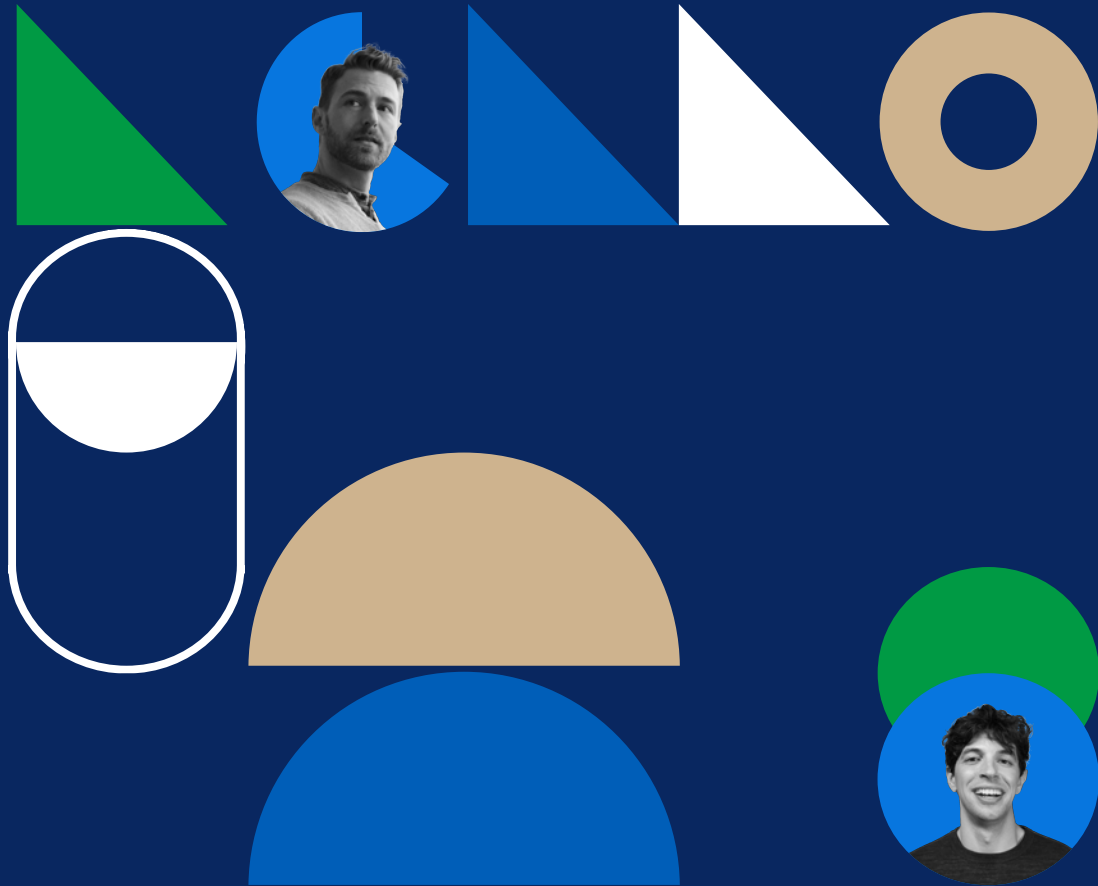




AHRI Year in Review

Advancing HR to support people, workplaces and business.

Jan 2022 – March 2023



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About AHRI

The Australian HR Institute (AHRI) is the professional body for HR in Australia. AHRI sets HR best-practice standards and certifies HR professionals across the country to uplift and professionalise the HR profession to benefit people, workplaces and business.

HR standards are established through our internationally benchmarked Australian HR Capability Framework, which sets out the six essential capabilities for best-practice HR. AHRI Certification is a practical demonstration that HR professionals meet these standards.

AHRI provides its members with industry insights, formal and informal learning opportunities, and access to specialist research and practical resources in line with the rapidly changing industrial landscape and reflective of the new ways of working. We give our members the tools to be strategic business partners and visionaries in creating a people-centric future of work.

We also offer a range of events and networking opportunities, both at a state and national level, in order to connect the profession and offer insights and thought leadership on contemporary and emerging issues.

AHRI is committed to advancing the HR profession and supporting its members to create vibrant, resilient and thriving workplaces of the future.

We have been supporting HR for 80 years

This year marks AHRI's 80th anniversary which is a significant milestone for us and our members, both past and present. When we first formed in the 1940s, HR was in its embryonic stages. In fact, we didn't even call it HR – it was personnel management. This was reflected in AHRI's original name, 'Personnel and Industrial Welfare Officers Association'. Since those early days, AHRI has been rebranded and has continued to evolve to meet its members' needs.

There are many noteworthy milestones from the past eight decades, but there are a few specific highlights I'd like to call out.

The first would be when AHRI became a nation-wide Institution. Prior to 1992, AHRI – then called the Institute of Personnel Management Australia (from 1954-1992) – was siloed with state-based self-governing organisations that were largely autonomous, despite there being a national governing body that met several times a year.

But thanks to the hard work and dedication of a select group of members, the Institute was united under a national umbrella, laying the groundwork for the Australia-wide community of 16,400+ members that we have today.

