

Writing for AHRI

Contributing

As the peak body for HR in Australia, AHRI's publications are the go-to resources for the profession. We aim to provide high-quality, evidence-based content that helps our members navigate the changing business landscape.

While the majority of articles that appear in AHRI's print magazine and digital content channels are produced by professional journalists, AHRI welcomes insights from thought leaders and HR practitioners.

We offer two primary channels for editorial contributions:

- **AHRI Articles (digital)** Our online news platform is the go-to resource for HR practitioners at every career stage. We look for timely, actionable advice and perspectives on the latest workplace trends. *Note: We do not offer payment for digital contributions.*
- **The HR Agenda (print magazine)** Our flagship quarterly magazine is reserved for deep-dive analysis and high-level strategy. To maintain our editorial standards, we require contributors to this platform to have extensive business journalism experience.

Please note that **we cannot guarantee articles will be published**. We receive many submissions on a weekly basis and require all content to be of a high quality. Contributions will be published at the discretion of the editor. Sometimes articles are declined because of their quality, or because we have already covered many articles on that topic.

Have a story to tell?

If you don't have a journalism background but possess a compelling, real-world case study that would resonate with a senior HR audience, we want to hear from you. We are always looking for authentic stories of organisational transformation, innovative problem-solving, and leadership.

How to Pitch

Please contact the AHRI editorial team with a brief outline of your proposed topic or case study. Ensure your pitch highlights the "why now" and the key takeaways for our readers. Please share an outline of your story before submitting a written draft, as we cannot commit to publishing each contribution that is pitched to us.

Who to contact

Kate Neilson, Managing Editor, The HR Agenda and Content Lead for online content – kate@mahlab.co.

Phoebe Armstrong, journalist, The HR Agenda and AHRI Articles (online) – phoebe@mahlab.co.



Editorial Guidelines

We tailor our content to meet HR professionals exactly where they are in their career journey. To maintain this standard, we apply specific criteria to our two primary written publications:

- **AHRI Articles (Online):** This platform serves the broader HR community. We look for practical, timely and highly relevant content that provides actionable value to practitioners at all career stages – from those just starting out to established managers and leaders.
- ***The HR Agenda* (Print):** Our flagship magazine is curated specifically for senior-level HR leaders and executives. Content for this publication focuses on high-level strategy, complex organisational transformation and the future of the profession.

Jump to the relevant section:

- *The HR Agenda* guidelines
- AHRI Articles online guidelines

Writing for *The HR Agenda*

The HR Agenda is written for senior and executive HR leaders who operate at enterprise level. These are people who sit at, or regularly present to, the executive table and board.

Articles should assume deep functional knowledge of HR, and instead focus on helping readers interpret the business forces shaping their role and respond with confidence, credibility and strategic clarity.

1. Start with the business problem, not the HR solution

Stories should begin in the external business context, not the HR function.

Strong stories take their cues from:

- Macroeconomic conditions (inflation, productivity pressure, labour market shifts)
- Board agendas and investor scrutiny
- Regulatory and governance change
- Reputational and financial risk
- National business conversations already playing out in mainstream business media

The question to ask is: “Why is this issue on the CEO or board agenda right now, and what does that mean for people strategy?”

2. Write in the language of the boardroom

A core value proposition of *The HR Agenda* is helping HR leaders speak with authority in executive and board settings. That means:

- Using commercial, financial and governance framing
- Translating HR decisions into implications for risk, value creation, productivity and reputation
- Avoiding HR jargon unless it is clearly explained in business terms
- Treating HR as an enterprise-wide function, not a support service
- Articles should equip readers with language, framing and mental models they can reuse in executive conversations.

3. Recast people issues as enterprise risk and opportunity

People decisions should be framed as board-level considerations, not operational HR tasks.



This includes (but is not limited to):

- Restructures, redundancies and workforce redeployment
- DEI strategy and backlash risk
- Psychosocial safety and personal liability
- Data governance, privacy and AI use
- Workforce capability, succession and leadership depth
- Climate, ESG and modern slavery obligations

Strong pieces balance:

- Risk (legal, financial, reputational, cultural)
- Enablement (performance, productivity, resilience, long-term value)

The most compelling stories show how HR leaders navigate this tension in real organisational contexts.

4. Prioritise insight over instruction

The HR Agenda is not a “how-to” magazine.

We are not looking for: step-by-step HR process guides, generic leadership advice, overly tactical or policy-heavy content

Instead, prioritise:

- Strategic insight
- Critical questioning
- Candid reflection on what worked — and what didn’t (this is where the gold lies!)
- Second-order consequences of decisions
- Trade-offs, tensions and judgement calls
- Suggestions for strategic questions/thought starters that can be considered.

Readers should finish a piece thinking differently, not just knowing what to do.

5. Balance evergreen thinking with real-world timeliness

While the magazine avoids news-chasing, it should feel in rhythm with the business calendar.

