



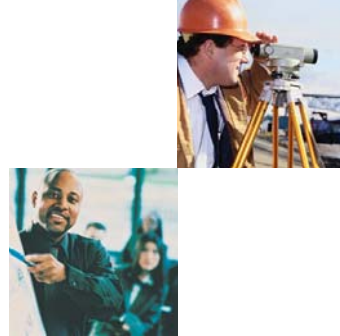
*Shaping Organizational Excellence*

# ***HRPAO Annual Report 2004***

***HRPAO...  
Shaping Organizational Excellence***



HRPAO shapes organizational excellence across the province, empowering human resources professionals to connect effective people management with business success. With over 14,000 members in 29 chapters across the province, HRPAO connects professionals to an unmatched range of HR information resources, events, professional development and networking opportunities.



### \_Our Vision

To be the premier human resources association in Canada sought out for knowledge, innovation, and leadership.

### \_Our Mission

HRPAO advocates for, promotes, and enhances the human resources profession; sets standards; anticipates and exceeds stakeholder expectations.

### ***Annual Report \_Contents***

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# Report from the President and Chief Executive Officer

Members feel a sense of accomplishment and support for their profession and their professional association's achievements of the past year, as HRP AO has increasingly provided the tools that assist with work, career development and achievement of organizational excellence in the workplace.

It has been a productive year for the association. Here are some of the highlights.

Dan Stapleton, CEO states ... "HRPAO has established a good foundation of programs and services to meet the evolving needs of the HR profession. We are now offering many professional development opportunities from certification courses, to senior level programs, seminars and workshops, to short Web seminars."

The Certified Human Resources Professional (CHRP) designation is a must have for HR professionals. HRP AO continues its efforts to enhance the quality, acceptance and credibility of the CHRP designation. The designation is now fully integrated into the Canadian Council of Human Resources Associations (CCHRA) national approach with a record number participating in the national exam processes this past year. This has been a record year for members attaining their CHRP designation... 725.

The 2005 Annual Conference & Trade Show is our flagship event featuring world-class keynote speakers, networking opportunities and a trade show of innovative HR products and services. This conference, "HR on the Move" captures the movement within the association, the profession, and the conference itself as delegates now "move" between two hotels – a first for the conference and trade show which has become the largest one in Canada.

We offer specialty programs such as the workshops on alternative dispute resolution held in Ottawa, Toronto and Thunder Bay. New professional development sessions have been offered throughout the year in partnership with Queen's University Industrial Relations Centre and others.

President André Latour notes that "HRPAO is the doorway to the tools that can assist members

in their work and in achieving organizational excellence. Membership and involvement represents your own organizational excellence."

The association has expanded its information services, the online Knowledge and Legal Centres. A new legal newsletter, *Employment Law at Work*, a partnership of HRP AO and First Reference, was launched in June. Carswell's Employment Law Update and the Canadian HR Reporter mini-sites are a key attraction of www.hrpa o.org. Through our strategic partnerships we continue to provide the latest in legal and HR management information to the desktops of our members.

A new product will be announced at our February 2005 conference – the *Ultimate HR Manual*. The *Ultimate HR Manual*, a product of HRP AO and CCH Canadian, will be a practical, easy-to-read guide addressing the situations and issues that HR professionals face everyday.

And, you will see a new "look" at HRP AO. We have updated our image with a refreshed logo and tag line – *shaping organizational excellence*. This branding positions HRP AO in the competitive business environment reinforcing its values, vision and mission statements.

"The Board of Directors believes strongly in the concept of *shaping organizational excellence*" states President André Latour. We have established a Governance Task Force who will work with the Board of Directors and assist in carrying out our mandate as set out in by-laws and as required by legislation.

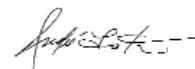
## Our Future

In 2001, the HRP AO Board of Directors developed a ten-year strategic plan to facilitate growth of the organization. As noted above, HRP AO made significant progress in improving services and the value of membership to all its members and potential members.

"Your Board of Directors believes that HRP AO is a well-defined, strong and dynamic organization. The Board of Directors did a SWOT analysis, assessed member needs, surveyed chapter leaders, contacted members with the end result.... our new strategic plan"

notes André Latour, President.

We look to the year ahead as being equally successful, with HRP AO well-positioned to lead HR to new heights.



André Latour  
President



Dan Stapleton  
Chief Executive Officer

## HRPAO's Strategic Imperatives

These are our directions. An operational plan is currently in process. We will continue to update members on progress towards these goals, as plans and activities are implemented.

