AHRI PROFESSIONAL RECOGNITION FRAMEWORK (PRF)
BY LAW 4

AHRI Professional Recognition Framework (PRF)

Contents

In accordance with the current methodology and practice used by most professions, the Australian Human Resources Institute (AHRI) has developed a professional membership standards model. Each level of membership is defined by criteria based on professional attributes (knowledge and skills) expected of a practitioner at that level.

The purpose of this document is to detail the AHRI individual membership levels (both professional and non-professional), the criteria required at each level of membership, the professional standards required of AHRI members at all levels of professional membership (i.e. Graduate, MAHRI, CAHRI CPHR, FAHRI and FCPHR) and the governing structures.

Further information is located on the AHRI website.

HR Certification

Over the years, HR practitioners have been asked to play many roles – from overseeing transactional operations to functioning as a high-level business partner. As part of the strategic vision for the role of AHRI as the professional body for HR in Australia, AHRI has now resolved to "set the bar" for the HR profession in Australia by clearly defining what good HR is through professional HR certification.

HR certification will demonstrate to the wider market and to those within the profession that they have the professional knowledge, skills and behaviour at a standard that enables HR practitioners to serve as true partners to the business. Further, Certification confirms to the market that you have not only 'meet the HR standard' required to be a business partner, but that you are committed to continuous professional development in order to stay in touch with contemporary HR practice that is overseen by the professional association.

To support certification, AHRI developed a 4-unit post-graduate equivalent program called the AHRI Practising Certification Program (APC). It was been developed in consultation with HR Practitioners and business leaders to provide HR practitioners with access to the knowledge, skills and behaviours required to deliver 'good HR'. Via the final 4th capstone unit of the APC, HR practitioners are required to demonstrate that they have the capability to effectively apply their HR knowledge, skills and behaviour in the workplace and have these independently verified.

Those experienced practitioners that have existing skills will be given opportunity for recognition of prior learning and/or cross credit for the knowledge. Alternative pathways to Certification beyond studying the APC are also available for senior HR Leaders and those members who have joined AHRI via the CIPD reciprocity agreement. Refer to the AHRI website for further information on HR Certification in Australia.

AHRI National Certification Council (NCC)

The NCC is the awarding body of the professional certification status of Certified Practitioner.

It will be responsible for overseeing the mechanisms available to members with respect to certified member application processes and continuous professional development (CPD) audits, including management of appeals.

The members of the council come from a broad range of representative stakeholder groups that are capable of overseeing the key areas of academic knowledge and practical competence.

Details of the Certification Council structure have been included as part of By-Law 7 and information is available on the AHRI website.

Professional Membership

The following levels of professional membership are designed for those individuals who wish to obtain professional recognition for their HR knowledge and skills, and their involvement in, and contribution to the profession and AHRI.

Upon entry to these categories, there is a requirement for a commitment to continuing professional development (CPD) in order to maintain the awarded level of professional membership.

Only AHRI Professional Members have voting rights and are eligible to vote at the AGM/EGM's and in state-based council elections. Only AHRI Professional Members are able to hold a formal volunteer position or be an AHRI representative such as a network convenor.

Applications for the following categories must meet the recognition criteria.

FAHRI and FCPHR

AHRI Fellow 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. Fellows are committed members of AHRI and may use the post-nominal FAHRI. Fellows who have completed one of the 3 certification pathways will be entitled to use the post-nominal FCPHR.

The criteria for Fellow of AHRI are:

- ten or more years HR experience
- a minimum of five years in a senior position demonstrating a record of achievement in strategic HR management and leadership
- completion of an AHRI accredited or relevant postgraduate qualification or equivalent knowledge, skills and experience
- demonstrated contribution to the HR profession

It is possible for senior members of the HR profession to be invited by the National President to join AHRI as a Fellow, but is contingent upon either a demonstrated past commitment or a future commitment to AHRI.

FCAHR

AHRI Academic Fellow is a level of professional membership which recognises Academics who use their knowledge and research expertise to provide direction and leadership in the HR discipline in academia. They provide insight and guidance to facilitate the development and delivery of undergraduate and postgraduate higher education programs and/or research in the HR discipline. The Academic Fellow has an established reputation outside the organisation and uses this as a basis for sharing good practice internally.

Academic Fellow membership indicates that the AHRI member is an academic or research leader renowned nationally and beyond as an expert in a broad range of HR subject areas. It also shows that s/he has significant depth in research and/or teaching with major contributions to appropriate policy or strategic decisions and initiatives within their institution/organisation or more broadly in relation to HR teaching, learning, research or development.

The Academic Fellow fully understands their institution or organisation's operating environment, its context and objectives and how their own role fits into these. They use this understanding to build and foster relationships and partnerships with key stakeholders in order to foster a productive and sustainable organisational culture and ensure organisational capability. In many cases, they also use this knowledge to promote the value of HRM externally, in government, industry and community forums.

An Academic Fellow will most likely have attained any of these positions:

- Professor or any Senior Academic position.
- Director of Research, Professorial Research Fellow or its equivalent in a non-academic research organisation.

Academic Fellow membership recognises the individual's professional contribution to the delivery and expansion of HR thinking and knowledge, not only within their own institution but at a national and international level. It also indicates their commitment to maintaining professionalism in practice and continuous development of self and others, as well as confirming agreement to abide by the AHRI the AHRI Code of Ethics and Professional Conduct and the CPD policy.

The Academic Fellow would normally possess a relevant PhD or Doctorate qualification/or equivalent.

CAHRI and CPHR

Until 31 December 2017 application to the level of CAHRI membership is available via an assessment of qualifications and experience. Applicants are required to have either a postgraduate HR relevant qualification and at least 5 years of HR relevant experience (with a minimum of 2 years of HR Management or Leadership experience). Without a postgraduate qualification, at least 8 years of HR relevant experience (including a minimum of 2 year's HR Management or Leadership experience) is required.

Members who have been admitted to the membership level of CAHRI before 2018 will be entitled to maintain that level of membership, which respects the prevailing good faith at the time they earned that standing.

Commencing 2018 applicants wanting to become Certified Practitioners will be required to complete one of the 3 certification pathways. These pathways are:
- The four-unit postgraduate level equivalent AHRI Practising Certification Program, with the qualification/award known as the AHRI Practising Certification (APC).
- The Senior Leaders pathway, which includes the preparation and submission of a case-study mapped to the AHRI Model of Excellence, along with stakeholder support and an interview with the sub-committee of the NCC prior to presentation to the NCC.
- Mutual partnership agreement pathway, which recognises an equivalent certification pathway with other HR industry certification bodies.

