

# Annual Report 2008



Human Resources  
Professionals  
Association

TM

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“...HRP A adds value to our members’ careers.”

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# MESSAGE FROM THE CEO AND CHAIR

## Welcome

Last year, we predicted continuing economic turbulence from a high Canadian dollar and recession in the United States, which would put increasing pressure on business to operate at optimum efficiency in terms of costs and productivity.

Unfortunately, we were half right. We no longer struggle with a high Canadian dollar, but recession has spread beyond the U.S. to Canada and the rest of the globe. There's no doubt our crippled economy puts enormous pressures on business—and HR—to ensure the workforce is operating at optimal levels.

In a December 2008 Mercer survey—*Leadership through Unprecedented Times*—81 per cent of respondents

expected their company's business performance to decline in 2009. And many fundamental HR decisions will be made in response to the troubling economic forecast. Prolonged recession will force drastic action on organizations, including layoffs, terminations, hiring and salary freezes, while companies struggle to cope.

As HR professionals, our greatest contribution at this time is to lead our organizations in making tough decisions and implementing them in a way that respects and preserves the dignity of employees. Employees will gain strength in our strength, and in knowing we have their best interests at heart, no matter how difficult the current economic challenges are.



Click on the video to view the welcome message from the CEO and the Chair

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## HRPA's Role

Just as your role is to shepherd your organizations through the slump, the Human Resources Professionals Association (HRPA) and its chapters are here to help members navigate these difficult times.

So what are we doing to help?

- HRP and its chapters continue to provide a forum for peers to network and discuss HR issues;
- We provide quality, low-cost HR learning—more than 200 PD events in 2008—at a time when many organizations are cutting back on professional development spending;
- Our HR resource centre and research team provides the information you need to do your job effectively;
- Our member savings program provides preferred rates on a growing list of services: Carswell, Payscale, Workopolis and much more;
- And *HR Professional*, HRP's flagship HR publication, continues to bring you cutting-edge information about industry trends, news and best practices.

Besides providing member services, HRP continues to work quietly behind the scenes on behalf of its members and the profession.

This year, we introduced the HR Summit Awards—an HR awards program that honours the very best in human resources leadership.

We continue consulting with government and providing guidance on a number of workplace issues.

We're working on alternative routes to meet the academic requirement for the CHRP designation; we're expanding locations for the evening academic program; and we've partnered with York University's Schulich Executive Education Centre on two new programs.

We're also working with CCHRA and our sister HR organizations across the country to ensure the CHRP designation remains current and in demand by Canadian business; and later this year, we will be introducing a new senior-level human resources designation, the qualifications of which will be largely experiential.

As always, in good times and bad, everything we do at HRP adds value to our members' careers. And just as tough times often see HR professionals doing their best work, you can expect the same from us.

Regards,

Bill Greenhalgh  
CEO  
HRPA

Debbie Bennett  
Chair, Board of Directors  
HRPA



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# INTRODUCTION



Human Resources  
Professionals  
Association

A key measure of our value is how effectively we advance our members' careers. The profession is undergoing an unprecedented period of evolution and as it matures, HRP will grow right alongside it. Everything we do—from the development of the Rules of Professional Conduct, to our role as trusted advisor to the government, to the continuous development of our professional development offerings—must support this growth.

As a member-focused association, it is vital that we cater to the needs of our membership not only today, but in the rapidly evolving world of the future. Not only do our members need international perspective to be effective in a borderless world, our influence now extends well beyond the borders of Ontario. As a result, the association needs an internationally recognizable brand that's relevant to audiences everywhere.

“...we advance our members' careers.”

As a result, in May 2008 we announced a change to our operating name and logo from The Human Resources Professionals Association of Ontario to the less geographically constrictive **Human Resources Professionals Association (HRPA)**. While our official corporate name is, and always will be, the Human Resources Professionals Association of Ontario, HRP better reflects what our members need in a professional association and reminds us that we live in a wider world where events and decisions made outside our provincial and national borders have big impacts on our careers and economy.

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# VISION/MISSION

stewardship

## Vision

Our vision is to be a global leader in advancing the human resources profession as the essential driver of business strategy and organizational success.

## Mission

Our mission is to be a human resources thought leader.

## Core Values

Our core values are:

### Leadership

Leadership as evidenced by clear articulation of a compelling vision for the future of the profession and the courage to make appropriate, timely decisions.

### Innovation

Innovation as evidenced by collaboration, creative thinking, sharing of knowledge and continuous improvement that sustains excellence.

### Integrity

Integrity as evidenced by uncompromised dedication to professionalism, responsiveness to our members' interests, and effective stewardship of members' investment of time, money and engagement.

vision

strategy  
success

knowledge

excellence

dedication  
courage

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# REGULATORY ROLE OF HRPA

## The Office of the Registrar

With the privilege of self-regulation comes the responsibility to effectively regulate the human resource management professionals registered by the association. This regulatory role is embedded in HRPA's articles of incorporation and is a key aspect of the association's reason for being. Exercising HRPA's responsibility to uphold the professionalism of human resources management in Ontario for the sake of the profession and the public interest is central to our mission.

Pursuant to the *Human Resources Professionals Association of Ontario Act, 1990*, HRPA is the regulatory authority of the human resources management profession in Ontario. The Office of the Registrar is the regulatory body within HRPA. The overriding concern of the office is to protect the public by ensuring that human resources professionals registered with and certified by HRPA are competent and conduct themselves in an ethical manner. Through the Office of the Registrar, HRPA is committed to the highest standards of performance and effectiveness in fulfilling its role as a regulatory authority.

In addition to its regulatory responsibilities, educating HR professionals on regulatory matters is also part of the Office of the Registrar's mandate. One of the highlights of 2008 was a series of **articles** on regulation written by HRPA's director of HR Excellence, Claude Balthazard, for *Canadian HR Reporter*. These articles covered topics from the rationale for our academic requirements to the possibility of licensure of the human resources management profession.

## Regulatory Framework of HRPA



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## Professional Conduct

Another achievement in the area of professional regulation in 2008 was the development of the **Rules of Professional Conduct**, which were introduced at our 2009 Annual Conference & Trade Show and take effect June 1, 2009. These rules represent a step forward for the association and send a clear message that human resources management is truly a regulated profession in Ontario. Having these Rules of Professional Conduct provides an additional level of assurance to our employers and clients as there are now clear guidelines defining what they can expect with respect to the conduct of HR professionals registered with HRP.