### 1. Global Competitive Intelligence

Conduct ongoing global strategic market analysis to anticipate trends and enable leading-edge competitive intelligence and responsiveness.

### 2. Visibility

Enhance the association's profile and credibility in order to contribute to the building of a premier HR association in Canada.

### 3. Leadership (Profession)

Raise the profile and credibility of the Human Resources profession as a key partner in shaping organizational excellence.

### 4. Membership

Strengthen overall membership and define appropriate member categories to support targeted growth.

### 5. Advocacy and Government Affairs

Develop effective relationships with employers, employer groups, all levels of government, and associations to ensure strong linkages and the ability to advocate, influence, and effect legislative change.

“ I find that the programs continue to evolve and change with the times, which is critical. It gives the membership credibility and professionalism. Keep up the good work. ”

Lina Connor, Centennial Optical Ltd



Shaping Organizational Excellence

### Board of Directors

- André Latour, CHRP - President
- Gerlinde Herrmann, CHRP - President-Elect
- Monica Belcourt, PhD, CHRP - Past-President
- Ramona Baillie, CHRP
- Ruben Benmergui, CHRP
- Debbie Bennett, CHRP
- Jacqeline M. Bridel, MBA, CA - External Director
- Antoinette Blunt, CHRP
- Tom Bursey, CMA, CHRP
- Blair Cowper-Smith - External Director
- Brian R. Gatién, CHRP
- Alice Kubicek, CHRP
- Carol McLaughlin, CHRP
- Susan Silverman, CHRP
- Andrew Templer, PhD, CHRP
- Sheila Tyndall, CHRP
- Richard Weston, CHRP
- Dan Stapleton - CEO, Corporate Secretary

### Senior Management Team

- Dan Stapleton - Chief Executive Officer
- Beverley Allen - Director, Communications & Information Services
- Karen Arnone - Manager, Government Affairs
- Arlene Insch - Registrar
- Gary Monk - Director, Finance & Administration
- Marta Pawych - Director, Events & Sponsorship
- Remo Petrongolo - Director, Professional Development & Membership

### Human Resources Professionals Association of Ontario (HRPAO)

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www.hrpaoo.org



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## Membership Profile

### Membership/chapter support

Chapters offer a variety of services and opportunities ... education and networking, including local conferences, breakfast sessions, career development, mentoring opportunities, recognition nights, workshops and golf days. We welcome the newest chapter – the Toronto Chapter, which held its official inaugural event on October 27, 2004.

The HRPAA office continues to support members in the 29 chapters across Ontario. (Examples: Professional development at chapter meetings, increased communications via teleconferencing and global email addresses, online speakers' bureau, support to chapter Web sites, chapter administrative content in the Web Chapter Management Centre, and online chapter event registration). Communications support has included Web site template design and chapter logo and HRPAA brand management. Regional media outreach has been coordinated in local news media in cooperation with chapter representatives.

In the past year, representatives from HRPAA staff and members of the Board of Directors have attended over 19 chapter meetings in various areas. A chapter executive orientation binder complements chapter executive

orientations and provides background to new executives. HRPAA hosted six well-attended chapter executive meetings over the course of the year.

### Statistics

2000: 10,028 members

2001: 11,013 members

2002: 12,077 members

2003: 13,247 members

2004: 14,000 members

## HRPAO's Achievements: Serving Your Professional Needs

### The HRPAA Brand

2004 was the year that HRPAA "re-branded", in order to position the association in today's competitive marketplace. Association leaders on the Board of Directors and chapter executives participated in the development of the "new look", the language describing HRPAA.

Our new logo: HRPAA ...*shaping organizational excellence* provides new opportunities and renewed commitment to customer service, continued development of programs and services to meet your needs, and membership communication. So it is not just about a slogan or a new colourful logo. It is about HRPAA and the community of HR.

### Visibility

HRPAO is increasingly recognized as a leading HR association and source of HR management expertise. Through a variety of public relations programs we have continued to promote the role of HR as a key driver of business success, the role of the HR professional, and of course, the association.

HRPAO has participated in over 75 media contacts, with major daily papers and the HR trade press. You have read about the role of HR in achieving organizational excellence in the *Canadian Business*, *Globe and Mail*, *Ottawa Business Journal*, *Northern Ontario Business Times*, *Business Executive*, *Business Times*, and *Profit* magazine. HRPAA spokespersons and board members have presented at conferences and other events.

## Government Affairs

HRPAO is the voice of HR in Ontario, recognized as a key stakeholder for workplace policies and legislation.

By providing valuable advice to government, HRPAO has established credibility, profile and increased visibility.