HR professionals who have completed one of the 3 certification pathways will be entitled to use the post-nominal CPHR.

CAHR

The AHRI Certified Academic member uses their knowledge and research experience to contribute to the design, delivery and management of higher education programmes and/or research within the HR discipline. They fully understand their institution or organisation's operating environment, its context and objectives and how their own role fits into these. They use this understanding to build and foster relationships and partnerships with key stakeholders in order to foster a productive and sustainable organisational culture and ensure organisational capability. In many cases, they also use this knowledge to promote the value of HRM externally, in government, industry and community forums.
A Certified Academic Member will most likely have attained any of these positions:

- Senior or Principal Lecturer, Senior Teaching Fellow, Curriculum Leader or equivalent academic position.
- Senior/Principal Researcher or Senior/Principal Research Fellow.
- Lecturer and evidence of substantial research or teaching and learning contribution to the HR Field.

Certified Academic membership recognises the individual's professional contribution to the delivery and expansion of HR thinking and knowledge, not only within their own institution but at a national level. It also indicates their commitment to maintaining professionalism in practice and continuous development of self and others, as well as confirming agreement to abide by the AHRI Code of Ethics and Professional Conduct and the CPD policy.

The Certified Academic member would normally have a PhD or Doctoral qualification/or equivalent.

Applicants wanting to become Certified Academics will be required to complete one of the following certification pathways. These pathways are:

- The Senior Academic pathway, which includes the preparation and submission of a portfolio with evidence of teaching/research/consulting philosophies mapped to the AHRI Model of Excellence, along with stakeholder support and an interview with the sub-committee of the NCC prior to presentation to the NCC.
- Mutual partnership agreement pathway, which recognises an equivalent certification pathway with other HR industry certification bodies.

MAHRI

The level of MAHRI is available to HR professionals who:

- have completed an undergraduate degree from a recognized tertiary institution and a minimum of two (2) years' recent experience in a HR role, or
- experienced HR professionals with a minimum of five (5) years' working in a HR role (without a formal qualification) or
- experienced people managers or business leaders with a minimum five (5) years' relevant vocational practice in management, seeking to broaden and enhance their HRM capability.

Members at this level may use the post-nominal MAHRI.

AMAHRI

For those that are progressing down an HR academic pathway, the AHRI Academic Member uses their knowledge and research experience to contribute to the design, delivery and management of higher education programmes and/or research. They understand their organisation's operating environment, its context and objectives and how their own role fits into these. They use this understanding to build and foster relationships and partnerships with key stakeholders in order to foster a productive and sustainable organisational culture and ensure organisational capability.
Academic membership indicates that this member is beginning to gain credibility in one or several HR subject areas and is starting to grow into a team or subject leader role within their academic division or department and/or lead independent research and small teams.
An Academic Member will most likely have attained the following sorts of positions in the HR field:
•   Lecturer
•   Teaching Fellow
•   Teacher or Course Tutor
•   Research Associate or Research Officer.
Academic membership recognises the member's professional contribution to the delivery and expansion of HR thinking and knowledge, maintaining professionalism in practice and commitment to self-development. It also indicates that the individual has agreed to abide by the AHRI Code of Ethics and Professional Conduct and the CPD policy. The Academic member ideally should have a Masters qualification or must have a minimum educational qualification that provides the required underpinning knowledge, this is an undergraduate degree. Members at this level may use the post-nominal AMAHRI.

Graduate Member

Graduate membership is a professional-level membership designed especially for university graduates who have completed a HR relevant Bachelor level qualification (or higher) within the last 2 years.

Graduate membership is offered at a reduced price to recognise that graduates are at the start of their HR career and it provides full access to member resources to help build a successful future in the profession.

Graduate membership may be held for a maximum of 2 years. Members at this level may use the post-nominal GAHRI. After 2 years of graduate membership, members will be regraded to the appropriate level of membership appropriate to their qualifications and experience.

Life Fellowship

AHRI Life Fellowship is the most distinguished award the Institute makes. As such it is deserving of close examination and reflection, and it should not be easily given.

Life Fellowship of AHRI is by invitation (not self-nomination/application) and may be awarded to individuals who:

- are nationally and/or internationally recognised for excellence in the field of human resources.
- have made a highly distinguished and nationally and/or internationally recognised contribution and impact on the human resources profession within the past 5 years.

Persons nominated for Life Fellowship should normally have been Fellows of the Institute for more than five years, although it is possible for persons other than Fellows to be elevated to Life Fellow.

Nominations in writing for the award of Life Fellowship may come from a State Council, the Council of State Presidents or the AHRI Board.

Admission as an AHRI Life Fellow is a two-step process requiring approval of the AHRI Board and the Council of State Presidents. A majority is required from the two groups for the nomination to progress.

If the nomination is carried, at the discretion of the AHRI board, the nominee should be approached to determine whether they are willing to accept the award.

The approval of the award should be confidential to the nominee, the Board, and the minimum number of administrative staff necessary, until it is announced. Once approved, the Council of State Presidents and/or the nominating body should advise the relevant state president of the approval. Details regarding the formal announcement of the award will be determined post approval.

Life Fellows may use the post-nominal 'FAHRI*Life*'. A register of the names of Life Fellows shall be maintained by the AHRI National Office. Life Fellowship is complimentary, and carries the membership benefits of Fellows without further cost to the Life Fellow, for the life of the Life Fellow.

Life Member of AHRI (LAHRI)

In recognition of commitment and loyalty to the Institute, AHRI Life Membership is awarded to those who have membership tenure of 50+ years.

Life Members of AHRI are recognised and awarded the post-nominal LAHRI.

Note: Life members and Life Fellows are different in status. Life Membership is based on longevity of membership tenure, whereas Life Fellowship is only awarded to those Members who have made a significant contribution to the field of HR, and to the profession.

AHRI Medal

The AHRI medal recognises an individual's exemplary contribution to the advancement of the Institute. The award is made for outstanding leadership, innovation, research, influence, initiative development, example and/or completed project management, which has resulted in an exemplary, transparent and publicly-evident major step forward for AHRI.

Nomination for the AHRI Medal may be made for:

- professional members of AHRI
- individuals, not organisations
- the champion or the leader of the accomplishment, where the accomplishment has been completed over a substantial period.