And perhaps one of the most important milestones in AHRI's history would be the launch of our HR certification program in 2015-16. We pledged to uplift the profession by having HR professionals benchmark their skills and aiding them with the tools, knowledge and experience to help lead their organisations into the future.

There's plenty more I could say, and we will share more of AHRI and HR's long and impactful history in the coming months, but for now I'd like to reflect upon where we are today.

With membership at an all-time high and plenty of exciting projects in the works, AHRI is well-placed to evolve alongside its membership of strategic business partners and trusted advisors.



Sarah McCann-Bartlett,
AHRI CEO

In 2021, we spoke about AHRI's postcard from the future, which outlined where we'd like to see ourselves by 2026. We wanted AHRI to be seen as the custodians of HR standards and certification; to be a place sought out for its key insights, thought-leadership and resources; to assist HR professionals to become strategic influencers; and to be a member-centric and digital-first organisation.

I am pleased to report that we're heading in the right direction. As you'll see in this year's annual review, we're making financial investments to bring members more relevant research, state-based events and opportunities to upskill in HR, as well as revamping the look and feel of parts of the AHRI website.

I'm very excited for AHRI's next evolution over the years to come and look forward to continuing adapting and changing to suit the changing needs of our members.

AHRI is committed to uplifting HR

Last year, HR professionals and workplace leaders continued adapting to the new normal in the aftermath of the COVID-19 pandemic. As you would expect, many of AHRI's activities were focused on supporting members to address the challenges that arose over this period, including high voluntary employee turnover, wages pressure and skills shortages.

At the same time, the workloads of our members did not let up. However, they continued to deliver for their people, teams and organisations. On behalf of AHRI's Board and management, I would like to thank you for your continued commitment to the HR profession, and for being a part of our 16,400+ members who make up our vibrant and growing community of HR professionals.

In 2022, we embarked on a four-year strategy to bring together AHRI's mission – advancing HR to support people, workplaces and business –

with our vision, which is underpinned by four strategic levers: membership, certification & learning, insights and advocacy (see page 7 for more detail).

A significant program of work has been developed to support the achievement of this strategy and to deliver new and enhanced products, services and events for members and the broader HR profession.

A key element of this is AHRI's HR Investment Program, which I am delighted to share more details about in this year's annual review (see page 11).

This Program includes a \$250,000 per year investment over three years to support initiatives such as a new scholarship program for members, the new *AHRI Quarterly Work Outlook* report which measures the state of the Australian labour market, and funding for more HR state-based activities for our members.



Michael Rosmarin FCPHR,
AHRI Chair

In this year's annual review, you will find information about what AHRI has achieved over the past 12 months, including the launch of the Australian HR Capability Framework, our research and advocacy work, how we've supported members through the industrial changes and the state and national events we've hosted.

I would also like to acknowledge the dedicated volunteers who generously share their time, effort and expertise. To those sitting on our State Councils, Advisory Panels and Network Committees, thank you.

As you can see, there has been significant progress in how we have supported our members, and there's plenty more to come, so stay tuned!

Thanks again for a great year. I am looking forward to a bright and exciting future for AHRI, our members and the profession.

OUR FUTURE VISION

We have ambitious goals for the future

By 2026, AHRI's vision is to be:

- The custodian of HR standards and certification in Australia.
- The key insights resource for the HR profession.
- An advocate for best-practice HR.
- A community where people strongly identify with the AHRI brand and aspire to be professional members.
- Facilitators of HR practitioners being seen as essential in influencing and leading strategic business and HR objectives.
- Supporting its members throughout their entire career.
- A member-centric, digital-first organisation.



How we'll get there

AHRI Strategy 2023 - 2026

MISSION	Advancing HR to benefit people, workplaces and businesses				
STRATEGIC LEVERS	Membership	Certification	Insights	Advocacy	
GUIDING PRINCIPLES	Member-centric	Customer-focused	Digital-first	Sustainable	Forward-thinking
AMBITIONS					
<div>1</div> <div>AHRI Membership</div> <div>AHRI’s membership reaches 30,000 by 2026.</div>	<div>2</div> <div>Certification & Learning</div> <div>Number of AHRI certified practitioners reaches 20% of membership by 2026.</div>	<div>3</div> <div>Certification & Learning</div> <div>AHRI is the first place that professionals turn to for HR insights, information and support.</div>	<div>4</div> <div>Certification & Learning</div> <div>HR is essential to every leadership team. AHRI is influencing the shape of Australia’s workplaces.</div>		



OUR MEMBERS

**AHRI
membership
continues
to grow**

We've helped boost the professionalism of HR

As of March 2023:

AHRI's membership reached an all-time high
with 16,422 members.

949

members have taken the steps to demonstrate their skills and capabilities, and are now Certified HR Practitioners (CPHR).

262

HR leaders have been awarded the status of Certified Fellow (FCPHR).

OUR MEMBERS

The impact of certification



Jessica Kaaden FCPHR

“Certification accelerated my career progression by five years. I wouldn't be where I am today [without it].”



Matteo Barbarioli CPHR

“My peers and I are proud to be certified and feel the accreditation will be a valuable differentiator for future jobs.”



Deneita Fewquandie CPHR

“Since becoming certified with AHRI, I now sit on subcommittees of the board.”