Through the Provincial Government Affairs Committee, HRPAO has advised the provincial government on a variety of workplace issues: the "60 hour work week"; amendments to the *Employment Standards Act*; mandatory retirement; labour relations and other regulatory issues. The association participated as one of six stakeholders in the Minister of Labour's Employment Standards Action Group. Committee members met with the Minister of Labour and attended regular meetings with the Deputy Minister of Labour and senior officials.

The Federal Government Affairs Committee has merged with the Canadian Council of Human Resources Associations (CCHRA) forming a national committee with representation from across Canada enabling more effective interaction with the federal government. Advice was provided to the Canadian Human Rights Commission on reforms and we participated in consultations on the Workplace Skills Strategy. A review of Part III of the *Labour Code* is underway. The Committee Chair met with the Assistant Deputy Minister, Ministry of Labour, Human Resources and Skills Development and other senior officials to establish and build stronger relationships with the federal government.

## Certification

The Certified Human Resources Professional designation is the national standard for excellence in human resources management, emphasizing the critical role of people management in today's workplace.

HRPAO works at the national level with the Canadian Council of Human Resources Associations (CCHRA) and at the provincial level to enhance the value of the Certified Human Resources Professional (CHRP) designation. HRPAO provided input to CCHRA on the recertification process, recommending a more flexible point system for

professionals tracking their activities for recertification. HRPAO was successful in gaining consensus on these improvements at the national forum, on your behalf.

It has been a banner year for new CHRP members with 725 candidates successfully achieving their designation in 2004. The class of 2004 was announced in the December 21 edition of the *National Post*.

HRPAO supports members in preparing for exams, which has included sponsorship of the CCHRA online exam preparation workshop, ongoing e-mail exam tips and a study guide and exam workshops developed by Canadian HR Press in consultation with HRPAO.

Both Carleton University, Sprott School of Business and University of Toronto, Rotman School of Management have launched executive programs as another route to qualifying for the national certification exams for attaining the CHRP designation.

The CHRP designation has become the recognized standard in business and industry across Canada – a must have for all who are serious about their HR career.

## Career Management: Hire Authority

The association's job and resume service ran a total of 1729 job postings in 2004. 2932 employers registered positions this past year on the job board. The Employment Networking Group continues to be a popular member service for those in "transition", meeting weekly to share job search tips, hear from career experts and to network.

## Conferences, Seminars

Our Annual Conference and Exposition, HR law conference, one-day seminars, dinner events and Web seminars provide the tools and resources to becoming more effective at work.

The 2004 Annual Conference was a banner year for HRPAO conference attendance with 1820 delegates registered. The 2005 conference, HR on the move, is predicted to be equally successful with the largest trade show to date and a line-up of high-profile speakers and presenters.

The October 2004 HR law conference had an expanded program, with one of the highlights a panel of Supreme Court justices commenting on the latest labour law decisions and issues. The spring and fall workshops were popular with many participating in small group and larger group sessions on a range of topics such as employment law, employee retention, project management, handling difficult situations, and more.

## Professional Development

Programs developed through partnerships with key academic institutions offer in-depth learning experiences that meet the business and leadership needs of executives.

HRPAO started the year off with a pre-conference program for senior professionals, Strategic HR Leadership at Warp Speed offered in partnership with the Queen's University Industrial Relations Centre.

HRPAO and Queen's University professional development clinics on leadership development, business strategies and planning and team development were well-attended. HRPAO's executive HR members attended four Executive Briefing sessions this past spring and fall on national issues such as HR branding, organizational change and talent retention.

HRPAO and the Stitt Feld Handy Group have partnered to offer an intensive workshop on alternative dispute resolution, in Toronto

Exam Data
Comprehensive Provincial Exam (CPE): 1400 writers
National Knowledge Exam (NKE): 370 writers
Professional Practices Assessment (PPA): 426 writers

“ Thank you for recognizing those who received their CHRP designation in 2004, in the *National Post*. It is an honour to be affiliated with the HRPAO and its professional people. ”

Linda J. Wolfe, CHRP, Human Resources, City of Waterloo

“ My thanks to HRP AO for its efforts in arranging the Alternative Dispute Resolution workshop for HR professionals. It was a great skill building course and one that I highly recommend. ”

Lesa Robertson, CHRP, Social Development Canada

(November 2004), Ottawa (February 2005) and in Thunder Bay (May 2005), organized with the chapters in the area.

At this upcoming conference the first of sectoral-based HR programs will be held, Strategic HR Management in the Hospitality Industry, in cooperation with the University of Guelph. Watch for more of these types of programs in 2005.