Nominations in writing for the award of the AHRI Medal may come from the Council of State Presidents or the AHRI Board. A majority is required from the body not nominating for the nomination to progress. If the nomination is carried, the nominee is invited to attend the relevant national event at which the AHRI medal will be presented.

Non-Professional Membership Levels

Non-professional Members do not hold voting rights and therefore are not eligible to vote at the AGM/EGM's, or in the state-based council elections.

Student Member
Student Membership is available to students who have not previously worked in HR who are studying full-time at a tertiary level or equivalent in HR or other related areas, e.g., business, law, commerce or psychology.

Student members have access to student only member benefits, such as Student communications to keep up to date with any events or initiatives being run for students. Student benefits have been designed to support their studies and prepare them for entering the workforce upon graduation. Student members are also able to attend free member-only networking forums to build a network of HR professionals and upskill on specialist HR topics.

Affiliate Member

Affiliate membership of AHRI is a grade of membership open to all. Affiliate membership enables individuals with people management and human resources responsibilities to access AHRI member services without having to demonstrate professional knowledge or competence or commit to ongoing continuous professional development.

Affiliate membership is ideal for people who want to keep up to date with HR and people management issues and gain access to professional networks, and is also an appropriate membership for line managers, small business operators, professional services providers and business owners.

Affiliate members who are working in dedicated HR roles should consider upgrading to a professional level membership.

Other Membership Types

Organisation Member

AHRI organisation membership provides private and public companies and government departments at all levels with exclusive access to comprehensive, current and relevant HR industry knowledge and expertise ensuring that individuals responsible for people management take every step to stay in touch with developments in the field of HR.

Organisation members pay a flat annual fee for access to a comprehensive range of organisation specific benefits and individual membership (professional or non-professional) for one nominated employee.

Additional nominated members may be added at substantial discounted rates and additional AHRI services can be bundled within the Organisation membership as required.

Professional Membership Requirements Summary

This table represents a summary of the pathways to professional AHRI membership.

For specific references to the application of the core capabilities for each member grade, please refer to the AHRI website Model of Excellence on the AHRI Website.

Member Designation	Minimum qualifications	Work experience	Evidence	CPD Requirements
Student member	Not applicable	Not applicable	Full-time or part-time enrolment confirmation	Not applicable
Affiliate member	Not applicable	Not applicable	Not applicable	Not applicable
Graduate Member (GAHRI)	AHRI accredited undergraduate qualification or equivalent undergraduate qualification	Not applicable	Copy of transcript or certificate/testamur	30 hours over 3 years
Professional Member (MAHRI)	HR professionals with an undergraduate degree from a recognised tertiary institution and a minimum of two (2) years' recent experience in a HR role	Experienced HR professionals with a minimum of five (5) years' working in a HR role (without a formal qualification) *Or* Experienced people managers or business leaders with a minimum five (5) years' relevant vocational practice in management.	Copy of transcript or certificate/testamur *Or* Curriculum vitae	30 hours over 3 years
Professional Member (AMAHRI)	Ideally AHRI Masters accredited degree or equivalent Masters qualification *Or* AHRI accredited undergraduate qualification or equivalent undergraduate qualification	Professional contribution to the delivery and expansion of HR thinking and knowledge. *Plus* Committed to continuing CPD	Copy of transcript or certificate/testamur *And* Curriculum vitae	30 hours over 3 years

Member Designation	Minimum qualifications	Work experience	Evidence	CPD Requirements
Professional Member (CAHRI)	AHRI accredited post graduate qualification or equivalent postgraduate qualification *Or* Equivalent knowledge, skills and experience	In conjunction with a postgraduate qualification: 5 years of HR relevant experience, including at least 2 years in HR management or leadership Or Without a postgraduate qualification: 8 years' relevant work experience, including a minimum of 2 years in HR management or leadership	Copy of transcript or certificate/testamur Plus Curriculum vitae showing 5+ years' experience <u>Or</u> Curriculum vitae showing 8+ years' experience	60 hours over 3 years
Certified Academic (CAHR)	Normally - Relevant PhD or Doctoral Qualification/or equivalent *Plus* Undertaken one of the certification pathways	Contribution to the delivery and expansion of HR thinking and knowledge, not only within their own institution but at a national level. *Plus* Committed to continuing CPD	Copy of transcript or certificate/testamur *And* Curriculum vitae *Plus* Satisfied the requirements of AHRI certification	60 hours over 3 years
Certified Practitioner (CPHR)	Completion of the AHRI APC Or Via one of the alternative certification pathways	As per the minimum entry requirements for APC	Satisfied the requirements of AHRI certification	60 hours over 3 years
		10 or more years HR experience and a minimum of five years in		

Member Designation	Minimum qualifications	Work experience	Evidence	CPD Requirements
Fellow (FAHRI)	AHRI accredited post graduate qualification or equivalent post graduate qualification AND Equivalent knowledge, skills and experience	a senior position demonstrating a record of achievement in strategic HR management and leadership *Plus* Demonstrated contribution to the HR profession *Plus* Committed to continuing CPD	Two References/testimonials supporting application *Plus* Certified copy of academic results *Plus* Curriculum vitae Plus Completed Fellow application form	30 hours over 3 years
Fellow with status of Certified Practitioner (FCPHR)	Completion of the AHRI APC Or Via one of the alternative pathways to certification	10 or more years HR experience and a minimum of two years in a senior position demonstrating a record of achievement in strategic HR management and leadership *Plus* Demonstrated contribution to the HR profession *Plus* Committed to continuing CPD	Certified copy of academic results *Plus* Curriculum vitae *Plus* Satisfied the requirements of AHRI Certification	60 hours over 3 years
Fellow with status of Certified Academic	Normally - Relevant PhD or Doctoral Qualification/or equivalent *Plus* Undertaken one of the alternative pathways to certification	Academic or research leader renowned nationally and beyond as an expert in at least two HR subject areas. *Plus* Contributed to the delivery and expansion of HR thinking and knowledge. *Plus* Committed to continuing CPD	Copy of transcript or certificate/testamur *And* Curriculum vitae *Plus* Satisfied the requirements of AHRI Certification	60 hours over 3 years
LAHRI		Not applicable	Not applicable	Not applicable

Member Designation	Minimum qualifications	Work experience	Evidence	CPD Requirements
	Membership tenure of 50+ years.			