The people behind AHRI Certification

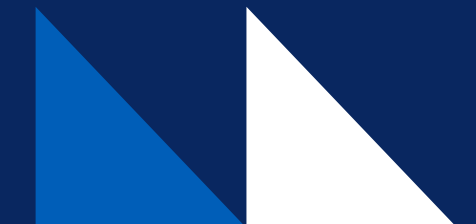
AHRI's certification program is only made possible due to the efforts, time and expertise of our National Certification Council, chaired by Fiona Michel FCPHR in 2022. We thank them for their dedication and passion for professionalising and uplifting the HR profession.

[LEARN MORE →](#)

Elevate your career

Signal to your professional community that your HR capabilities have been benchmarked against a global best-practice model.

[LEARN MORE →](#)



We learned what our members value and want from AHRI

In December 2022, we surveyed over 400 AHRI members to better understand AHRI's value to members and learn how we could better support our membership.

We used the data collected from this survey to benchmark sentiment across brand, quality, benefit usage, engagement and member experience, and to ensure our activities and future direction align with the needs of our members and the broader HR community.



Members told us that:



Access to practical HR resources and the latest news were the top reasons for joining AHRI. *HRM magazine*, *HRMOnline* and AHRI:Assist are the most frequently used member benefits.



National webinars have moderate awareness among members, but for those who are aware of them, they are seen as highly relevant. We will make sure we continue to offer national webinars that address the issues members are facing.



Online networking forums are seen as relevant to members, but there is lower awareness of them. We will work to increase awareness of online network forums so members have a wider range of topics to choose from.



Members' online experience requires ongoing investment. We've already made a start on this. You'll see more refreshed branding and an updated user experience coming in the coming months.

We are committed to uplifting HR through the new AHRI HR Investment Program

New scholarship program

At the 2023 Annual General Meeting, AHRI's Board announced further details of our \$250,000 commitment to supporting the HR profession through the AHRI HR Investment Program.

This includes AHRI's new scholarship program, which is designed to upskill the HR profession by offering development opportunities to those who might not otherwise receive them.

In 2023, AHRI will award:

4 x student scholarships per year which include:

- Access to one of AHRI's short courses and entry into the AHRI mentorship program
- \$3,000 Ram Charam award for the best application

Note: Two of these scholarships are reserved for a refugee and an Aboriginal or Torres Strait Islander applicant

4 x AHRI Practicing Certification (APC) scholarships which include:

- Access to the APC program
- \$3,000 Sandra Cormack award for the best application



New scholarship program continued...

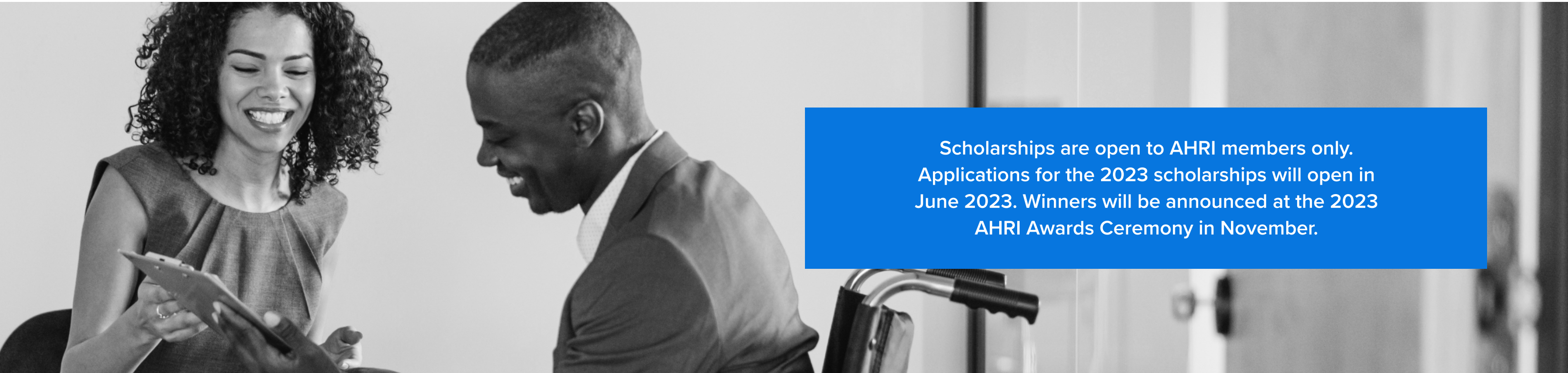
The Joe Fischer HR Leadership scholarship which includes access to:

- AHRI's Senior Leadership Pathway to Certification
- A pass to AHRI's National Convention and Exhibition in 2024
- A place on the SMG Executive Presence and Impact workshop with Peter Kingston

The AHRI Scholarship

- This scholarship awards up to \$15,000* to one AHRI member for study, training, research and development of a paper or field study that advances their growth as an HR professional and expands the understanding of the HR profession more broadly.

* Expense reimbursement



Scholarships are open to AHRI members only.
Applications for the 2023 scholarships will open in June 2023. Winners will be announced at the 2023 AHRI Awards Ceremony in November.

Australian Work Outlook survey

The AHRI HR Investment Program is also funding exciting new quarterly research – AHRI's Quarterly Australian Work Outlook.

