



Human Resources
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HRPA 2010 Board Election Information Package

Exercise your right to vote for the 2010 candidates for the HRP Board of Directors. Voting Members can vote online between January 23rd, 2010 and March 8, 2010 at 5:00 pm.

This year, there are five positions open; the positions have three-year terms that run from 2010-2011.

You may select a maximum of five candidates only. Please note that only the first ballot submitted will be counted.

Nominated candidates are listed in alphabetical order:

- Tom Bursey, CHRP
- Robert A. Canuel, CHRP, SHRP
- Andrea Chan, CHRP
- Andrew Covello, CHRP
- Louise Taylor Green, CHRP, SHRP
- John Hardisty, CHRP
- Lorri A. Kennis, CHRP
- Sarah J. Lyons, CHRP
- Carol McLaughlin, CHRP
- William G. (Bill) Palamar, CHRP

HRPA has contracted the services of *Broadridge Financial* to provide a secure Internet-based online voting service for the election of members to the HRP Board of Directors. In order to establish strict confidentiality with the online voting system, voting members have received their confidential "CONTROL NUMBER" and "PIN" information which is required to access the online voting system.

Hard copies of this package have been mailed to those members who do not have a valid e-mail address in the HRP membership database.

Ballots must be received by Broadridge by March 8, 2010 at 5:00 pm. Late ballots will not be counted.

Quick Links: *(available for those viewing this package online)*

- [Vote online now!](#)
- [Vote by paper ballot!](#)



VOTING INSTRUCTIONS

1. Voting members have access to the online voting system through the HRPAs Web site at www.hrpa.ca.
2. The home page of the HRPAs web site will display a flash link titled "Vote Now". Clicking on the link will access the section of the HRPAs web site that provides online voting instructions and the Board Election Information Package. The package is in a PDF format and may be downloaded and printed.
3. In the Board Election Information Package, you will see a link titled "Vote Now". When you have reviewed the nominee information and you are ready to cast your ballot, select the "Vote Now" link. This will take you to the **proxyvote.com** Web site which is the entrance to online voting system.
4. The www.proxyvote.com site is the gateway to the HRPAs online ballot. You will be asked to enter a **PIN** number and your personal confidential "**CONTROL NUMBER**" in order to access the HRPAs online ballot. Your **PIN** number is the last four digits of your member number. Your **control number** has been provided to you in a communication directly from Broadridge.
5. You may vote for up to five candidates.
6. The votes you cast will be final.

FAQs on the Election Process

Q: When is the official Campaign period?

A: The official campaign period runs from January 25 – March 8, 2010.

Q: Are the candidates' information available on the Web site?

A: Candidates' biographical statements will be posted on the HRPAs Web site when voting instructions are sent to voting members.

Q: I've received my election information by e-mail but I'm not comfortable with the system. Can I vote by mail?

A: Of course! Just send us your signed fax back form indicating that you do not wish to utilize the online system and a paper ballot will be mailed to you. (Remember to do this early!)

Q: Whom can I contact at HRPAs if I have any additional questions/comments on the election process?

A: Please direct your inquiries to Bill Greenhalgh, Elections Officer and CEO at bgreenhalgh@hrpa.ca (ext. 329) or to Louise Tagliacozzo, Manager Board Relations and Administration at ltagliacozzo@hrpa.ca (ext. 317).



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Tom Bursey, MBA, CHRP, CMA, C.Dir., ICD.D

Please support the re-election of Tom Bursey, CHRP to the HRPA Board!

As a HRPA Board member from 2003-2009, Tom's commitment and passion for the HR Profession is demonstrated by his continuous history of volunteerism. Tom has served as the President, Ottawa Chapter and received the Vision Award for outstanding contribution to the Human Resources Profession. Tom continues his Ottawa HR community involvement as Chair of the Employee's Choice Awards (ECA).

Tom has contributed directly to the advancement of HRPA in many ways. Notable achievements include:

- Chair, Audit & Finance Committee (AFC), led the review of all the governance policies & practices, resulting in the approved revised mandate and work plan for the AFC.
- Provided guidance to the Chair of Toronto Chapter Task Force to establish the Toronto Chapter.
- Championed the creation and launch of the Human Resources Compensation Committee Certified (HRCC) specialized program in partnership with the Directors Colleges. HRCC is for Directors and senior corporate officers who want to learn how leading organizations apply the latest corporate governance principles, practices and insights.
- Chair, HRPA Research Foundation Task Force and current Director of the Human Resources Research Institute (HRRI).