Application Process

Applications for AHRI professional memberships or upgrades may be made online via the AHRI website or by completing the appropriate membership application forms for:

Student
Affiliate
Graduate
MAHRI
AMAHRI
CAHRI
CPHR
CAHR
FAHRI
FCPHR
FCAHR
Life member (LAHRI) (no application process is required as it is awarded automatically)

Note: Applications for Fellow are made via completion of an AHRI Fellowship application form. An AHRI Fellowship Application Guide is available from the AHRI website

Applications are assessed in accordance with the membership criteria.

Appendix 1: Continuous Professional Development Standards

In support of members' CPD, AHRI provides a wide variety of formal and informal activities and services to assist them in maintaining currency. Professional members are able to track their CPD via an online tool that automatically accumulates CPD hours from AHRI attended activities, but also facilitates the manual update with non-AHRI professional activities.

Membership Level	# Hours of CPD	Eligible Activities (draft) *(refer to definitions of 'types' below)*	Audit Strategy
FAHRI, FCPHR and FCAHR	30 Hours of CPD over a 3-year period, specifically relating to advancing the HR profession.	Type 3 - Conferences and seminars Type 4 - Presentation of papers Type 5 – Industry involvement Type 6 – Service to the Profession	All Fellow applications are taking through a series of formal reviews prior to being awarded. A random sample of 10% of all FAHRI members will be audited on an annual basis . All FCPHR and FCAHR members will be audited at least once every three years as part of the commitment to maintaining certification standards.
CAHRI, CPHR and CAHR	60 Hours of CPD over a 3-year period.	Minimum of 40 hours by participating in the following activities: Type 1 - Formal education Type 2 - Learning activities Type 3 - Conferences and seminars Type 4 - Presentation of papers The remaining 20 hours may be accumulated by participating in the following activities: Type 5 – Industry involvement Type 6 – Service to the profession Type 7 – Informal learning	A random sample of 10% of all CAHRI members will be audited on an annual basis . All CPHR and CAHR members will be audited at least once every three years as part of the commitment to maintaining the certifciation standards.
MAHRI, AMAHRI and GAHRI	30 Hours of CPD over a 3-year period.	Type 1 - Formal education Type 2 - Learning activities Type 3 - Conferences and seminars Type 4 - Presentation of papers Type 5 – Industry involvement Type 6 – Service to the profession *(A limit of 20 per cent of total CPD in any 3-year period is allowed)* Type 7 – Informal learning *(A limit of 10 per cent of total CPD in any 3-year period is allowed)*	A random sample of 10% of all Member Professional and Graduate members will be audited on an annual basis.
LAHRI	There are no CPD requirements for this membership grade		
Affiliate	There are no CPD requirements for this membership grade		
Student	There are no CPD requirements for this membership grade		

Outline of CPD Types

Type 1 - Formal education

Formal education is learning undertaken in pursuit of an award or certification. For example, AHRI education programs, or award programs in HR and related disciplines offered by AHRI accredited universities and TAFEs. Members undertaking courses must satisfy assessment requirements to claim CPD hours.

Activities of this type include formal classroom and distance education (including online delivery) and may be external to employment or conducted in-house. They will always include time spent in preparation and follow-up, either through lectures or self-study activities and will involve some form of assessment.

CPD hours include the actual classes attended and/or research undertaken. For distance learning, the simplest approach is to estimate the equivalent number of hours of formal face-to-face education that would have been involved.

Type 2 - Learning activities

This area covers recognised, structured training that is not part of a formal award or qualification process, and generally does not involve structured assessment. Learning activities can include:

- Non-assessed courses education and learning institutions (including AHRI and relevant non-AHRI activities) and employers (delivered face-to-face, distance and online in-company)
- Attendance at professional HR events such as AHRI network forum presentations
- Non-assessed professional training organised through the employer

CPD hours are generally calculated on the basis of the number of hours attended and exclude meal breaks.

TYPE 3 – Conferences and Seminar

Participating in conferences, seminars, webinars, etc., can be claimed as CPD provided the content relates to the individual's professional development. CPD hours are generally calculated on the basis of the number of hours spent in active participation (e.g., excluding meal breaks, social events and travelling).

TYPE 4 – Contribution to intellectual capital presentation of papers

CPD hours can be claimed for preparation and/or contribution to activities such as: conferences, seminars, articles, blogs, etc., which are conducted beyond normal employment. For this to be considered CPD, it must extend knowledge in the person's area of HR practice and contribute to the capabilities required of HR professionals. CPD hours are generally calculated on the basis of the number of hours required in preparing and giving the presentation.

Applications prepared and presented to AHRI for the Senior Leaders pathway to Certification attracts 15 CPD hours in the year of application.

TYPE 5 – Industry involvement

HR professionals employed in academic positions are expected to foster links with industry for the benefit of HR education, research and practice in Australia. This requirement also ensures that they are exposed to development in HR practices outside the university or TAFE institution.
Industry involvement can include:

- Consulting services
- Industry partnership/supervision in research
- Sabbaticals to industry and return to industry
- Industry committees for course development

CPD hours are calculated based on the number of hours of involvement.

TYPE 6 – Service to the HR profession

Service to the profession is a valid form of CPD particularly where it extends the development of the person making the contribution.

For AHRI members, service may include:

- Standing as an AHRI council member
- Volunteering as an AHRI network convener and member
- Judging for AHRI Awards programs
- Contribution to AHRI committees and panels
- Participating in an AHRI Mentor Program as a mentor
- Writing articles for HR or business magazines or journals
- Participation in AHRI research

CPD hours are calculated based on the number of hours of actual involvement.

TYPE 7 – Informal learning

There is considerable scope for informal learning away from the work environment. Discussion groups, webinars, books, journals, newspapers, television and radio programs provide a wealth of professional development material. CPD hours are calculated based on the number of hours of actual involvement.

Appendix 2: AHRI Professional Standards

Operational versus Influential/Strategic

It is expected that AHRI members in the GAHRI, MAHRI, AMAHRI, CAHRI, CPHR, CAHR, FAHRI, FCAHR and FCPHR membership levels will have a general awareness or basic knowledge across the spectrum of human resource practice. What distinguishes a FAHRI, FCPHR, and FCAHR from other grades is the greater involvement they will have in strategic and influential activities and less in operational activities.

GAHRI and MAHRI

BUSINESS DRIVEN
Understands the organisational context and objectives

- Understands the operations and products and services of the organisation
- Understands the key organisational drivers, stakeholder needs and organisational performance.
- Understands that competitive advantage is achieved through people for the organisation.
- Understands and appreciates the impact of the legislative framework and government policy on the organisation.
- Understands and appreciates the impact of social, technological, economic and demographic changes on the organisation
- Responds appropriately to internal and external influences and their likely impact on workforce risk, governance, sustainability and organisational performance
- Contributes to operational outcomes that are in the context of and consistent with other organisational systems
- Understands and applies the language of the organisation.