## Registration

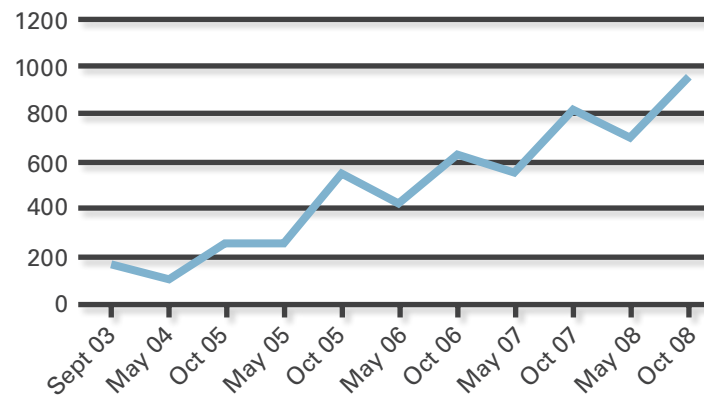
In its commitment to being transparent, objective, impartial and fair in its registration practices, HRP began investigation into the process and requirements set out in the Fair Access to Regulated Professions Act, 2006. As well, the association started exploring the process of accreditation by the National Commission of Certifying Agencies (NCCA).

## Certification

The **Certified Human Resources Professional (CHRP)** designation is recognized as the standard of competence for the HR profession and a requisite qualification for a career in HR.

The number of individuals who wrote the National Knowledge Exam (NKE) reached record levels in 2008, with a 20 per cent year-over-year jump. In total, 1,650 members wrote the NKE, 992 members wrote the National Professional Practice Assessment (NPPA) and more than 830 members earned the right to use the CHRP title in 2008.

### Record number of NKE writers in 2008



As in 2007, HRP's evening academic program was at capacity and a Mississauga campus has been added for 2009.

“...human resources management is truly a regulated profession in Ontario.”

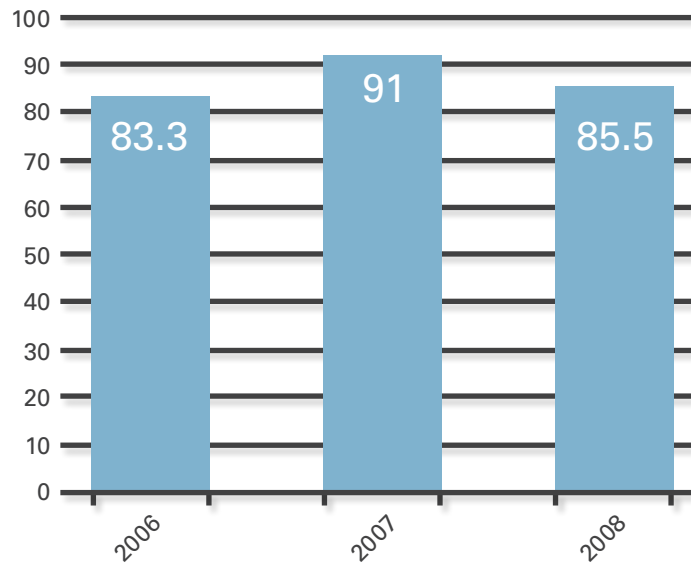
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## Recertification

Commitment from CHRPs to continuous learning and professional growth remains high, with 85.5 per cent of CHRPs completing their tri-annual recertification. Of those who did not recertify, retirement or leaving the profession were the main reasons.

## Recertification Compliance Rate %



## Pre-approved Recertification Program

HRPA's Pre-approved Recertification Provider program completed its first full year in 2008. This program is designed to make it easier for CHRPs to identify those professional development opportunities that have been reviewed and pre-approved by HRPAs. The program also makes it easier for qualified providers to market recertification-approved training by displaying the Pre-approved seal on their marketing materials.

Psychometrics, The McQuaig Institute and Stitt Feld Handy join The Conference Board of Canada and the Industrial Accident Prevention Association (IAPA) as partners authorized to display the Pre-approved Seal on their marketing materials. HRPAs has approved individual courses from Pearlman and Associates, Payscale, SHRM, Osgoode Professional Development, York University, Mutual Consensus, Canadian Society of Training and Development and Cascade Disability Management. The Canadian Institute had its flagship conference pre-approved and CCH is a pre-approved webinar partner.



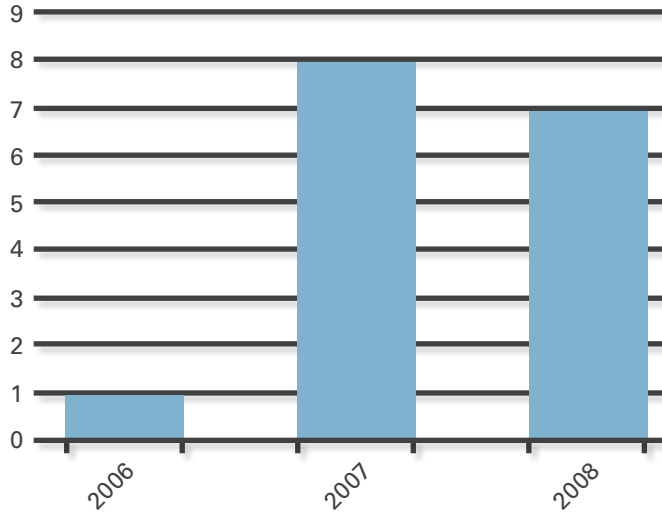
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## Complaints, Investigations and Discipline

Complaints registered with HRP A remain very low, with an incidence level of approximately one per 2,500 members (as at November 3, 2008). Although complaints against members are something no regulator likes to see, they are indicators that we are fulfilling our self-regulation responsibilities. There is no better barometer of the maturation of the profession than a robust complaints mechanism.

