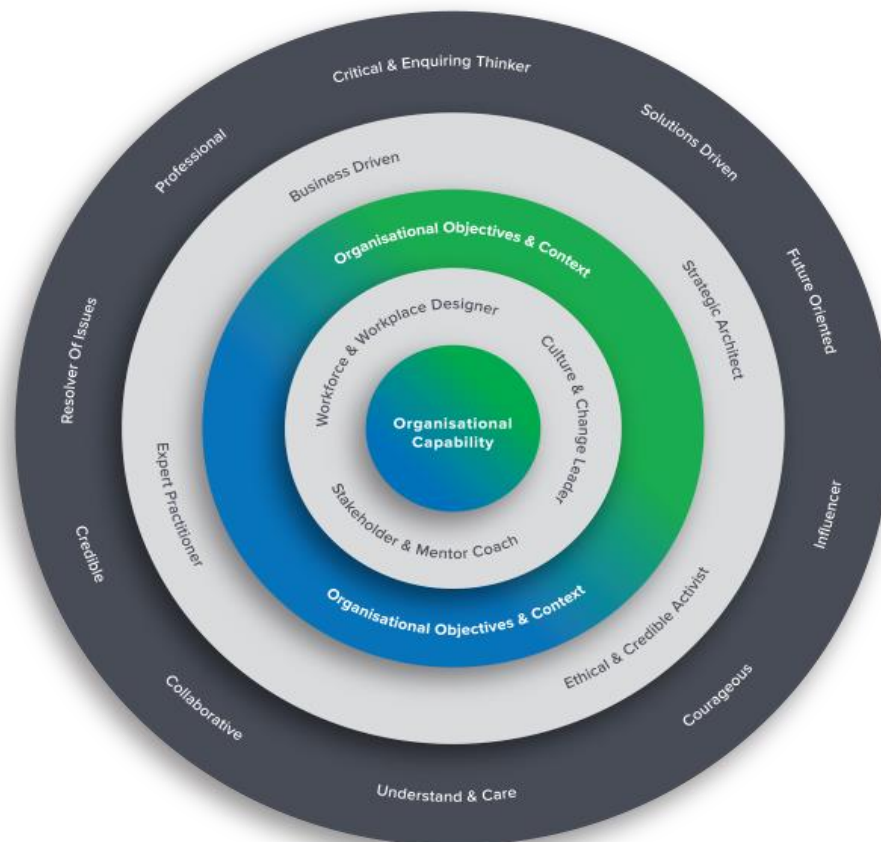
The above evidence (references and contribution to the profession) are pasted into the submission form and then uploaded and submitted in conjunction with your Senior Leaders case study and payment.

A. FELLOWSHIP DEFINITION AND APPLICATION CRITERIA

AHRI Fellowship is a level of professional membership which recognises HR professionals who have made a substantial contribution to and have a record of achievement in the practice of HR and will continue to contribute to the profession. It is contingent upon this past demonstrated commitment and a future commitment to AHRI. Fellows who have completed a certification pathway may use the post-nominal FCPHR.

The criteria for Fellowship are aligned to By Law 4 - [Professional Recognition Framework](#), which is underpinned by the [AHRI Model of Excellence](#).

The AHRI Model of Excellence (MoE)



A summary of the criteria for Fellowship of AHRI are:

Ten or more years' experience in a functional HR role

- A minimum of five years in a senior HR leadership position as per the following:
 - Can demonstrate leadership in strategic and budgetary responsibilities, in either or both generalist or specialist HR roles, within complex and demanding organisational contexts
 - Leads a team of HR professionals in contributing to the achievement of the organisation's objectives
- Completion of an AHRI accredited or relevant postgraduate qualification or equivalent knowledge, skills and experience or completion of the senior leaders' certification pathway.

AND

- Has a made a significant contribution to the HR profession: this can include, but is not limited to non-work related activities such as presenting/lecturing/tutoring at conferences & universities, involvement with groups external to your workplace in which your HR expertise is utilised (eg business/social/sporting), significant involvement with HR research projects, volunteering with AHRI, writing and contributing to academic and other publications. It is contingent upon this past demonstrated commitment and a future commitment to AHRI.

B. PROCESS FOR ASSESSMENT OF FELLOWSHIP APPLICATIONS via the Senior Leader Pathway

Applications for AHRI Fellowship are assessed by AHRI and the National Certification Council (NCC).

- Step 1:** Your application can be received as part of your Senior Leaders Pathway submission by the NCC submission [due date](#).
- Step 2:** Your application will be reviewed by the General Manager, HR Standards & Practice and make their recommendation to the NCC.
- Step 3:** Your application will be forwarded to the NCC for consideration.
- Step 4:** You will be advised of outcome post the NCC meeting date.

C. Guidance for completion of section 3 on the Senior Leaders Case Study

OPERATIONAL VERSUS INFLUENTIAL/STRATEGIC

It is expected that AHRI members in the Professional Membership grades (MAHRI, FAHRI) and the Certified Practitioner grades (CPHR and FCPHR) will have a general awareness or basic knowledge across the full spectrum of human resource practice. What distinguishes a FAHRI or FCPHR from other grades is the greater involvement they will have in strategic and influential activities and less in operational activities.