Examples of evidence:
- Manager's report
- Documentation of work done to deliver added value.
- HR services and programs to the operational business requirements
- Evidence of work done as part of a team.

STRATEGIC ARCHITECT
Contributes to organisational strategy translated into HR strategy

- Supports and implements HR strategies that are valued and ensure organisational strategies are achieved.
- Supports action to ensure HR strategy and functions, improve organisational performance
- Supports the design and delivery solutions to workforce issues, challenges and opportunities.
- Supports effective and valued HR practices appropriate to organisational context and outcomes required.
- Supports the measurement and evaluation of the impact of HR solutions on organisational results and adapts strategies accordingly.

Examples of evidence:
- Referee's report
- Documentation of relevant advice provided

ETHICAL AND CREDIBLE ACTIVIST
Influences through the provision of valued insights resulting in the achievement of individual and organisational

objectives

- Contributes to and supports quality decision making
- Has experience in supporting positive people results for the organisation
- Has the ability to contribute using appropriate communication skills.
- Displays high order personal values including integrity, ethical behaviour and accountability for people practices.

Examples of evidence:

- Documentation of contribution to dealing with a specific people management issue demonstrating appropriate role
- 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 the application of professional ethics in undertaking HR activities

EXPERT PRACTITIONER
Builds, maintains and applies HR knowledge

- Continuously grows personal knowledge in HR, leadership and other people management areas
- Builds and develops insights on how business decisions affect organisational design, culture and business performance
- Understands extent of internal capability and when to engage specialist expertise/tools from HR and other areas of the business
- Understands and anticipates emerging and current global trends and technological changes and their impact on the workforce and the workplace
- Understands how to translate and adapt theory into practice.
- Understands and supports the provision of organisational data, performance indicators and other measurements.
- Supports and provides advice on information and advice about people management and the HR function's role, services and capabilities.
- Demonstrates a pragmatic and effective problem solving ability.

Examples of evidence:

- Relevant academic qualifications (AHRI accredited)
- Mentor's or internal / external clients report on how knowledge has been applied
- Examples of projects where knowledge has been applied

WORKFORCE AND WORKPLACE DESIGNER
Designs a workplace that sustains a capable workforce

- Supports a productive and sustainable workplace.
- Supports the designs of jobs which match the needs of the organisation and individual employee capabilities and aspiration.

- Assists in providing workforce analytics to identify strategic and operational workforce requirements.
- Supports the attraction, retention, development, engagement and rewarding of a capable workforce reflective of the organisation's diverse community and service delivery requirements.
- Supports the response to external and internal realities that require adjustment to the current workplace and workforce.
- Supports the creation of performance frameworks and systems that ensure a productive workforce.
- Supports the creation of a workplace that is motivating and engaging.
- Supports the building of frameworks that enable the development of workforce capabilities.

Examples of evidence:
- Reports from manager of role played by applicant in assistance with setting competency requirements
- Documentation the support of of recruitment and performance management activities and processes

CULTURE AND CHANGE LEADER
Fosters a productive and sustainable organisational culture

- Has an understanding of the components required for a productive and sustainable organisational culture.
- Supports the design and delivery of innovative HR solutions that create and foster a productive and sustainable organisational culture
- Supports the creation, communication and implementation of accountability frameworks of expected employee behaviors.
- Assist in the translation of culture into workforce and workplace practices
- Assist in embedding a culture of coaching for performance and productivity into the organisation.
- Supports monitoring of the progress and success of change processes and sustains change through HR solutions
- Supports the application of learnings from change programs/experiences conducted in the organisation.

Examples of evidence:
- Results from climate surveys conducted within organisation
- Report on contribution to change process undertaken and their outcomes

STAKEHOLDER MENTOR AND COACH
Builds and fosters relationships and partnerships with key stakeholders in order to ensure organisational capability

- Assist in building relationships with stakeholders to develop valued and effective HR solutions which achieve organisational outcomes
- Supports the delivery of solutions that meet stakeholder needs.
- Supports the mechanisms for effective support and capability development of stakeholders that meet their people management requirements
- Assist in providing support to managers in order to develop the competence and confidence required to perform their people management responsibilities effectively
- Supports the partnering of stakeholders to ensure that HR solutions are aligned with organisational context and objectives.

Examples of evidence:

- Reports from relevant stakeholders of role played by applicant
- Documentation of activities undertaken in networking and promotion of role
- A report which documents assistance provided in the development of HR functions in organisations

BEHAVIOURS

Behaviour	GAHRI and MAHRI
Critical and enquiring thinker	Understands and supports analysis of data to contribute to decision making
Solutions driven	Supports HR activities in order to achieve organisational objectives
Future oriented	Builds and applies HR knowledge to address future challenges
Influencer	Builds personal capability in order to exercise influence on others to affect the actions, behaviour or opinions.
Courageous	Builds personal capability in order to exercise authority and support the negotiation of outcomes
Understand and care	Understands the importance of the varied perspectives of different stakeholders
Collaborative	Understands the importance of building productive relationships with key stakeholders
Credible	Understand the importance of acting with credibility and integrity
Resolver of issues	Supports the delivery of outcomes to resolve issues
Professional	Understands the importance and acts in a professional and appropriate manner

AMAHRI

ETHICAL AND CREDIBLE ACTIVIST
Influences through the provision of valued insights resulting in the achievement of Academic objectives

- Contributes to and supports quality decision making
- Has experience in supporting positive Academic and/or Research results
- Has the ability to contribute using appropriate communication skills.
- Displays high order personal values including integrity, ethical behaviour and accountability for people practices.

Examples of evidence:

- Documentation of contribution to dealing with an Academic or Research issue demonstrating appropriate role
- 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 the application of professional ethics in undertaking Academic HR activities

EXPERT PRACTITIONER
Builds, maintains and applies HR knowledge

- Continuously grows personal knowledge in HR, leadership and other people management areas
- Builds and develops insights on how business decisions affect organisational design, culture and business performance
- Understands and anticipates emerging and current global trends and technological changes and their impact on the workforce, the workplace, and Academic content or research activity.
- Understands how to translate and adapt theory into practice.
- Understands and supports the provision of organisational data, performance indicators and other measurements.
- Supports and provides advice on information and advice about people management and the HR function's role, services and capabilities.
- Demonstrates a pragmatic and effective problem solving ability.