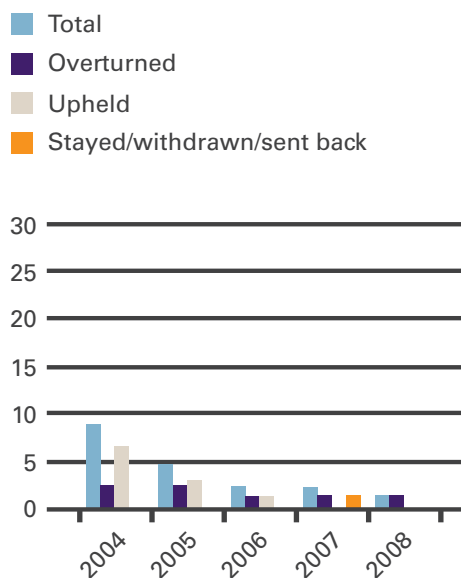
### Submitted Complaints



## Appeals

Internal appeal processes are an important aspect of HRP A's regulatory framework. HRP A is committed to full, fair, transparent and effective internal processes, which includes access to an internal appeal process. The Appeals Committee will respond to written appeals from any parties affected by decisions rendered by the Certification Committee, Academic Standards Committee, Recertification Committee and the Complaints, Investigations and Discipline Committee, decisions made by the Registrar relating to registration or certification, and/or decisions arising out of the board nomination procedure. The number of internal appeals is small but does indicate that HRP A's internal appeals processes are open and effective.

### Appeals—by outcome



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# THOUGHT LEADERSHIP

## HRwrx™ – NKE exam prep

In a short period of time, [HRwrx.ca](http://HRwrx.ca) (pronounced *HR works*) has become the gold standard of exam preparation programs for the NKE, with close to half of all October test takers subscribing to the program. There were still many competitive products in the mix for the May 2008 session and test score analysis showed that HRwrx subscribers did 36 per cent better than the average.



## HRThoughtLeader.com

Launched in 2007, HRPAs has gradually consolidated its HR news and opinion, HR law updates, HRPAs and third-party research reports and HR tools to its dedicated learning and development website: [HRThoughtLeader.com](http://HRThoughtLeader.com). As evidence of HRPAs's increasing role as the go-to source for HR knowledge, 2008 saw traffic to the website increase substantially, eventually reaching 50,000 monthly individual visitors. The first major upgrade to the website is scheduled for the second half of 2009.

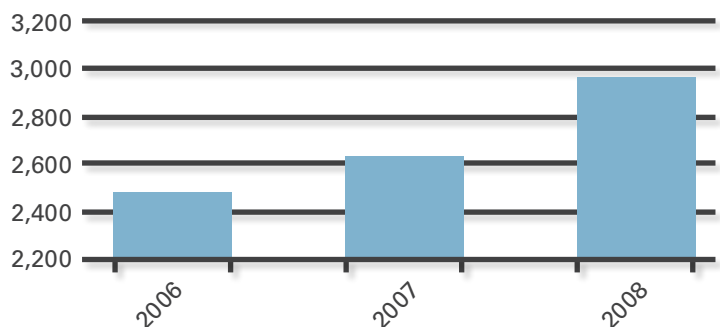
## HR eSource™

During 2008, HRPAs signed a revenue sharing agreement with Concord, Ont.'s First Reference Inc. to distribute HR eSource, its online small business HR skills development program. This arrangement includes nationwide distribution for the product, something HRPAs was not in a position to provide on its own. HRPAs continues to endorse and maintain the product.

## Resource Centre

HRPAs's Resource Centre continues to grow in importance to members, with requests for information increasing by almost 14 per cent over 2007. To meet this increased demand, HRPAs introduced Quick Reference, a self-serve utility enabling members to look for answers among the thousands of previously fulfilled requests. HRPAs will continue to develop easy-to-use search capabilities to improve service to members.

## Requests



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## Research

In its mission to be a human resources thought leader, HRP published more than 12 surveys through 2008, eight of these being **Pulse Surveys** conducted in co-operation with *Canadian HR Reporter*. Topics included:

- Future Prospects for the HR Profession (February 2008)
- Raising the Bar for the CHRP (March 2008)
- Do we need a senior HR designation? (April 2008)
- Coercion of Human Resources Professionals (May 2008)
- Are Human Resources Management Professionals Strategic? (June 2008)
- Gender Representation in HR (September 2008)
- Reciprocal Recognition of Foreign Designations (October 2008)
- Business Knowledge (November 2008)

As well, in addition to its own member satisfaction surveys, HRP conducted surveys on:

- Family Day
- HR Information Systems (in co-operation with IDC)
- HR's Response to the Rising Cost of Gas
- Benefit Strategies for Older Workers (in co-operation with Life's Next Steps)

For 2009, HRP intends to maintain this pace of research, augmenting it with a major survey on its internationally educated members and how well those individuals have been integrated into the Canadian HR community.

## HR Professional

*HR Professional* magazine continues to set the standard for human resources professional publications in Canada. Newly redesigned for 2008, *HR Professional* remains one of our members most highly valued benefits. Recent cover stories include sustainability, people and profits; the female leadership void; and the effect of Asian expansion on HR. Articles are written by award-winning writers and subject-matter experts and feature interviews with such iconic business leaders as Home Depot president Annette Verschuren, leadership coach Marshall Goldsmith and environmentalist David Suzuki.

*“HR Professional provides an excellent overview of current issues and changes in the industry. The articles are interesting and informative. A must read!”*

—Julia Robarts, CHRP

*“HR Professional is an excellent resource for both the HR novice and the seasoned professional. The articles have definitely helped in guiding me throughout my career, as it has often given me ideas on how to make my organization better from a human resource standpoint, and has provided me with answers to my own questions when dealing with certain workplace issues.”*

—Tiffany So, CHRP



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# HR Summit Awards



In 2008, HRP, in partnership with the *Canadian HR Reporter*, introduced the HR Summit Awards—dedicated to the individual contributions of HR professionals. Business in the 21st century relies on the insights and innovation that only HR professionals can provide. Considering HR’s vital role in an organization’s success, it’s about time HR had an awards program to honour its best.

The HR Summit Awards were created in the belief that it is the effort of individuals like our Summit Award winners who advance the profession and provide the vision and leadership that makes for great organizations. Call for nominations began in June 2008.