This survey will poll Australian organisations every quarter to understand their employment and pay intentions for the forthcoming period. This will provide a workplace outlook that can be used by boards, CEOs and HR professionals to benchmark their own employment intentions, and by government as inputs to key workplace policy decisions.

The Australian Work Outlook Survey will also provide a vehicle for AHRI to poll Australian organisations on current issues that are affecting their workplaces, or on forthcoming government policy consultations that will impact Australian businesses.

The Australian Work Outlook Survey is available in the AHRI Resources tab on our website.

Additional support for state-based activities

Our member research demonstrated the importance of state-based activities to provide on-the-ground member engagement. These are delivered through AHRI's volunteer network of State Councils and state-based network forums.

The AHRI HR Investment Program will fund additional support for these important activities, so members can connect with their local HR community and learn through state-based network activities.



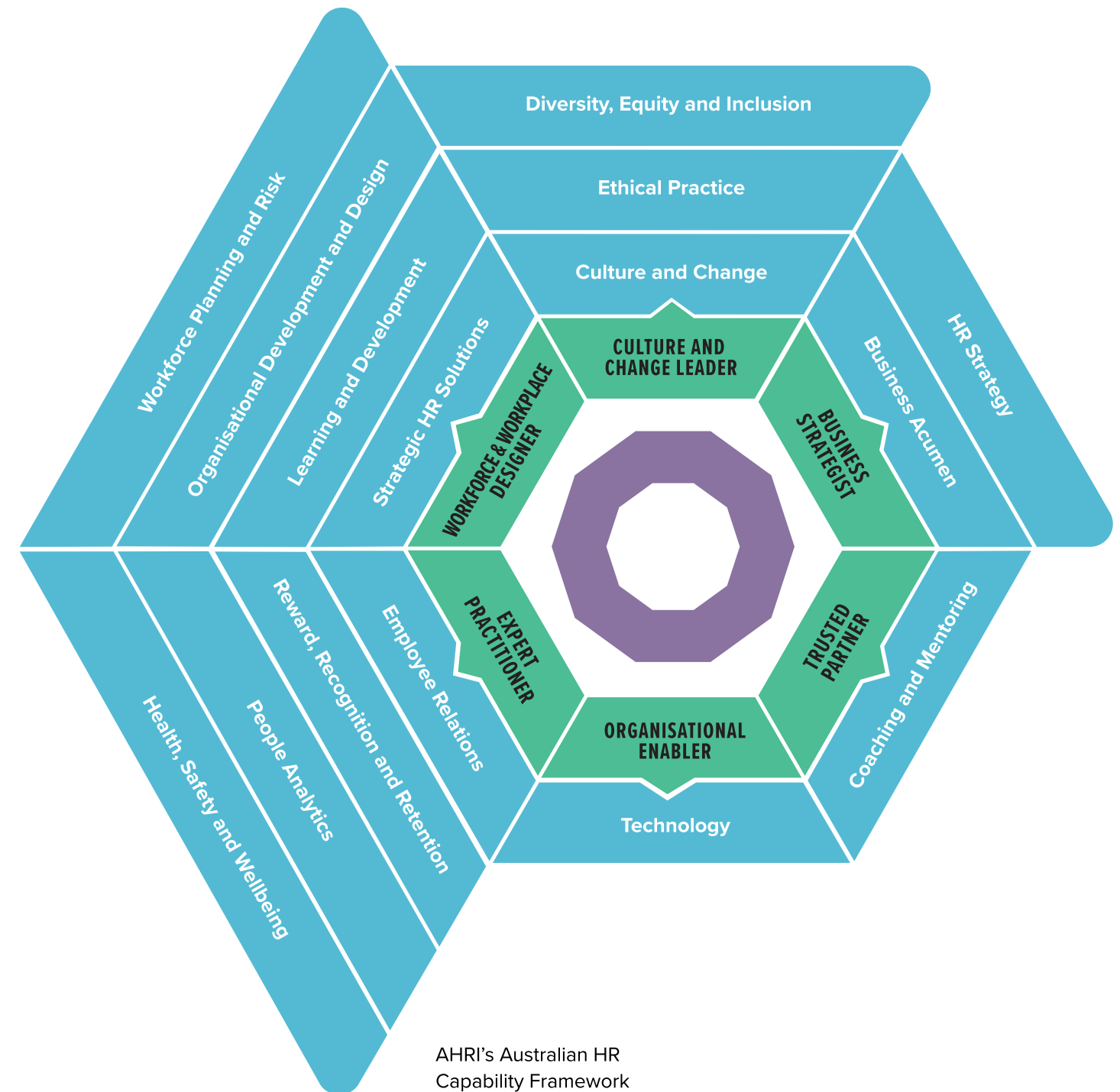
Australian HR capability framework

In 2022, AHRI launched the Australian HR Capability Framework (AHRCF), which sets the standard for effective HR practice in Australia and outlines the core capabilities for HR professionals from all backgrounds and experience levels.

The AHRCF is the foundation for AHRI's HR Certification program and gives employers the assurance that Certified HR Practitioners have the necessary behaviours and capabilities to be an effective HR partner to the business. It also forms the conceptual basis for assessment and accreditation of all HR management programs in higher and vocational education.