Examples of evidence:
- Relevant academic qualifications (AHRI accredited)
- Evidence of the design, delivery, and management of higher education programmes and/or research
- Mentor's or internal / external clients report on how knowledge has been applied

STAKEHOLDER MENTOR AND COACH
Builds and fosters relationships and partnerships with key stakeholders in order to ensure academic capability

- Assist in building relationships with stakeholders to develop valued and effective HR solutions which achieve organisational and Academic and/or research outcomes
- Supports the delivery of solutions that meet stakeholder needs.
- Supports the mechanisms for effective support and capability development of stakeholders that meet their people management requirements
- Supports the partnering of stakeholders to ensure that HR solutions are aligned with Academic and/or research context and objectives.

BEHAVIOURS

Behaviour	GAHRI and MAHRI
Critical and enquiring thinker	Understands and supports analysis of data to contribute to decision making
Solutions driven	Supports HR Academic and/or research activities in order to achieve organisational objectives
Future oriented	Builds and applies HR knowledge to address future challenges
Influencer	Builds personal capability in order to exercise influence on others to affect the actions, behaviour or opinions.
Courageous	Builds personal capability in order to exercise authority and support the negotiation of outcomes
Understand and care	Understands the importance of the varied perspectives of different stakeholders
Collaborative	Understands the importance of building productive relationships with key stakeholders
Credible	Understand the importance of acting with credibility and integrity
Resolver of issues	Supports the delivery of outcomes to resolve issues
Professional	Understands the importance and acts in a professional and appropriate manner

CAHRI and CPHR

BUSINESS DRIVEN
Understands the organisational context and objectives

- Understands the operations and products and services of the organisation
- Understands the key organisational drivers, stakeholder needs and organisational performance.
- Contributes to the organisation's competitive advantage through people for the organisation.
- Understands and anticipates the impact of the legislative framework and government policy on the organisation.)
- Understands and anticipates the impact of social, technological, economic and demographic changes on the organisation
- Responds appropriately to internal and external influences and their likely impact on workforce risk, governance, sustainability and organisational performance
- Provides operational outcomes that are in the context of and consistent with other organisational systems
- Understands and applies the language of the organisation.

Examples of evidence:
- Referee's report
- Documentation of work done to facilitate opportunities for the HR function or department to deliver value-added services and programs to the operational business requirements
- Evidence of work done within a team formation program or as part of a team in business or industry
- Business plan and demonstration of contribution made from a management perspective

STRATEGIC ARCHITECT
Contributes to organisational strategy translated into HR strategy

- Develops and implements HR strategies that are valued and ensure organisational strategies are achieved.
- Takes action to ensure HR strategy and functions, improve organisational performance
- Designs and delivers solutions to workforce issues, challenges and opportunities.
- Applies effective and valued HR practices appropriate to organisational context and outcomes required.
- Measures and evaluates the impact of HR solutions on organisational results and adapts strategies accordingly.

Examples of evidence:
- Documentation of contribution to strategic planning, including reports and advice
- Research paper identifying trends and influences on Strategic HR management

ETHICAL AND CREDIBLE ACTIVIST
Influences through the provision of valued insights resulting in the achievement of individual and organisational objectives

- Uses knowledge to give candid insights to influence quality decision making
- Exercises sound judgement and demonstrates courage when influencing decision making
- Has a track record of achieving positive people results for the organisation
- Uses meaningful and appropriate communication skills.

- Displays high order personal values and leadership including integrity, ethical behaviour and accountability for people practices.

Examples of evidence:
- Documentation of work done dealing with a specific people management issue demonstrating an appropriate management role
- 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 management role in professional ethics
- Referees' reports which document the provision of independent advice about professional ethics

EXPERT PRACTITIONER
Builds, maintains and applies HR knowledge

- Applies and continuously grows personal knowledge in HR, Leadership and other people management areas
- Develops insights on how business decisions affect organisational design, culture and business performance
- Knows extent of internal capability and when to engage specialist expertise/tools from HR and other areas of the business
- Understands and anticipates emerging and current global trends and technological changes and their impact on the workforce and the workplace
- Translates and adapts theory into practice.
- Utilises and applies organisational data, performance indicators and other measurements.
- Provides insights, information and advice about people management and the HR function's role, services and capabilities.
- Develops and exercises political nous and uses judgement when influencing decisions.
- Demonstrates pragmatic and effective problem solving ability.

Examples of evidence:
- Relevant academic qualifications (AHRI accredited)
- Documentation of work done managing the development of a HR Management Plan for an organisation
- Articles in HR publications
- Reports from HR Director documenting contribution made from area of expertise to HR management overall
- Documentation of contribution to HR management plan of issues in own area of expertise.

WORKFORCE AND WORKPLACE DESIGNER
Designs a workplace that sustains a capable workforce

- Contributes to a productive and sustainable workplace.
- Constructs and designs jobs which match the needs of the organisation and individual employee capabilities and aspiration.
- Utilises workforce analytics to identify strategic and operational workforce requirements.
- Attracts, retains, develops, engages and rewards a capable workforce reflective of the organisation's diverse community and service delivery requirements.

- Anticipate and respond to external and internal realities that require adjustment to the current workplace and workforce.
- Establishes organisational team and individual performance frameworks and systems that ensure a productive workforce.
- Provides and facilitates a workplace that is motivating and engaging.
- Builds frameworks that enable the development of workforce capabilities.

Examples of evidence:
- Reports from senior managers of role played by applicant in assistance with setting
- competency requirements
- Documentation of recruitment and performance management activities and processes
- Evidence of decisions which have been implemented from a people management perspective

CULTURE AND CHANGE LEADER
Fosters a productive and sustainable organisational culture

- Has an understanding of the components required for a productive and sustainable organisational culture
- Contributes to and delivers innovative HR solutions that create and foster a productive and sustainable organisational culture
- Determine, communicate and implementing accountability frameworks of expected employee behaviours.
- Translates culture into workforce and workplace practices
- Contributes to a culture of coaching for performance and productivity into the organisation.
- Where required, develops 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 solutions
- Applies the learnings from the outcomes of change experiences.