Presented at the Intercontinental Hotel in Toronto on January 27, 2009, our winners were:

**Workopolis HR Professional of the Year Award**  
(co-winner)

Monica Donahue  
Vice-president, Human Resources  
McCain Foods (Canada)

**Workopolis HR Professional of the Year Award**  
(co-winner)

Ken Lewis, CHRP  
Manager, Employee Relations & Compensation  
Hydro Ottawa

**Right Management HR Academic of the Year Award**

Monica Belcourt, CHRP  
Director, School of Human Resources Management  
York University

**The Carswell HR Rising Star Award**

Nicholas Beynon, CHRP  
Human Resources Consultant  
LoyaltyOne Inc.

**Teva Novopharm Overall Talent Management Award**

Guilherme Dias  
Director, Strategic Talent Management  
Pitney Bowes

**TD Insurance Meloche Monnex Corporate Governance Award**

Sarah Burghardt  
Human Resources Manager  
A.D. William Engineering Inc.

**The Globe and Mail Corporate Social Responsibility Award**

Foster Brown, CHRP  
Vice-president, Human Resources  
The Beer Store

**Export Development Canada Innovation in Employment Branding Award**

Not presented in 2009

**GlaxoSmithKline Innovation in Total Rewards Award**

Not presented in 2009



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## The Senior Human Resources Designation

The Certified Human Resources Professional (CHRP) designation signifies that an individual has attained a level of certified competence in their HR knowledge and practical skills. But how do we recognize the contributions made by a HR practitioner throughout a demonstrably distinguished career?

Feedback from the 2008 Member Satisfaction Survey asked exactly that. As of result of member interest in a senior designation, HRP began working with our sister human resources associations across Canada to set about defining what standardized criteria would qualify those HR professionals at the height of their careers as senior professionals and to conceptualize a designation that recognizes HR leaders across Canada.

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# PROFESSIONAL DEVELOPMENT

HRPA is committed to enhancing the capabilities of its members throughout their careers. Our **professional development** lineup encompasses everything from evening academic programming for CHRP candidates, through to executive programming and everything in between.

In 2008, HRPAs continued to build its offerings and delivered more than 200 professional development events and launched the capability to produce, record and host live and on-demand webinars. By the end of 2008, HRPAs had an inventory of more than 75 webinars and plans on adding another 100 by the end of 2009.

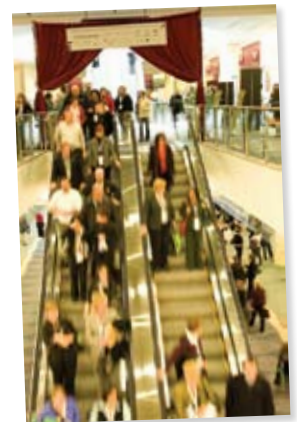
“...enhancing the capabilities of its members...”

## HRPA Annual Conference & Trade Show

Recognizing that the future belongs to the change-makers and HR professionals must evolve and innovate to gain a competitive advantage for their organizations, HRPAs's 2008 Annual Conference & Trade Show was built around the theme of innovation.

The second largest HR conference in the world featured more than 125 sessions, 150 speakers, 230 exhibitors and a record attendance, which showed eight per cent growth over 2007.

A key focus of the 2008 annual conference was sustainability and it was HRPAs's greenest conference ever attaining a 98 per cent Zero Waste rating from the Metro Toronto Convention Centre.



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## One-day Conferences

HRPA's one-day conferences continue to be the industry's go-to source for specialized professional development. In 2008, HRP offered seven, one-day conferences covering topics such as: HR law, talent management, business skills and diversity.

The association also held two popular one-day conferences in partnership with the U.S. Society of Human Resources Management (SHRM)– one covering change management and the other offering the HR Certification Institute's Global Professional in Human Resources (GPHR) certification preparation course and GPHR exam.

In another first, 2008 marked HRP's first conference held in partnership with a chapter. The Eastern Ontario Conference was a successful joint venture between HRP and the Ottawa Human Resources Professionals Association, hosting almost 200 delegates and a sold-out trade show.

“...the industry's go-to source for specialized professional development.”

## Executive Programming

Providing a collaborative educational environment for senior members of the profession is crucial for both the development of the profession and the association. HRP offers two programs for senior HR executives: Executive Forums and Roundtables. Attendance at each Executive Forum (in 2008 there were six) is limited to approximately 50, providing attendees with a true participatory experience with peers. There was an 11 per cent increase in attendance from 2007. The 2008 line up of topics included leadership development, workforce analytics and executive performance management.

Executive Roundtables were a new offering for 2008. Attendance at these intimate breakfast sessions is limited to 10. Facilitated by subject matter experts, the roundtable format allows participants to share and work through mutual issues. In 2008, topics covered compensation, talent management, innovation and metrics.

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## Advanced Certificate Programs in Human Resources

HRPA continued its sponsorship of executive training at some of Ontario's leading academic institutions.



The centrepiece of this initiative is the human resources compensation committee certification at **The Directors College**—a partnership between HRP A, the DeGroote School of Business at McMaster University and The Conference Board of Canada. The program provides insight into the role of the compensation committee and is tailored to the needs of directors and senior corporate officers who want to learn how leading corporations apply the latest corporate governance principles, practices and insights to compensation committee procedures. Since its inception in 2007, The Director's College has granted 30 HRCC certificates.



HRPA continues to sponsor the **Advanced Program in Human Resources Management** at the University of Toronto's Rotman School of Management. Now in its 23rd year, the APHRM remains Canada's most comprehensive certificate program in senior HR management.

During 2008, HRP A began working on the development of two new programs with the Schulich School of Business at York University: the **Masters Certificate in Business Leadership for Human Resource Professionals**, which will run its inaugural session in October 2009, and the Leadership Certificate in Sustainability, which will debut in 2010.



## PD in a Box™

In 2007, HRP A launched ready-to-deliver professional development seminar materials for use by chapters and in members' organizational settings. Called **PD in a Box**, these portable professional development kits can be ordered online and contain all the materials needed to conduct a seminar session, including a facilitator's guide, PowerPoint presentation and all participant handouts. Currently, topics include:

- Employee Engagement
- Diversity
- Succession Planning
- Building an Effective Business Case
- Creating your Personal Brand
- Onboarding and Orientation
- Recruitment and Selection
- Employment Branding
- HR Leadership
- Effective Internal Consultant



In 2008, demand for PD in a Box surpassed expectations with orders from members and more than one-third of HRP A chapters.