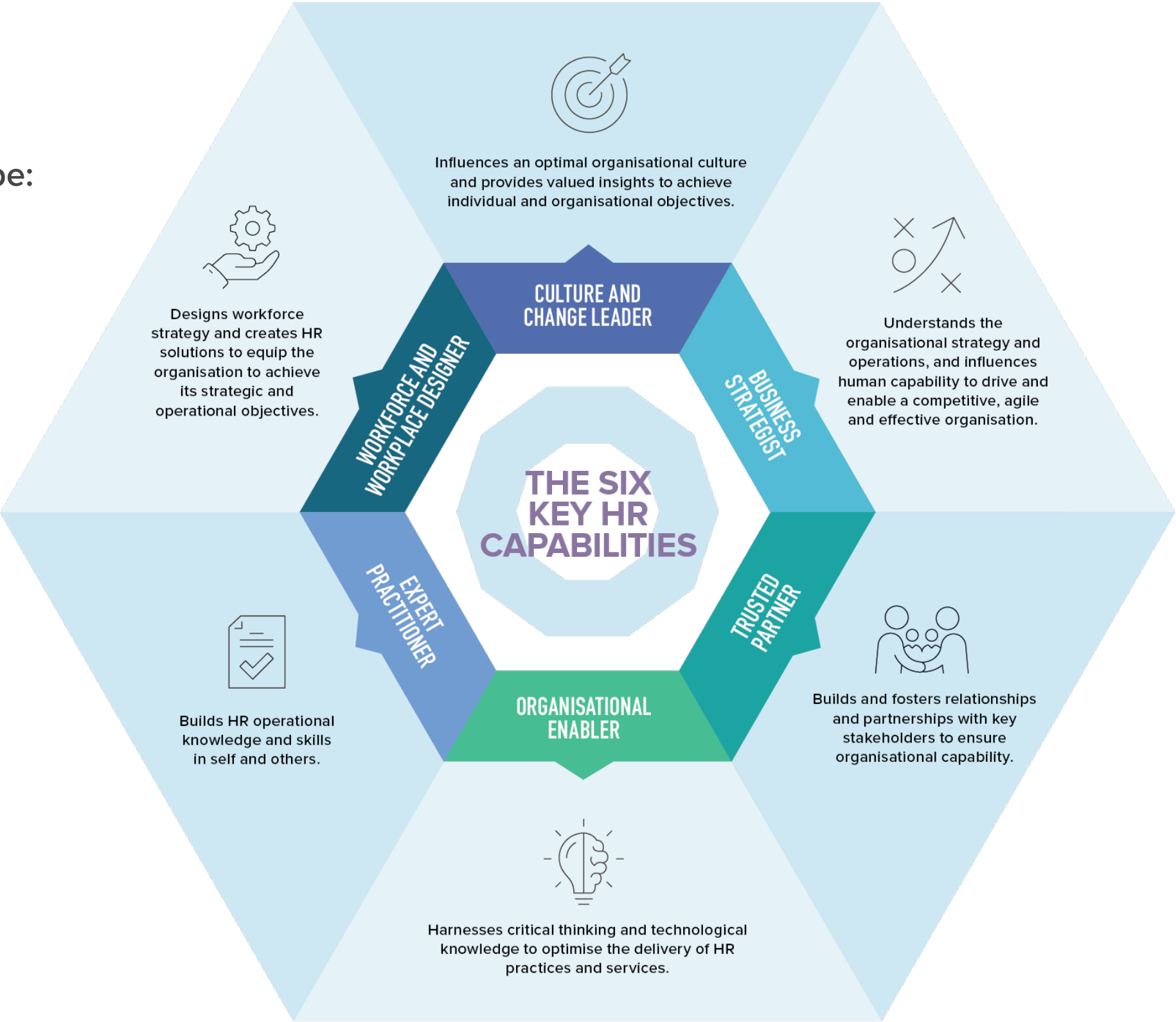
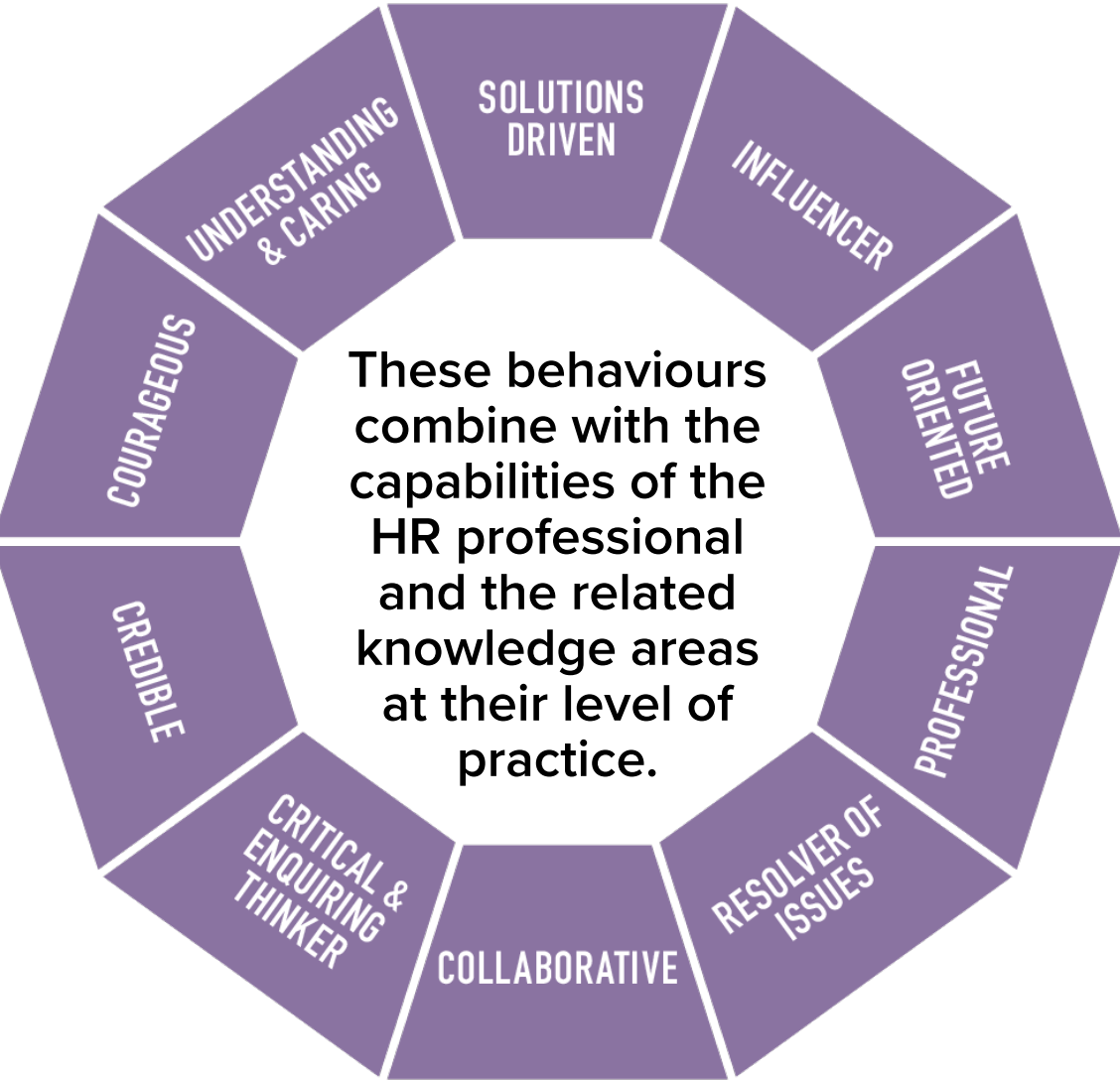
The AHRCF informs and underpins AHRI's products and services, including:

- The content of formal education and short courses.
- The standards of excellence that guide the judging for the annual AHRI Awards.
- The design of HR tools and templates, such as job descriptions, performance appraisals and the AHRI Capability Analysis tool.



How it all works together

What a modern-day HR professional is expected to be:



Over the past 15 months, AHRI has facilitated:

11

TOPICAL WEBINARS

Which amassed over 8,800 registrations.

[DISCOVER WEBINARS →](#)

175

SHORT COURSES

Attended by professionals looking to boost their HR, management or leadership skills.

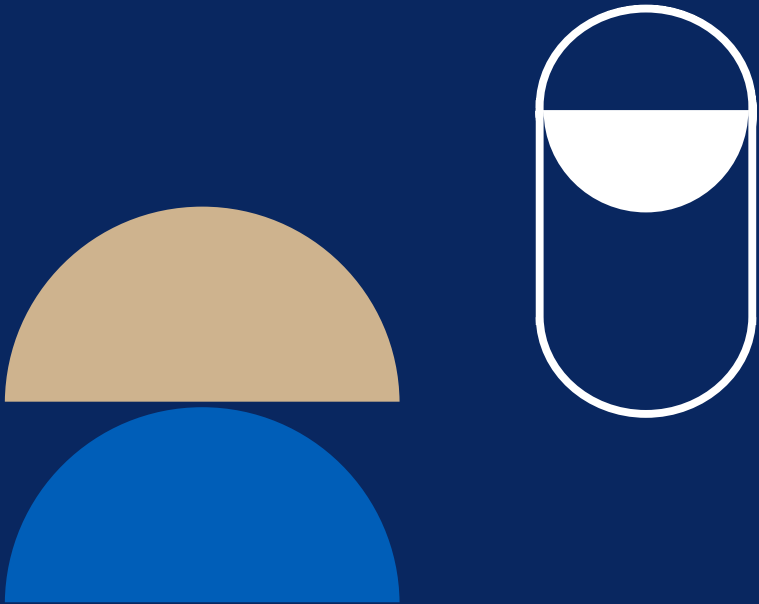
[DISCOVER NETWORK FORUMS →](#)

171

STATE-BASED NETWORK FORUMS

That 5,857 AHRI members registered to attend.

[DISCOVER SHORT COURSES →](#)



Our most popular courses for the year were:



Introduction to HR Law



Investigating Workplace Misconduct



Organisational Design



Conflict and Mediation

We welcomed thousands of attendees to our events

We were excited to bring back our face-to-face events in 2022 and to see so many of our members in person.

1700+

People joined us for our 2022 National Convention and Exhibition held in Sydney.

735

People attended our 2023 International Women's Day breakfasts held across the country.