Examples of evidence:
- Results from climate surveys conducted within organisation
- Report on change process undertaken and its outcomes

STAKEHOLDER MENTOR AND COACH
Builds and fosters relationships and partnerships with key stakeholders in order to ensure organisational capability

- Engages with industry and stakeholders to develop valued and effective HR solutions
- Delivers valued and acted upon insights and solutions that meet stakeholder needs.
- Develops and maintains effective contacts, partnerships, and networks, to deliver required HR solutions which achieve organisational outcomes.
- Establishes and maintains mechanisms for effective support and capability development of stakeholders that meet their people management requirements
- Coaches managers to develop the competence and confidence required to perform their people management responsibilities effectively

- Partners with stakeholders to ensure that HR solutions are aligned with organisational context and objectives.

Examples of evidence:

- Reports from relevant stakeholders of management role undertaken
- Documentation of management activities undertaken in networking and promotion of role
- A report which documents and evaluates the devolution of HR functions in organisations
- Reports from internal or external clients documenting contribution made to HR management overall.

BEHAVIOURS

Behaviour	CAHRI and CPHR
Critical and enquiring thinker	Can analyse data and situations in order to provide advice and make decisions
Solutions driven	Contributes to developing HR activities to achieve organisational objectives
Future oriented	Focuses on continuous learning to address future challenges.
Influencer	Has the capacity to exercise influence on others to effect the actions, behaviour or opinions of others
Courageous	Has the ability and necessary authority to negotiate outcomes as required
Understand and care	Is able to look at a situation and understand the varied perspectives of different stakeholders
Collaborative	Has the ability to build productive relationships and consults with key stakeholders when making decisions
Credible	Is ethical, personally credible and operates with integrity
Resolver of issues	Can bring together teams and deliver outcomes when appropriate and required
Professional	Conducts self appropriately to the situation and is held in high regard by stakeholders

CAHR
ETHICAL AND CREDIBLE ACTIVIST
Influences through the provision of valued insights resulting in the achievement of Academic objectives

- Uses knowledge to give candid insights to influence quality decision making
- Exercises sound judgement and demonstrates courage when influencing decision making
- Has a track record of achieving positive people results for the institution
- Uses meaningful and appropriate communication skills.
- Displays high order personal values and leadership including integrity, ethical behaviour and accountability for people practices.

Examples of evidence:

- Documentation of work done dealing with a specific Academic and/or research issue demonstrating an appropriate management role
- 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 management role in professional ethics
- Referees' reports which document the provision of independent advice about professional ethics

EXPERT PRACTITIONER
Builds, maintains and applies HR knowledge

- Applies and continuously grows personal knowledge in HR, Leadership and other people management areas
- Develops insights on how business decisions affect organisational design, culture and business performance
- Understands and anticipates emerging and current global trends and technological changes and their impact on the workforce, the workplace, and Academic content and/or research activity
- Provides insights, information and advice about people management and the HR function's role, services and capabilities.
- Develops and exercises political nous and uses judgement when influencing decisions.
- Demonstrates pragmatic and effective problem solving ability.

Examples of evidence:
- Relevant academic qualifications (AHRI accredited)
- Documentation of work done managing the development of Academic content and/or research activity
- Articles in HR publications
- Reports from Unit Chair (or equivalent) documenting contribution made from area of expertise to HR Academic content overall

STAKEHOLDER MENTOR AND COACH
Builds and fosters relationships and partnerships with key stakeholders in order to ensure Academic capability

- Engages with industry and stakeholders to develop valued and effective solutions
- Delivers valued and acted upon insights and solutions that meet stakeholder needs.
- Develops and maintains effective contacts, partnerships, and networks, to deliver required Academic solutions
- Establishes and maintains mechanisms for effective support and capability development of stakeholders that meet their requirements
- Partners with stakeholders to ensure that Academic HR solutions and/or research activity are aligned with institutional context and objectives.

Examples of evidence:
- Higher academic qualifications, such as a Masters;
- Reports from relevant stakeholders of role undertaken
- Documentation of Academic activities undertaken in networking and promotion of role
- Reports from internal or external clients documenting contribution made to HR Academia overall.

BEHAVIOURS

Behaviour	CAHR
Critical and enquiring thinker	Can analyse data and situations in order to provide advice and make decisions
Solutions driven	Contributes to developing HR content to achieve Academic objectives
Future oriented	Focuses on continuous learning to address future challenges.
Influencer	Has the capacity to exercise influence on others to effect the actions, behaviour or opinions of others
Courageous	Has the ability and necessary authority to negotiate outcomes as required
Understand and care	Is able to look at a situation and understand the varied perspectives of different stakeholders
Collaborative	Has the ability to build productive relationships and consults with key stakeholders when making decisions
Credible	Is ethical, personally credible and operates with integrity
Resolver of issues	Can bring together teams and deliver outcomes when appropriate and required
Professional	Conducts self appropriately to the situation and is held in high regard by stakeholders

FAHRI and FCPHR

BUSINESS DRIVEN
Understands the organisational context and objectives

- Understands the operations and products and services of the organisation
- Understands the key organisational drivers, stakeholder needs and organisational performance.
- Drives competitive advantage through people for the organisation.
- Anticipates the impact of the legislative framework and government policy on the organisation.)
- Anticipates the impact of social, technological, economic and demographic changes on the organisation
- Responds appropriately to internal and external influences and their likely impact on workforce risk, governance, sustainability and organisational performance
- Drives operational outcomes that are in the context of and consistent with other organisational systems
- Applies the language of the organisation.

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
Contributes to organisational strategy translated into HR strategy

- Determines and drives HR strategies that are valued and ensure organisational strategies are achieved.
- Drives HR strategy and functions, improve organisational performance

- Determines solutions to workforce issues, challenges and opportunities.
- Determines effective and valued HR practices appropriate to organisational context and outcomes required.
- Leads the measurement and evaluation of the impact of HR solutions on organisational results and drives 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 manager
- Referee's report on contribution to conceiving strategies for cultural change in organisations

ETHICAL AND CREDIBLE ACTIVIST
Influences through the provision of valued insights resulting in the achievement of individual and organisational objectives

- Drives the provision of insights to influence quality decision making
- Exercises sound judgement and demonstrates courage when influencing decision making
- Drives positive people results for the organisation
- Uses meaningful and appropriate communication skills.
- Displays high order personal values and leadership including integrity, ethical behaviour and accountability for people practices.

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
Builds, maintains and applies HR knowledge

- Leads, develops and contributes to knowledge in HR, Leadership and other people management areas
- Determines how business decisions affect organisational design, culture and business performance
- Knows extent of internal capability and when to engage specialist expertise/tools from HR and other areas of the business
- Anticipates emerging and current global trends and technological changes and their impact on the workforce and the workplace
- Translates and adapts theory into practice.