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# MEMBERSHIP

HRPA's membership brochures say "It's about you," because HRPAs main objective is to advance our members' careers, their capabilities and the influence of the association, which is directly related to the size of HRPAs membership.

## Retention

The membership renewal rate remained high at 87 per cent, demonstrating recognition of the value HRPAs provides its members and their commitment to the vision, mission and values of the association.

## Growth

This year saw continued growth in membership in excess of eight per cent over 2007. Statistics Canada data suggests there are approximately 36,000 HR jobs in Ontario (excluding payroll), meaning HRPAs membership is approaching an impressive 50 per cent market penetration. While the first generation of CHRPs are nearing retirement, the strong continued growth of practitioner and full-time student members will help ensure membership remains strong.

A strong membership renewal campaign like 2008's contest for a trip to Taboo in Muskoka and 2009's trip to Universal Studios Hollywood—are strong incentives for early renewal. Early renewal provides better cash flow to chapters, which enables them to run more effective programming and encourages member retention. The **2009 renewal program** includes prizes donated by nearly all of HRPAs business partners.

	2006	2007	2008
CHRP	6,068	6,672	6,852
General	1,941	2,501	2,481
Practitioners	4,287	4,480	5,042
Full-time Student	1,281	1,953	2,236
Part-time Student	460	794	862
<b>TOTAL</b>	<b>14,037</b>	<b>16,400</b>	<b>17,473</b>



## Student Outreach

In recognition of the growing popularity of human resources as a profession, HRPAs set a record for student outreach in 2008, with 42 visits to colleges and universities across Ontario.

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## Hire Authority

Hire Authority's 10th year in operation was truly remarkable. With more than one million individual job searches and over 6,000 registered job posters, **Hire Authority** has become the premier HR job board in Canada. In an agreement that was completed in December 2008, Hire Authority was selected by *Canadian HR Reporter* as its official job board, which increases its visibility to a global audience.



## Member Savings Program

One way HRPAs members can directly benefit from membership is the **member savings** program, which can more than offset annual membership costs. In 2008, HRPAs emphasized business services because these are benefits that directly address the association's commitment to advancing members' capabilities. We are proud to have the following organizations and products in our program:

### Thomson Carswell

Best Practices Series: HRPAs members save 20 per cent. ConsultCarswell: HRPAs members save 17 per cent.

### Payscale

Real-time salary reports based on your job title, location, education, skills and experience: HRPAs members save 15 per cent.

### HR Downloads

A dedicated team of CHRP professionals and comprehensive tools: HRPAs members save 10 per cent.

### First Reference

PolicyPro, HRinfodesk and The Human Resources Advisor: HRPAs members save 20 per cent.

### GetAbstract

The world's largest provider of business book summaries: HRPAs members save 15 per cent.

### CCH

Ultimate HR Manual: HRPAs members save \$200.

### Workopolis

Workopolis is Canada's largest job board: HRPAs members save 15 per cent.

### Morneau Sobeco and Shepell•fgi

Group health, dental and EAP: HRPAs members save 20 per cent.

### Best Doctors

The right diagnosis and treatment options: HRPAs members save 10 per cent.

### TD Insurance

Home, auto, travel and small business professional liability insurance.

### Starwood

An HRPAs association-wide discount provides reduced rates and upgraded service for all Starwood hotels.

### Dependable HomeTech

PC repair and support, online storage, sharing and backup, TV and surround sound installation, or home security and observation systems: HRPAs members save 15 per cent.

### Knowledge Bank

Named Best Training Product of 2007 by Training Media Review. HRPAs Members receive a \$200 discount.

### Atlas Canada

HRPAs members receive preferred corporate pricing on long distance moves.

### Meeting One

Reduced rates for HRPAs members: Eight cents per minute for teleconferencing and 20 per cent off for Adobe Connect web conferencing and related professional and event management services.

### Bell Mobility

An association-wide discounted rate for voice and data services on all popular devices, including BlackBerry.

### First Canadian Title

Members receive a special rate for home, title and identity theft insurance policies.

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# VOLUNTEER RECOGNITION

A gala luncheon was held in Toronto on January 27, 2009 honouring all HRPAs volunteers, but especially those chosen for distinction as 2008's **Volunteer Achievement Award** winners. More than 250 volunteers turned out for the event—the largest of its kind in HRPAs history. The winners were:



## “Recognizing Extraordinary Volunteer Contributions at HRPAs”

### Awards of Excellence

#### Ross A. Hennigar Memorial Award

Melissa Gare

#### HRPAs Scholarship Award sponsored by the Bagg Group

Rachel Lochhead

#### HRPAs Outstanding CHRP Achievement Award

Amanda Holmes

#### Honourary Life Award

Deanna Dulmage, CHRP  
Tom Holmes, CHRP  
Mary Norton, CHRP  
Bryan Dowling, CHRP

#### NKE and NPPA Top Scorers Awards

The NKE top scorers are:

Barbara Blevis  
Jennifer Waschkowski  
Jennifer Witty

The NPPA top scorers are:

Nicole Kavanagh  
Jennifer Trimmer  
Joanne Williamson

### Leadership Awards

#### Chapter of Excellence Award

Human Resources Professionals Association of Ottawa

#### Chapter Innovation Award

Human Resources Professionals Association of Ottawa

#### Fastest Growing Chapter Award

Fewer than 250 members: North Bay  
More than 250 members: Durham

#### Highest Retention Chapter Award

Fewer than 250 members: Windsor  
More than 250 members: Guelph



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# CHAPTER RELATIONS

The role of chapter relations is to maintain a high level of communication between the association and its chapters and to facilitate the chapters' uptake of association technology. This ensures the chapters have all the tools they need to increase their visibility and that of HR professionals in their communities.

Technologies first made available to the chapters in 2008 include the new customer relationship management (CRM) member management system, Adobe Connect web conferencing, Meeting One teleconferencing and ExactTarget e-mail management.

A number of initiatives were completed in 2008, including the first major overhaul of chapter by-law templates in a decade, and a standardized Code of Conduct for all HRP A employees, chapter executives and volunteers.

