

# 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
- D: Continuing professional development

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

## 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 Australian HR Capability Framework.



A summary of the eligibility for Fellow membership of AHRI are:

- Ten (10) or more years' experience in a functional HR role
- A minimum of five (5) 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.

Applicants will also be required to provide supporting evidence which demonstrates significant contribution to the HR profession and support or testimonials from peers or other leaders.

#### *1. Evidence of contribution to the HR profession*

Evidence 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*

These must be supplied and signed by 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) should be uploaded as separate files along with your application form and CV in conjunction with your Senior Leaders case study submission.

### [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) and approved by State Council and National President.

**Step 1:** Your application can be received as part of your Senior Leaders Pathway submission.

**Step 2:** Your application will be reviewed by your assessor and a recommendation is made to the NCC.

**Step 3:** Your application will be submitted and endorsed by the NCC.

**Step 4:** Your application will be submitted to Council of State Presidents and the AHRI National President to be approved.

**Step 5:** Your outcome will be advised via email

## C. Fellowship standards (refer to the Australian HR Capability Framework for further detail)

### Influential & strategic versus Operational

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 an 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 Strategist

Understands the organisational strategy and operations and influences human capability to drive and enable a competitive, agile and effective organisation

- Drives the people strategy and operations to create a competitive, agile and effective organisation
- Anticipates the impact of political, economic, social, technological, legislative and environmental factors on the organisation and drives the response
- Drives the competitive advantage to deliver quality outcomes for the organisation through its people including people management strategies and practices to improve organisational performance
- Advocates the alignment and contribution of people management strategies to the wider organisation strategy and objectives

#### Culture & Change Leader

Influences an optimal organisational culture and provides valued insights to achieve individual and organisational objectives

- Drives innovative HR solutions and accountability frameworks to create an optimal organisational culture
- Drives a collaborative, innovative and values-based culture
- Drives values, leadership and ethical behaviour in the organisation's strategy, practices, and culture
- Leads with sound judgement and promotes courage in others to influence decision making
- Drives the value of diversity, equity, and inclusion within the people strategy
- Defines the organisational agenda for diversity, equity and inclusion to positively influence culture and performance

#### Workforce & Workplace Designer

Designs workforce strategy and creates HR solutions to equip the organisation to achieve its strategic and operational objectives

- Drives the need for workforce planning action plans and obtains commitment from key senior stakeholders
- Drives the identification and analysis of critical people and workforce gaps in the current and future workforce
- Defines and drives workforce strategies, policies and procedures to meet organisational needs across the employment lifecycle
- Drives the design and investment in a workforce strategy that is market relevant and meets business requirements of a capable and diverse workforce

- Drives the frameworks that enable the development of workforce capacity and capabilities for the future requirements of the organisation
- Defines the learning and organisational development strategy to facilitate a coaching and learning culture within the organisation
- Drives work development and design structures that meet the organisational needs and define purposeful work

### Expert Practitioner

Builds HR operational knowledge and skills in self and others

- Defines the employee valuation proposition framework to positively impact organisational culture and brand
- Directs employee bargaining negotiations in accordance with employment law
- Drives the strategy for employee relations, dispute resolution and mediation
- Considers business performance impacts and defines approaches for the reward and recognition strategy
- Drives continuous improvement of organisational reward and recognition approaches, considering their impact on talent acquisition and retention
- Reviews data from talent acquisition, reward and retention reports, including alignment to organisational strategy and defines improvement recommendations
- Drives the measurement and evaluation of HR initiatives on organisational outcomes and develops strategies accordingly
- Determines research design strategy and aligns modelling methodologies required to effectively analyse organisation issues and guide resulting recommendations
- Drives change and improvements to processes, policies and procedures to ensure currency of standards and protocols for a safe and healthy working environment for all employees.
- Promotes the relationship between employee health and wellbeing and organisational performance. Reviews impact and return on investment of Health Safety and Wellbeing strategies.
- Empowers employees to invest in their physical, emotional and mental wellbeing and promotes a culture of respect by influencing leadership teams.

### Organisational Enabler

Harnesses critical thinking and technological knowledge to optimise the delivery of HR practices and services

- Drives and empowers the utilisation of HR related technologies to assist the organisation to achieve its strategic objectives
- Defines HR digitisation strategy to drive effective ways of working and improve business performance
- Drives the effective implementation of the organisation's HR digitisation strategy
- Drives the effectiveness of the organisation's HR digitisation strategy and ensures the building of digital capability across the organisation

### Trusted Partner

Builds and fosters relationships and partnerships with key stakeholders to ensure organisational capability

- Leverages industry, government and sector stakeholders to develop valued and effective HR solutions
- Leverages partnerships and networks to deliver required HR solutions which achieve organisational outcomes
- Coaches stakeholders to develop the capability required to perform their people management responsibilities
- Drives solutions focused conversations that influence stakeholders to make informed decisions about organisational capability uplift

#### D: Continuing professional development

As a Fellow Certified HR Practitioner, you are making a commitment to modelling excellence in the workplace by continuing to develop your skills and knowledge as well as exploring ways to mentor and coach and share your knowledge with your team and others towards the professionalisation of the HR profession.

AHRI Certified HR Practitioners (CPHR and FCPHR) are required to complete sixty (60) hours of CPD every three (3) years to maintain their HR certification status or professional membership.

CPD can include:

Conferences and Seminars	Informal Learning
Formal Education	Learning Activities
Industry Involvement	Presentation of Papers
Mentoring	Service to the HR Profession

Post Nominal