FCPHR – Fellow Certified Practitioner Human Resources

BUSINESS DRIVEN

- Aligns people management strategies with business objectives and the external environment
- Predicts and responds to the implications for HR of the operations and products and services of the organisation
- Understands the key business drivers on profit and loss
- Predicts business trends and understands their impact on the business and its people
- Understands the impact of government regulation on the organisation
- Predicts and is responsive to the impact of social and demographic changes on the business and HR operations
- Communicates insights on how business decisions affect organisational design, culture and business performance.
- Responds appropriately to internal and external influences and their likely impact on risk, governance, sustainability and business performance
- Demonstrates an understanding of business value creation

Examples of evidence:

- Documentation of curriculum to teach this to undergraduate students
- Documentation of work done to identify and promote opportunities for the HR function or department to deliver value-added services and programs to the operational requirements
- Evidence of work done to establish a team formation program in a business or industry

STRATEGIC ARCHITECT

- Sets and drives the HR vision for the organisation
- Drives HR strategy that is aligned with and contributes to the business strategy
- Drives innovative HR initiatives that contribute to the achievement of business objectives
- Applies HR best practices appropriate to organisational objectives
- Builds organisational capabilities that assist line managers turn strategy into action
- Ensures HR strategy turns business goals into HR priorities
- Measures the impact of HR practices on business results and adapts strategies accordingly.

Examples of evidence:

- Documentation of work done in contributing to business strategic planning from a HR perspective, ensuring that HR management influences business strategies and that the HR consequences of the business strategies are considered
- Research paper identifying and predicting trends and influences on HR management
- Referee's report on contribution to conceiving strategies for cultural change in organisations

STAKEHOLDER MANAGER

- Identifies and responds to stakeholder demands and manages relationships
- Incorporates industry and stakeholder perspectives when developing HR initiatives
- Develops and maintains effective contacts, relationships and networks to deliver business outcomes
- Drive the internal culture to meet the demands of external stakeholders

Examples of evidence:

- Reports from relevant stakeholders of leadership role undertaken
- Documentation of leadership activities undertaken in networking and promotion of role
- Documentation of an HR strategy demonstrating stakeholder focus

WORKFORCE DESIGNER

- Drives the development of organisational capability through high performing people
- Provides and facilitates a work environment that motivates and retains key talent
- Understands the core people competencies required for the organisation to meet its business goals.
- Provides and supports opportunities to facilitate personal change where necessary and sound processes for termination, where appropriate.

Examples of evidence:

- Reports from CEO of role played by applicant in assistance with setting organisational capability requirements
- Evidence of decisions which have been implemented from an organisational capability perspective

CREDIBLE ACTIVIST

- Exercises influence and provides HR advice to achieve objectives
- Uses HR skills and knowledge to influence senior management decision making
- Exercises sound judgement and political nous when supporting organisational direction
- Builds a track record of achieving results and meets commitments in a timely and effective manner
- Applies effective written and interpersonal communication skills
- Displays integrity and promotes ethical corporate behaviour and practice
- Exercises the courage required to provide candid observations that further organisational development
- Is a role model for the organisation's values and culture

Examples of evidence:

- Report from significant consultancy project which was led by the applicant recommending HR responses to changing environment
- Documentation of work done dealing with specific people management issues

- demonstrating a leadership role
- Business plan and evidence of leadership role played in developing it
- Evidence of major decisions which have been influenced from a people management perspective
- Evidence which demonstrates that the applicant declares any potential conflict of interest, respects the rights of others and respects confidentiality
- Referees' and / or mentor's reports which demonstrate a leadership role in professional ethics;
- Evidence of development of an ethics training program

EXPERT PRACTITIONER

- Applies expert HR knowledge to deliver value to the business
- Applies and continuously grows personal knowledge to improve productivity and other business outcomes
- Knows extent of own skills and knowledge and when to engage specialist expertise/tools from HR and other areas of the business
- Translates and adapts theory into practice to deliver value to the business
- Works with departmental representatives to ensure that HR policies meet business requirements
- Contributes to fulfilling HR function's charter and mission within the organisation, including provision of information and advice about people management and the HR function's role, services and capabilities
- Manages coaching, mentoring and development frameworks to provide people management solutions to the line

Examples of evidence:

- Higher academic qualifications, such as a Master's or Ph.D.;
- Evidence of leadership in projects which bring together a wide range of HR knowledge which will fundamentally affect the operations of organisations
- HR strategy document which demonstrates the links and impacts conceived
- Reports from referees testifying to leadership in specialisation
- HR strategy document which demonstrates the links and impacts conceived

CULTURE AND CHANGE AGENT

- Drives change in response to internal and external operating environments
- Conceives a clear concept of the culture required for the business to succeed
- Conceives innovative HR practices that create and foster the desired culture
- Helps all employees to understand the personal behavioural implications of the culture
- Translates culture into management practices (e.g., staffing, resource allocation, compensation) and aligns individual behaviour and organisational goals
- Where required, supports the business cases for change and identifies and engages people who can make change happen
- Monitors progress and success of change processes and sustains change through HR practices
- Communicates the outcomes of change to the organisation and adapts the learning from change experiences to new change initiatives.

Examples of evidence:

- Referee's report on contribution to driving cultural change in organisations
- Report from consultancy project in which applicant made a substantial contribution to recommending HR responses to changing environment