## Chapter Leadership Conference

The 2008 Chapter Leadership Conference (CLC) was a major initiative to build bridges between the association and chapters. This is vital as it ensures common vision and alignment of strategies and goals.

The 2008 conference was the first time it was held as a stand-alone event and featured a full day of information sessions on governance issues, technology and strategic plans; as well as group discussions on self-regulation of the HR profession and enhancing the member experience. More than 100 chapter executive, HRP A board members and staff attended the event from across the province.

Feedback from the event satisfaction survey was incredibly positive:

“This was my first CLC and it was great to be able to share ideas and best practices with other chapters.”

“Best yet, a dramatic improvement over previous efforts—good work!”

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## 2008 HRP Chapter Highlights

From developing HR awards programs and partnering with local business groups, to forging relationships with post-secondary schools and hosting conferences and professional development activities, HRP chapters have been working to bolster member capabilities and advance the profession at the local level.

### Algoma

The Algoma chapter executive has been looking to the past to make membership more relevant to senior members by talking to members of the original Personnel Association of Sault Ste. Marie. Forty years ago, the group was an informal club of senior practitioners who met to discuss serious local HR issues. Algoma chapter president Rick Webb and his team are looking at ways to return to these roots to better engage its senior membership.

The chapter has also been active in engaging the local government to provide association influence on local workplace issues like the skilled trades shortage.

### Grand Valley

To promote strategic partnerships between HR professionals and their business partners and executives, the Grand Valley chapter hosted its first-ever Executive Night. Chapter members invited executive colleagues from their own organizations to the event to network and learn what the

Grand Valley chapter is all about. The evening featured John Miller, author of *QBQ! The Question Behind the Question*.

### Guelph and District

In 2008, the Guelph chapter worked on its inaugural Employer of Distinction award to take place in 2009. This is a local HR awards program recognizing two local companies (one less than 100 employees and one more than 100 employees) that demonstrate HR best practices and promote the profession through their organization's success. The chapter has also been working closely with the Career Council, a local group that encourages high school students to stay in school and seek meaningful careers.

### Hamilton

The Hamilton chapter stepped up its outreach efforts to the city business community in 2008 by adding a new business development portfolio to its board. The new director has been developing partnerships with local businesses.

The chapter also partners with the City of Hamilton on a local workplace health workshop series.

### Kingston District

The Kingston chapter has made steady gains in membership recently, showing a 10 per cent increase in 2008. Its membership strategy involves focusing on under-represented industries or sectors, and identifying and contacting individual HR professionals that might be interested.

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Kingston has developed an innovative professional development platform: the Dine-around. The dinner event features 16 speakers on various HR topics and attendees choose three to listen to as they cycle around appetizer, main and dessert courses.

## London and District

The London chapter began work on the Carol Eyre Memorial Award, an HR student bursary in honour of the late Carol Eyre, a much-respected member and former director of the chapter's Community Partnerships Portfolio.

Partnering with Fanshawe College, the \$500 award will go to a continuing studies HR student. The award places an emphasis on demonstrated community involvement and volunteerism, preferably in a field related to human resources. The chapter hopes the award will help stimulate student membership.

## Ottawa

Ottawa's membership has grown 17 per cent to a total base of 1,175. Student membership has grown 59 per cent to 106 members. The Ottawa chapter membership committee has reached out to promote the benefits of membership to both students and HR professionals.

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# ADVOCACY

## Government Relations

HRPA continues to advocate on behalf of HR professionals and their organizations with the provincial government and works tirelessly on a variety of hot-button HR issues.

Most significantly, HRP, for the first time in its history, sought and was granted leave to intervene in a case before the Supreme Court of Canada. On February 20, 2008, HRP, in conjunction with our external counsel, Stuart Rudner of MillerThomson LLP, made submissions before the Supreme Court of Canada in *Keays vs. Honda Canada Inc.* HRP intervened in the case because the decisions of the lower courts raised concerns that requiring medical documentation to verify which employee absences are disability-related might be unlawful in the case of someone with a known disability. If upheld, the case could have created two-tiered attendance management practices whereby some employees would be required to produce doctors' notes while others would not.

In HRP's submission to the Supreme Court, the association made it clear that doctor's notes were an essential part of absentee and disability management in the workplace.

On June 27, 2008, the Supreme Court released its decision and provided clarity on workplace attendance management issues. The court adopted HRP's view that medical documents can be requested by

individuals with known disabilities so that employers can manage their workforce.

More 2008 highlights:

- We continue to work with the Law Society of Upper Canada to extend or make permanent the current exemptions that exist for HR professionals under Bill 14, *Access to Justice Act, 2006*.
- HRP also continues to actively participate and forge strong relationships with other industry representatives in the Ontario Ministry of Community and Social Services' Employment Accessibility Standards Development Committee.

## “HRP continues to advocate on behalf of HR...”

- The chair of the HRP Government Relations Committee continues to actively participate as a member of the CCHRA Government Relations Committee and HRP's director of government relations also participates as an ex-officio member.
- Throughout the year, HRP was involved in a variety of activities including making submissions to the government on the impact of compulsory certification to volunteer trades; temporary workers and reformation of the rules regarding temporary placement agencies; and workplace violence prevention, as well as continuing to consult on all pending labour legislation.

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## Corporate Social Responsibility

We make a conscious decision to champion the environment and actively participate in our communities.

Our sustainability vision is to ready HR professionals to lead sustainability change in the workplace by leveraging HRP's reach, thought leadership and own best practices.

This is evidenced in our conversion to FSC-certified 100 per cent post-consumer recycled paper for all of our stationary and our Zero Waste conference and trade show initiative.



As part of the association's commitment to the community, HRP participated in the following: a house restoration project with Habitat for Humanity, two food drives for The Daily Bread Food Bank, donations collection for the Salvation Army Christmas Toy Drive, child sponsorship through Plan Canada, and fundraising for the Canadian Breast Cancer Foundation.

“...champion the environment...”

HRP also introduced a charitable matching program for staff and switched courier companies to Turnaround Couriers, an organization that gives jobs to the disadvantaged.