529

Attendees came to our hybrid Diversity and Inclusion conference.

792

People registered to attended one of the four state-based conferences that we held throughout 2022.

5,857

People registered to attended one of our 171 state-based network forums.

Note: Statistics represent data from January 2022-March 2023.



2022 AHRI award winners

We celebrated the best in HR

We gathered with over 300 HR professionals in Melbourne in November 2022 to celebrate the 55 HR professionals, CEOs and organisations that were nominated for an AHRI Award.

Of the impressive list of nominees, 19 individuals or organisations took home an AHRI Award for excellence in their chosen field.

[VIEW THE LIST OF WINNERS →](#)

Do you want to recognise the efforts of your HR colleague, leader or organisation? Applications for the 2023 AHRI Awards open soon. Keep an eye out.

ahri.com.au/awards

Image: 2022 AHRI award winners. Photos by Josh Brnjac



PHOTO GALLERY



Photos by Josh Brnjac

We have supported members through industrial complexity and change

This year has seen some of the most significant changes to the Fair Work Act since its inception in 2009.

The introduction of the Fair Work Legislation Amendment (Secure Jobs, Better Pay Bill 2022) in December 2022 saw a swathe of legislative changes introduced, meaning HR needed to get across a whole range of new rules and guidelines – and quickly.

Our first action was to keep you informed of the myriad changes via topical articles published in *HRMOnline* ([view all Secure Jobs, Better Pay coverage here](#)).

Next, we advocated for HR at a government level via our submission to the Senate Education and Employment Committee, where we called for greater consideration to productivity impacts that could arise from certain policies, such as the proposed enhanced role of the Fair Work Commission, which we felt could potentially add unnecessary administrative work for employers. You can [read our full submission here](#).

Other ways we supported our members:

- Secure Jobs, Better Pay National webinar with a panel of experts (available on demand in your member portal).
- A [timeline of key changes](#) for HR to plan for.
- Recent Changes to the Enterprise Bargaining Framework National webinar (available on demand in your member portal).
- [Information sheets on employment contracts and enterprise agreements](#)
- [Guidelines for building and reviewing employment contracts](#)
- [Guidelines for managing the Secure Jobs Better Pay changes](#)
- [Employment contract templates and other supporting documentation](#)



We kept our finger on the pulse

AHRI PULSE SURVEY (August, 2022)

We surveyed 1,177 HR professionals across Australia to learn more about employers' thoughts and activities on hybrid and flexible working

[VIEW REPORT →](#)

A snapshot of the results:

58% of those surveyed stated that their organisation was currently requiring employees to attend the office more often.

53% More than half of HR respondents (53%) said their companies hadn't provided training to line managers on how to manage hybrid or remote working.

21% had not consulted employees about their organisation's flexible working arrangements.



AHRI DIVERSITY, EQUITY AND INCLUSION REPORT (February, 2023)

We gathered sentiment from over 300 HR professionals on the state of diversity, equity and inclusion in their organisations.

[VIEW REPORT →](#)

A snapshot of the results:

84% of HR professionals say DEI is critical to the future success of their organisation

50% Only half (50%) of HR professionals say their leaders see DEI as a priority for their organisation.

49% Almost half (49%) of HR professionals say that their organisation is not placing enough focus on DEI.

Note: Statistics represent data from January 2022-March 2023.

We offered a
range of resources
on key issues

AHRI:ASSIST statistics

From Jan 2022 to March 2023, we've increased the amount of national webinars on offer to our members and have added new resources to our AHRI:ASSIST member benefit offering.

1181

Member email queries
answered through ASK:AHRI.*¹

59

New resources added
to support members*²

30,000+

Page views of the AHRI:ASSIST

Top main topics members wanted advice on:



Employment
conditions and
entitlements



Health, Safety
and wellbeing



Employee
performance and
development

*¹ October 2022-March, 2023. *² May 2022-March, 2023.

HRMOnline content you've loved

HRMOnline and HRM Magazine are the digital and print publications of the Australian HR Institute. They publish topical news and analysis relevant to HR, as well as thought-leadership content from industry experts.

From January 2022 to March 2023, HRMOnline amassed 1,042,000 million website visitors who collectively viewed 2,063,00 million pages of content.

Announcement about HRM Magazine

Following the publication of the June 2023 edition of *HRM Magazine*, we will be publishing the magazine every second month. We've made this decision in order to broaden the range of media channels we offer AHRI members, including a podcast. While we still see value in offering a printed magazine to members, we also need to respond to the changing nature of content consumption and diversify the channels we use. This aligns with AHRI's strategic vision to become a digital-first organisation by 2026.

The top four articles for that period were:



Can annual leave be turned into sick leave?

[READ ARTICLE →](#)



Can you deny an employee's annual leave request?