## Information and Knowledge

Connect to workplace and human resources information. Access the most current trends, issues and legislation through the Web site, Resource Centre, *HR Professional* magazine, publications and knowledge services.

## Web site

Our focus on timely, accessible information resulted in a new Web site, designed to more effectively meet members' needs for information, ideas, best practices, and legislative changes that impact the workplace. Launched just after Labour Day the Web site's new technology will assist in managing the growth of our knowledge services.

The Knowledge and Legal Centres provide a wide variety of HR and workplace information. We thank our information partners: legal firms, HR consulting companies, reputable HR and legal publishers, as well as academic and research institutions.

## Resource Centre

The Resource Centre, our research service, provides timely, detailed responses to specific member queries. In 2004 over 2100 members used this valuable service. Over 2650 member requests were completed. As the need for information and HRP AO's expertise becomes known, this service has grown by thirty percent over 2003.

## Publications

### *HR Professional*

*HR Professional* is the premier publication for HR professionals and anyone interested in improving their people management skills. Published six times a year the magazine offers the latest news on the human resources front.

### *CCH Canadian/HRP AO Ultimate HR Manual*

In the spring of 2005, HRP AO and CCH Canadian will co-publish the *Ultimate HR Manual*, a practical, easy-to-read guide. The *Ultimate HR Manual* will save you time and reduce your workload, helping you do your job better. Watch for this new service and product in hard cover or online subscription.

### *Human Rights at Work*

HRP AO and the Ontario Human Rights Commission launched *Human Rights at Work* a comprehensive, plain-language guide to all Ontario laws related to the prevention of discrimination in the workplace, in February 2004. The book continues to be a best-seller, purchased from the HRP AO Web site.

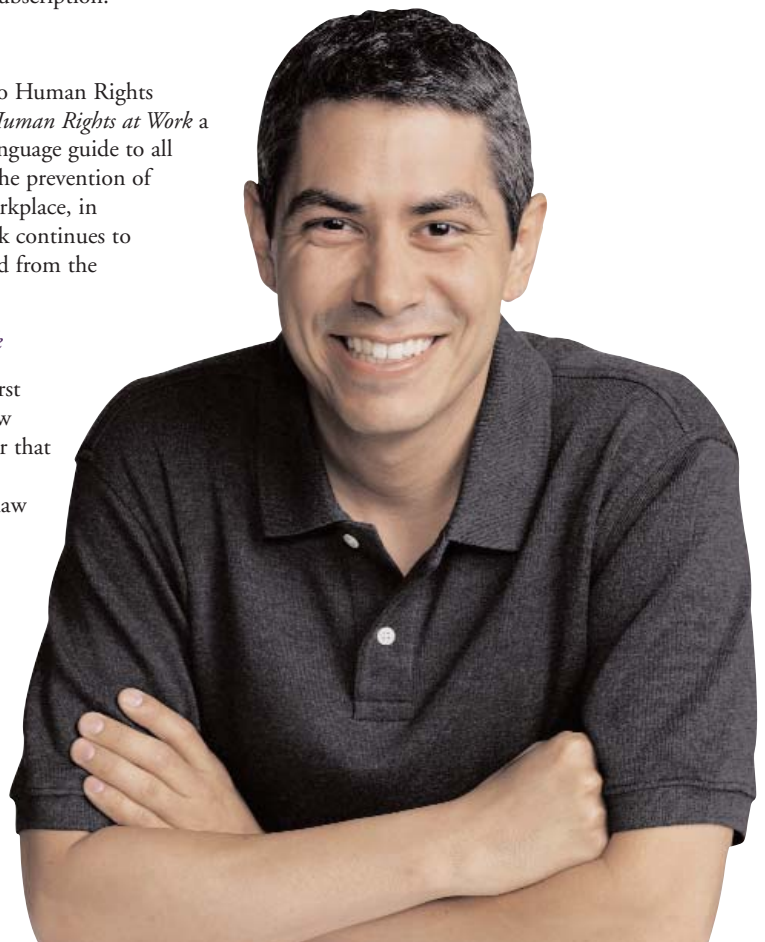
### *Employment Law at Work*

In June, HRP AO and First Reference launched a new electronic legal newsletter that provides analysis of significant employment law issues. Members benefit from the knowledge and expertise of these two organizations in concisely written articles, relevant to today's work environment.

## HR E-Newsflash

This monthly e-newsletter is filled with insightful updates on the hot topics. As well as providing news and updates on HR practices, it provides news about HRP AO, and notification of new additions to the HRP AO's Knowledge and Legal Centres.