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# GOVERNANCE AND BOARD RELATIONS

## Governance and Nominating

In 2008, the Governance and Nominating Committee (GNC) continued its work fine-tuning the board governance structure to better implement the association's strategic plan over the next few years.

the current HRP by-laws. The Chapter Governance Taskforce completed its mandate from the terms of reference in January 2009.

## Human Resources and Compensation Committee (HRCC)

As the board's HR committee, the HRCC is responsible for evaluating the CEO and executive management team—ensuring the senior leadership is furthering the aims of HRP and is leading the profession in best-in-class HR policies and practices.

## Chapter Governance Taskforce

The GNC established a special Chapter Governance Taskforce in 2007 to ensure chapter activities were aligned to the vision, mission and strategic objectives of the association; to clarify the roles and responsibilities at the chapter level and the board level; and to ensure consistency with the governance model and the *Human Resources Professionals Association of Ontario Act, 1990*.

Taskforce goals:

1. Contact each chapter president and discuss chapter issues with respect to governance (i.e., how dues are collected, or how to create a new chapter).
2. In consultation with chapters, establish points of decision-making with respect to governance issues.
3. Revise the chapter by-laws template to bring it in line with

2008 Highlights:

- Executive Evaluation: CEO and senior management performance, evaluation and compensation review.
- Employee Survey: Conducted a review of HRP's employee survey results and action plans.
- Audit and Compliance: External audit conducted on performance appraisal and Code of Conduct process.
- HR Management: Reviewed and modified HRP's Code of Conduct policy and participated in selection of the association's new director of government relations.

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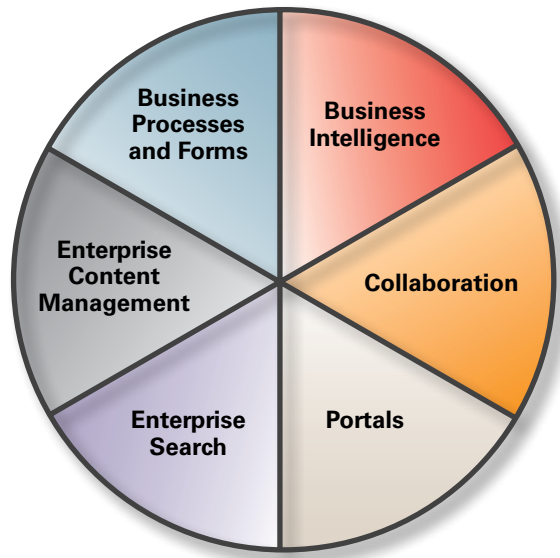
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# INFRASTRUCTURE

In 2008, HRP implemented a significant new system infrastructure in order to improve its business operations and processes. The major components of this system included:

- Microsoft CRM—the way HRP manages its customers (members, contacts, volunteers, speakers, etc.).
- Protech CRM4M—a set of applications specifically for managing a large, member-driven association, which work hand-in-hand with Microsoft CRM.
- Microsoft Dynamics—the “back office” applications.
- Microsoft Office SharePoint Server (MOSS)—tools for collaboration, workflow, document management and web publishing.

The system upgrade provides a solid platform on which to improve the association’s customer service, productivity and efficiency, as well as reduce costs by streamlining and automating business processes and operations—especially in the current slowing global economy. It also provides capacity for HRP to build its virtual communities for our members, chapters, committees or anyone who is interested in the HR field.



The implementation was so successful that Protech awarded HRP their Overall Excellence award for outstanding results in 2008.

In 2009, we will continue building on our systems.

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# AUDITORS' REPORT ON SUMMARIZED FINANCIAL STATEMENTS

## To the Members of Human Resources Professionals Association

The accompanying summarized balance sheet and statement of operations are derived from the complete financial statements of the Human Resources Professionals Association as at November 30, 2008 and for the year then ended on which we expressed an opinion without reservation in our report dated January 16, 2009. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of the Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

*BDO Dunwoody LLP*

Chartered Accountants,  
Licensed Public Accountants

Mississauga, Ontario

January 16, 2009

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# SUMMARIZED FINANCIAL STATEMENTS

## Human Resources Professionals Association

### Balance Sheet

November 30	2008	2007
<b>ASSETS</b>		
<b>Current</b>		
Cash	\$ 1,364,413	\$ 983,569
Short-term investments	842,230	1,105,416
Accounts receivable	613,502	488,032
Prepaid expenses	1,159,638	1,374,834
Product development costs	79,827	79,477
	<b>4,059,610</b>	<b>4,031,328</b>
<b>Long-term investments</b>	<b>4,337,262</b>	<b>4,756,120</b>
<b>Capital assets, net</b>	<b>1,254,539</b>	<b>1,321,184</b>
<b>Long-term loan receivable</b>	—	99,552
<b>Product development costs</b>	<b>49,411</b>	<b>102,688</b>
	<b>\$ 9,700,822</b>	<b>\$ 10,310,872</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	\$ 708,659	\$ 876,358
Deferred revenue	4,877,711	4,604,598
	<b>5,586,370</b>	<b>5,480,956</b>
<b>Deferred capital contributions</b>	—	489,433
<b>Deferred rent</b>	<b>130,891</b>	<b>148,478</b>
	<b>5,717,261</b>	<b>6,118,867</b>
<b>Net assets</b>		
Invested in capital assets	1,254,539	831,751
Internally restricted	1,154,111	1,667,397
Unrestricted	1,574,911	1,692,857
	<b>3,983,561</b>	<b>4,192,005</b>
	<b>\$ 9,700,822</b>	<b>\$ 10,310,872</b>

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# SUMMARIZED FINANCIAL STATEMENTS

## Human Resources Professionals Association Statement of Operations

For the year ended November 30	2008	2007
<b>Revenue</b>		
Administration	\$ 52,903	\$ 118,448
Annual Conference	3,495,589	3,457,567
Membership	4,352,837	3,967,963
Professional Standards and Certification	1,085,541	883,951
Publications, Communications and Information Services	568,948	450,767
Seminars, One-day Conferences and Events	993,815	881,855
	<b>10,549,633</b>	<b>9,760,551</b>
<b>Expenses</b>		
Administration	2,077,447	1,900,598
Amortization	325,498	267,429
Annual Conference	2,699,769	2,785,124
Board and Board Committees	377,404	497,218
Chapters, Volunteers and Awards	237,032	301,504
Government Relations	167,644	155,942
International and Strategic Alliances	44,805	119,084
Membership Sales and Marketing	780,071	619,245
National Dues and Meetings	85,253	66,392
Office Space and Utilities	454,076	430,039
Professional Standards and Certification	932,138	731,867
Publications, Communications and Information Services	1,098,800	974,627
Seminars, One-day Conferences and Events	1,093,228	835,065
	<b>10,373,165</b>	<b>9,684,134</b>
<b>Excess of revenue over expenses before investment income</b>	<b>176,468</b>	<b>76,417</b>
<b>Investment (loss) income</b>	<b>(384,912)</b>	<b>85,566</b>
<b>Net (deficiency) excess of revenue over expenses for the year</b>	<b>\$ (208,444)</b>	<b>\$ 161,983</b>

Complete audited financial statements are available upon request.