[READ ARTICLE →](#)



FWC deems employer's denial of flexible work request unfair

[READ ARTICLE →](#)



Why you should ask these 12 interview questions this year

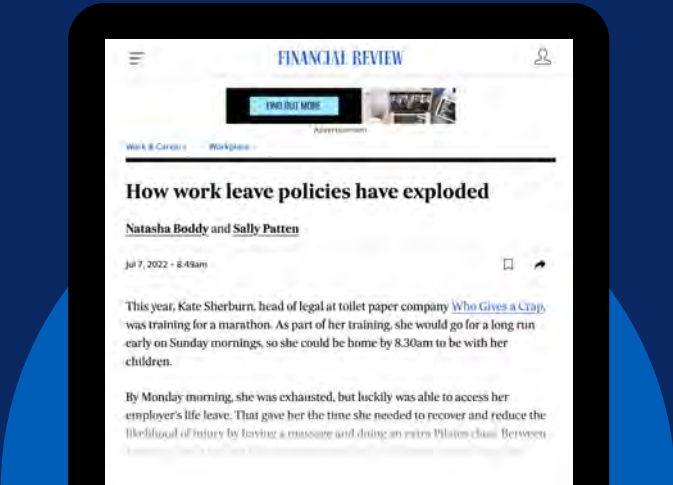
[READ ARTICLE →](#)

Note: Statistics represent data from January 2022-March 2023.

We have shared AHRI’s message far and wide

Media snapshot

We’ve reached
154.54 million
readers
via 99 pieces of media coverage.



AFR - How work leave policies have exploded

[READ ARTICLE →](#)



Beyond a wage rise, there are ways to help staff manage cost of living

[READ ARTICLE →](#)



Employers admit defeat in WFH battle

[READ ARTICLE →](#)

Note: Statistics represent data from January 2022-March 2023.



AHRI VOLUNTEERS

AHRI State Councils

AHRI has a strong and active volunteer network, including our dedicated State Presidents and Councillors, and network convenors, who deliver advice and insights on key issues, host state-based activities and engage with members. These volunteers contribute their time and significant expertise to AHRI's members and the wider HR profession. For that, we thank them.

Thank you to the 75 State Councillors and 76 network convenors who volunteer their time to help advance the HR profession.



**ACT President –
Steph Waddon FCPHR**



**Victoria President –
Matt Connell FCPHR**



**Northern Territory President –
Renee Alexander MAHRI**



**NSW President –
Athena Chintis CPHR**



**Queensland President –
Rod Francisco FCPHR**



**Tasmania President –
Freya Beech MAHRI**



**South Australia President –
Susan Sadler CPHR**



**Western Australia President –
Jonathon Woolfrey FCPHR**



AHRI VOLUNTEERS

AHRI's content is also informed, verified or created by our expert advisory panels, who volunteer their time. AHRI currently has five advisory panels:



The Future of Work
advisory panel



The Diversity, Equity
and inclusion advisory
panel



The Public Sector
HR Management
advisory panel



The Research
advisory panel



The Industrial Relations/
Employee Relations
advisory panel

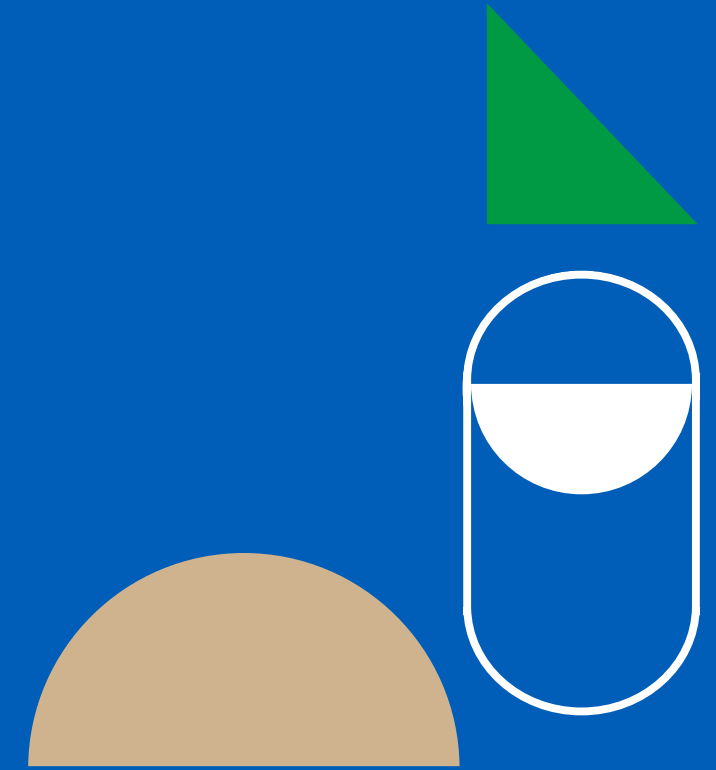
Committee panel chairs:

- Diversity, Equity and Inclusion Advisory panel – Dr Michelle Phipps FCPHR
- Future of Work Advisory Panel - Dr Ben Hamer CPHR
- IR/ER Advisory Panel – Jonathan Woolfrey FCPHR
- Public Sector Advisory Panel – Carmel McGregor FCPHR
- Research Advisory panel – Sarah McCann-Bartlett



**Thank you to the
experts who sit
on each of these
panels**

We're looking forward to another 80 years of advancing the HR profession to build productive, sustainable and thriving workplaces.



Always was.
Always will be.

AHRI acknowledges the Australian Aboriginal and Torres Strait Islander peoples as the first inhabitants of the nation and the traditional custodians of the lands where we live, learn and work.

Got a question? Get in touch:
Level 2/31 Queen St, Melbourne VIC 3000

1300 811 880
enquiries@ahri.com.au