- Expert in the use and application of organisational data, performance indicators and other measurements.
- Leads and provides advice about people management and the HR function's role, services and capabilities.
- Exercises political nous and uses judgement when influencing decisions.
- Demonstrates pragmatic and effective problem solving ability.

Examples of evidence:

- Higher academic qualifications, such as a Masters 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 conceive

WORKFORCE AND WORKPLACE DESIGNER
Designs a workplace that sustains a capable workforce

- Designs a productive and sustainable workplace.
- Leads, constructs and designs jobs which match the needs of the organisation and individual employee capabilities and aspiration.
- Drives the use of workforce analytics to identify strategic and operational workforce requirements.
- Leads the attraction, retention, development, engagement and rewarding a capable workforce reflective of the organisation's diverse community and service delivery requirements.
- Anticipate and respond to external and internal realities that require adjustment to the current workplace and workforce.
- Drives organisational team and individual performance frameworks and systems that ensure a productive workforce.
- Sets and drives a workplace that is motivating and engaging.
- Determines frameworks that enable the development of workforce capabilities.

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 a organisational capability perspective

CULTURE AND CHANGE LEADER
Fosters a productive and sustainable organisational culture

- Designs and drives a productive and sustainable organisational culture.
- Determines innovative HR solutions that create and foster a productive and sustainable organisational culture
- Determine, communicate and implementing accountability frameworks of expected employee behaviours.
- Translates culture into workforce and workplace practices
- Leads a culture of coaching for performance and productivity into the organisation.

- Where required, drives the business cases for change and identifies and engages people who can make change happen
- Oversees success of change processes and sustains change through HR solutions
- Communicates the outcomes of change to the organisation and applies the learning from change experiences.

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

STAKEHOLDER MENTOR AND COACH

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

- Engages with industry and stakeholders to determine valued and effective HR solutions
- Delivers valued and acted upon insights and solutions that meet stakeholder needs.
- Identifies and maintains effective contacts, partnerships, and networks, to deliver required HR solutions which achieve organisational outcomes.
- Designs mechanisms for effective support and capability development of stakeholders that meet their people management requirements
- Leads by example in empowering managers to develop the competence and confidence required to perform their people management responsibilities effectively
- Drives the delivery of HR solutions that are aligned with organisational context and objectives.

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

BEHAVIOURS

Behaviour	FAHRI and FCPHR
Critical and enquiring thinker	Drives enquiring thinking through valued insights and use of data.
Solutions driven	Drives HR activities to achieve organisational objectives
Future oriented	Leads, develops and contributes expert HR knowledge to address future challenges
Influencer	Leads and provides inspiration for the actions, behaviours or opinions of others
Courageous	Leads and commands authority through courageous actions
Understand and care	Has the ability to empathise and reach common goals with stakeholders
Collaborative	Identifies and leads relationships and partnerships with key stakeholders in order to ensure organisational capability.
Credible	Drives the provision of valued ethical insights and demonstrates personal integrity
Resolver of issues	Drives the effective resolution of issues

Professional	Demonstrates a high level of professionalism and is held in high regard by stakeholders

FCAHR
ETHICAL AND CREDIBLE ACTIVIST
Influences through the provision of valued insights resulting in the achievement of Academic objectives

- Drives the provision of insights to influence quality Academic content
- Exercises sound judgement and demonstrates courage when influencing decision making
- Drives positive Academic results for the institution
- Uses meaningful and appropriate communication skills.
- Displays high order personal values and leadership including integrity, ethical behaviour and accountability for people practices.

Examples of evidence:

- Report from significant Academic project which was led by the applicant recommending HR Academic responses to changing environment
- Documentation of work done dealing with specific Academic issues demonstrating a leadership role
- Academic content or publicized research piece and evidence of leadership role played in developing it
- Evidence of major decisions which have been influenced from an Academic or research 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 program

EXPERT PRACTITIONER
Builds, maintains and applies HR knowledge

- Leads, develops and contributes to knowledge in HR, Leadership and other people management areas
- Determines how Academic content and/or research piece affects organisational design, culture and business performance
- Anticipates emerging and current global trends and technological changes and their impact on Academic content, the workforce and the workplace
- Translates and adapts theory into Academic content or research piece.
- Leads and provides advice about Academic content/research content and the HR function's role, services and capabilities.
- Exercises political nous and uses judgement when influencing decisions.
- Demonstrates pragmatic and effective problem solving ability.

Examples of evidence:

- Higher academic qualifications, such as a Ph.D.
- Evidence of leadership in projects which bring together a wide range of HR knowledge which will fundamentally affect Academic content, delivery and/or research activity
- HR strategy document which demonstrates the links and impacts conceived
- Reports from referees testifying to leadership in Academic and/or research function

STAKEHOLDER MENTOR AND COACH
Builds and fosters relationships and partnerships with key stakeholders in order to ensure Academic capability

- Engages with industry and stakeholders to determine valued and effective HR Academic content and/or Research activities
- Delivers valued and acted upon insights and solutions that meet stakeholder needs.
- Identifies and maintains effective contacts, partnerships, and networks, to deliver required HR Academic and/or Research solutions which achieve organisational outcomes.
- Designs mechanisms for effective support and capability development of stakeholders that meet their Academic and/or research requirements
- Leads by example in empowering Academics to develop the competence and confidence required to perform their responsibilities effectively
- Drives the delivery of Academic and/or research solutions that are aligned with institutional context and objectives.

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 Academic or research strategy demonstrating stakeholder focus

BEHAVIOURS

Behaviour	FAHRI and FCPHR
Critical and enquiring thinker	Drives enquiring thinking through valued insights and use of data.
Solutions driven	Drives Academic HR activities to achieve institutional objectives
Future oriented	Leads, develops and contributes expert HR knowledge to address future challenges
Influencer	Leads and provides inspiration for the actions, behaviours or opinions of others
Courageous	Leads and commands authority through courageous actions
Understand and care	Has the ability to empathise and reach common goals with stakeholders
Collaborative	Identifies and leads relationships and partnerships with key stakeholders in order to ensure organisational capability.
Credible	Drives the provision of valued ethical insights and demonstrates personal integrity
Resolver of issues	Drives the effective resolution of issues
Professional	Demonstrates a high level of professionalism and is held in high regard by stakeholders