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## FINANCIAL OVERVIEW – FISCAL YEAR 2008

Fiscal responsibility is always of paramount importance to HRPAs. During 2008, in response to the prevailing economic climate, HRPAs staff and the Audit and Finance Committee focused heavily on cost control and reductions. This helped contribute to an operating surplus—before investment loss—of \$176,468, which was an increase of 131 per cent over the 2007 figure of \$76,417. When the loss on our reserve investments is included, we ended the fiscal year with a net deficit of \$208,444, compared to a net surplus of \$161,983 in 2007. Operating revenue for the year exceeded the \$10 million mark for the first time in the association’s history, and surpassed the previous year’s level by 8.1 per cent or \$789,082, while expenses rose by 7.1 per cent or \$689,031 over the previous year. Investment revenue was down over the previous year due to declines in the market value of the funds, but overall, HRPAs has weathered the economic turmoil very well. Most importantly, HRPAs continues to remain in a very healthy financial position, with net assets totalling \$3,983,561.

while the loan receivable relates to the remaining funds owing from the Canadian Council of Human Resources Associations (CCHRA); the loan was fully repaid during fiscal 2008.

- Product development costs pertain to charges incurred to develop the PD in a Box, the online HRwrx exam prep product, and webinar infrastructure.
- Accounts payable and accrued liabilities are lower than the previous year, which was mostly due to timing of payments at year-end.
- Deferred revenue pertains to amounts collected for the annual conference, membership dues, and other programs and services being held after year-end, with membership accounting for the majority of the increase year over year.
- The deferred capital contribution item relates to funding of HReSource by the federal government. This product was sold during fiscal 2008, therefore the balance was zero.
- Net assets have been restricted for capital budget purposes, including amounts pertaining to phase two of the information systems upgrade for the association, and various other capital expenditures.
- In line with recommended policy for not-for-profit associations, our target for reserves is set at 50 per cent of annual operating costs. Based on the operating budget for fiscal 2008-2009, the association is at approximately 50 per cent of the target amount.

### Key Highlights: Balance Sheet

- Accounts receivable are higher than the previous year, due, in large part, to the increased number of trade show booths for the 2009 conference and correspondingly higher amounts owing.
- Prepaid expenses relate in most part to the annual conference, which were slightly lower in 2008,

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## Statement of Operations

### Administration

- Administration expenses were higher in fiscal 2008 due to an increase in staff and general increases in operating costs.

### Annual Conference

- The overall surplus from HRP A's Annual Conference & Trade Show rose from \$672,443 in fiscal 2007 to more than \$795,000 in fiscal 2008. This was due to increased revenue, as well as cost reductions that were implemented for the 2008 conference.

### Board and Board Committees

- Expenses under this area were lower than the previous year due to lower costs in several areas, including lower expenses for the by-law review, lower election expenses and lower board development costs.

### Chapters, Volunteers and Awards

- Expenses are lower in this area, due to changes in the format of the Volunteer/Chapter Leadership Conference in 2008.

### Membership

- Higher membership revenue in fiscal 2008 was a result of an ongoing increase in membership numbers. Correspondingly, membership expenses also increased year over year in order

to continue to market the value of membership to new and renewing members.

### Professional Standards and Certification

- Revenue under Professional Standards and Certification increased by more than \$200,000 in fiscal 2008. This was due in part to an increase in the number of individuals writing the national exams and a significant increase in the amount of revenue generated from the HRwrx product. Expenses have increased correspondingly, due to HRwrx, Resource Centre and Challenge Exam costs.

### Publications, Communications and Information Services

- Revenue is higher this year due mostly to the sale of HR eSource in fiscal 2008. In addition, revenue from online advertising and magazine advertising also increased. Expenses increased due to marketing costs associated with new products, as well as an increase in general corporate marketing and web content.

### Seminars, One-day Conferences and Events

- Revenue in this area increased, due in part to two new items this year: PD in a Box and webinars. Expenses also increased due to the upfront development costs associated with PD in a Box and webinars, as well as additional staff to oversee the initial development and ongoing maintenance and expansion of the webinar program area.

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# BOARD OF DIRECTORS AND SMT

## Board of Directors

Debbie Bennett, CHRP  
Chair

Antoinette Blunt, CHRP  
Vice-chair

Ruth Brothers, CHRP

Tom Bursey, CHRP

Drew Dilkens, CHRP

Daphne FitzGerald, CHRP

Colleen Fleming

Dianne F. Fortune, CHRP

Alex Gallacher, CHRP

John Hardisty, CHRP

Roger Hunter, CHRP (Ret.)

Carol McLaughlin, CHRP

Jeff McRae

Bill Palamar, CHRP

Charles Pennock

Kimberley Pepper

Louise Taylor Green, CHRP

Andrew Templer, CHRP

T. Scott Whyte, CHRP

## Senior Management Team

William (Bill) Greenhalgh  
Chief Executive Officer

J. Scott Allinson  
Director, Government and  
External Relations

Claude Balthazard, CHRP  
Director, HR Excellence and  
Acting Registrar

Chris Larsen  
Director, Marketing and Membership

Gary Monk  
Director, Finance and Information  
Systems

Marta Pawych  
Director, Events and Sponsorship

Louise Tagliacozzo  
Manager, Board Relations and  
Administration

# Annual Report 2008

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Human Resources  
Professionals  
Association

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