Barry Barnes, of LaFarge Ltd, notes the E-Newsflash is "Informative and to the point, easy to navigate and relevant for those of us at a more senior level. Keep up the good work."



“ Through HRP AO, I have access at my fingertips, to valuable resources. The Web site, with its sophisticated search function, delivers archived articles, newsletters and more, in an efficient way. What I find particularly invaluable is the ability to e-mail the Resource Centre with specific questions. ”

Charmaine Sawalhi, Visions 2 Performance (V2P)

# Summarized Financial Statements

## Summarized Balance Sheet

As at November 30

	2004	2003
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash	225,704	282,019
Short-term investments	1,267,681	2,942,782
Accounts receivable	555,050	450,579
Inventory	34,683	---
Prepaid expenses	537,107	295,603
<b>Total current assets</b>	<b>2,620,225</b>	<b>3,970,983</b>
Long-term investments	3,213,953	1,503,839
Capital assets, net	943,391	837,545
Long-term loan receivable	248,877	186,658
	<b>7,026,446</b>	<b>6,499,025</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	687,888	392,117
Deferred revenue	2,536,637	2,389,328
Deferred capital contributions	83,414	---
<b>Total liabilities</b>	<b>3,307,939</b>	<b>2,781,445</b>
<b>Net assets</b>		
Invested in capital assets	859,977	837,545
Internally restricted	431,828	458,227
Unrestricted	2,426,702	2,421,808
<b>Total net assets</b>	<b>3,718,507</b>	<b>3,717,580</b>
	<b>7,026,446</b>	<b>6,499,025</b>

## Summarized Statement of Operations and Changes in Net Assets

Year ended November 30

	2004	2003
	\$	\$
<b>REVENUE</b>		
Administration	53,324	19,352
Annual Conference	1,934,261	1,582,920
Board/Committees	1,000	---
Communications	156,925	82,503
Membership	2,839,129	2,860,547
Professional Standards	688,271	765,922
Programs	816,919	755,211
	<b>6,489,829</b>	<b>6,066,455</b>
<b>EXPENSES</b>		
Administration	3,467,369	3,064,775
Annual Conference	1,171,445	1,042,261
Board/Committees	524,474	340,126
Communications	507,858	341,692
Membership	139,419	127,620
Professional Standards	339,723	339,449
Programs	331,471	318,617
	<b>6,481,759</b>	<b>5,574,540</b>
Excess of revenue over expenses before the undernoted	8,070	491,915
Amortization of capital assets	(286,449)	(293,631)
Investment income	279,306	195,275
<b>Net excess of revenue over expenses for the year</b>	<b>927</b>	<b>393,559</b>
Net assets, beginning of year	3,717,580	3,324,021
<b>Net assets, end of year</b>	<b>3,718,507</b>	<b>3,717,580</b>

Audited financial statements are available upon request.



## Are you using all your membership benefits?



**Certification - The Certified Human Resources Professional (CHRP)** - The CHRP is the national standard for excellence in human resources management.

**Chapters** - Chapters offer a variety of services and opportunities... education and networking.

**Conferences** - Our Annual Conference & Trade Show is a world-class event. The annual HR Law Conference is the largest HR law conference in Canada.

**Events, Seminars** - Attend the spring and fall series of one and two-day seminars and dinner speaker events for the latest HR trends and people management issues.

**Management and Executive Development Programs** - Participate in unique, skill-building programs that provide intensive best-practice information and leadership development.

**Web Seminars** - Log on to these short one-hour sessions for quick invaluable information.

**Web Site** - Navigate the world of HR at [www.hrpa.org](http://www.hrpa.org). The Web site's Knowledge Centre and Legal Centre is the province's most comprehensive and current repository of HR-related information.

**Resource Centre** - Call the Resource Centre information specialists for personalized research and information searches.

**Government Affairs** - HRPAA is the voice of HR in Ontario and recognized as a key stakeholder for workplace policies and legislation.

**HR Professional Magazine** - Read HR Professional magazine, the premier publication for HR professionals and anyone interested in improving their people management skills.

**Publications** - Take advantage of these specialized resources: Human Rights at Work, 2004; HR Strategist newsletter; HR e-Newsflash; Employment Law at Work and now the Ultimate HR Manual by HRPAA and CCH Canadian.

**Affinity Centre** - For an added bonus, access a range of reduced rates for business services and publications.

**Hire Authority** - Take advantage of this specialized resource for recruiting or access to HR positions.