Effective stories:

- Engage with issues senior leaders are already grappling with (e.g. budget season, AGM season, earnings scrutiny, strategy resets)
- Use current conditions as a lens for enduring challenges
- Remain relevant 6-12 months after publication. Would a reader still pull this article from their desk drawer next year?

6. Use authority, diversity of perspective and credible voices

Authority matters, but it doesn’t always mean seniority alone.

We value:

- CPOs, CEOs, CFOs and board members
- Former executives and directors with freedom to speak candidly
- Strategists, economists and governance experts
- Global and comparative perspectives where relevant
- HR managers or those at their mid-career who have unique strategic perspectives to offer.

7. Maintain a confident, intelligent editorial tone

The tone of *The HR Agenda* is:



- Confident, not promotional
- Analytical, not academic
- Clear, not simplistic
- Challenging, but constructive.

We welcome strong points of view (but always remain politically neutral), thoughtful provocation, intelligent disagreement with prevailing narratives.

What this means for contributors

Assume a highly experienced reader, but one under pressure.

Your reader:

- Already understands HR fundamentals
- Is time-poor, decision-heavy and often under scrutiny
- Is juggling competing demands from boards, executives, regulators and employees

Write with respect for their expertise and their cognitive load. This means:

- Getting to the point quickly
- Making the “why this matters now” unmistakable
- Avoiding over-explaining concepts senior HR leaders already live with daily
- Structuring pieces so they can be skimmed without losing meaning. Think: *executive briefing*, not textbook chapter.

Show judgement, not just knowledge

This means:

- Naming where there is no perfect answer
- Acknowledging competing risks and incentives
- Avoiding false certainty or silver-bullet solutions
- Understanding how to frame ambiguity and trade-offs that the average business leader would need to consider

Use examples strategically, not illustratively

Examples should advance the argument, not just decorate it.

They should:

- Illustrate a structural pattern or leadership dilemma
- Reveal second-order consequences
- Show how decisions land in real organisations

We don't need to present shiny, award-winning examples of HR's work running smoothly. We're more interested in learning:

- What nearly failed/was challenging
- What surprised leaders
- What didn't work the first time
- What trade-offs were accepted – and why.



Writing for AHRI Online

We are always on the lookout for fresh thinking and unique insights. If a topic has already been widely covered across multiple publications or channels, it's unlikely we will commission it.

Before pitching, ask yourself: **How does this perspective add a new layer to the conversation?** We prioritise content that offers a distinct point of difference rather than adding to the noise.

To give your article the best chance of being published, please ensure your submission meets the following criteria:

- We look for well-written, unique and thought-provoking insights. Articles should be between **800 and 1,200 words**, submitted as a clean document.
- Include clear, tangible and practical takeaways. We want our readers to be able to take something from your article and apply it to their own work context.
- Our audience consists of intelligent, well-informed professionals – many of whom are senior operators. They don't need to be told what they already know. Every article should offer a clear, compelling reason to keep reading. When drafting your piece, ensure the "so-what" factor is front and center: what is the specific value, shift in thinking, or actionable takeaway you are providing that they can't find elsewhere?
- Every article must be directly applicable to the daily working lives of HR professionals. We prioritise insights that solve real-world problems or offer a fresh take on HR profession trends.
- We are always on the hunt for engaging, relevant case studies that have a clear learning outcome for a reader. When you can provide clear results/outcomes, lessons learned, or a view on what you'd do differently next time, we are more likely to publish this.
- Please include links to any research or data cited. While we value global insights, Australian-based research is highly preferred.
- Include a 2-3 sentence biography featuring your name, any AHRI post-nominals, current title and workplace, plus any relevant prior experience.
- You are welcome to provide relevant images or diagrams. Please include captions and credits, and clearly indicate within the text where they should be placed.

Please ensure your piece has been thoroughly proofread for clarity and accuracy before hitting send.

Other Important Information

No promotional content

We do not publish "advertorials" as part of our editorial program. While you may reference a business or case study to illustrate a point, the tone must remain unbiased and informative. Direct links to your own products, services, or company website within the body text are not permitted.

If you do wish to have branded content on our website, we are happy to discuss [sponsored opportunities](#).



Exclusivity

We only publish content that is unique to AHRI, unless as part of an agreed upon syndication arrangement. If your piece has already appeared on another site, blog, or publication, we cannot accept it.

Rights and permissions

By submitting, you confirm that you hold the rights to all text and images provided. You grant AHRI and its partner (Mahlab) the license to publish and reproduce the work across our digital, print, and social platforms, as well as be used for educational purposes.

Editing

Every submission undergoes an editing process to ensure it meets our standards for clarity, grammar, and length. You will have the opportunity to review the final edited version before it is published.

Please note that our editorial team has limited capacity for heavy rewriting. If a submission requires extensive structural or stylistic editing to meet our guidelines, we may be unable to move forward with publication.

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