Tom is Chair of the Board CODE Inc. and Director of CODE. CODE Inc. specializes in election materials in developing countries worldwide. CODE Inc. is the for profit affiliate of CODE. CODE is the not-for-profit charity supporting global literacy. Tom is a Director of C-CORE. C-CORE is an international leader in innovative engineering technologies for natural resource sectors.

Tom is a Certified Management Accountant (CMA). He is an Institute of Corporate Directors, Certified Director (ICD.D). Tom received the designation Chartered Director (C. Dir.) from The Directors College. With these combined designations Tom actively applies a unique mix of financial & governance expertise and HR insight to Board decision making.

Tom is the Executive Director, Corporate Services for the Council of Canadian Academies (CCA). In his capacity at the CCA, Tom provides leadership in corporate governance, accounting & finance, HR, and IT systems. Prior to joining CCA, Tom worked in the management consultant sector, serving as Vice President with Right Management, and Managing Director with Alan Davis & Associates. Before this, he worked with the ATCO Group.

Thank you for your support!

Tom Bursey
613-795-3784 tom.bursey@scienceadvice.ca <http://www.tombursey.com>

Question 1: With respect to Thought Leadership, what do you think the future focus of the Association should be? Please give a rationale for your answer.

I believe that HRPA's Thought Leadership should reflect the new knowledge paradigm of the 21st century both in building the skills and knowledge through HR research that is essential to Canada's success as a country and a society and, in training the next generation of Canadian leaders. HRPA, as the leading HR Association in Canada, has a responsibility to provide a strong base of Thought Leadership research. As such, I led the start up of the Research Foundation (now called HRRI). The Human Resources Research Institute purpose is to advance the mission of HRPA and the profession as a Thought Leader by funding both scholarships and empirical research projects that have clear application to HR practice. HRPA's long term strategic direction should be to continue to investigate means by which it can add value in strengthening Thought Leadership research, especially in ways that are bold and transformational.

Question 2: Consider the following statement: "Going forward, HRPA needs to take bold, courageous, and decisive action to maintain its relevance and vitality." Please discuss this statement. What bold, courageous, and decisive actions would you say HRPA needs to take at this point in time?

Performing as an effective Board Director is to be bold, courageous, and decisive. A Director needs to see beyond the immediate environment and make the right long-term choices. I demonstrated this when HRPA went through significant governance and operational change — which was needed to stay relevant and provide leadership to the profession. Business and the environment changes constantly and waits for no one. HR has to be at the forefront of facing these changes and to ensure that organizations are well prepared. The role of HRPA is to see beyond the turn in the road, to provide leadership to the profession and its members. I believe that there will always be a need to critically assess our abilities to truly support our members and the profession. This means that change within the Association will be a constant and this requires a Board Director who will be bold, courageous, and decisive.



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Robert A. Canuel, CHRP, SHRP

My extensive board experience in the 'Not for Profit' sectors such as Education, Publication, Training & Development, Drug & Alcohol Rehabilitation Center, Animal Rescue, Youth Activities etc. have provided me excellent insight into the governance and management of volunteer organizations. I have been recruited to sit on 'For Profit' boards by search firms because of my business and Human Resources knowledge and acumen.

To the best of my knowledge, I was the first Ombudsman in the private sector when Kraft Canada created this position in 1973. The selection to this role demonstrates a high level of integrity; strong inter personal skills, excellent conceptual abilities and the ability to be resourceful and flexible when faced with difficult people and business issues.

In my career I have not only been a board member, but also the Chairman of the Board. This represents a further commitment to the organization and requires a higher level of passion to the objectives of the organization. Over the past 9 years, I have chaired HR committees or sat on HR committees as a member in several "For Profit" boards. The activity on these committees requires a high level of HR knowledge and awareness of HR trends.

I am a bilingual H.R. Executive who has worked in both official languages in many of Canada's provinces. I have negotiated collective agreements in both official languages, spokesperson for a number of 'Not for Profit' groups to the enactment of Ontario and Quebec legislation. During the course of my career, I have spoken to various groups on a wide range of topics in Human Resources Management Labor Relations reform and education to name a few topics.

In summary, my professional senior level HR experience and my general managers skill sets have prepared me well to strongly represent the 'Public' as well as the best interests of the HRPAs membership.

Question 1: With respect to Thought Leadership, what do you think the future focus of the Association should be? Please give a rationale for your answer.

Organizations such as the HRPAs must evolve in response to the environment within which they exist. In order to be successful in this evolution we must be willing to let go of many traditional approaches that may sound academically sound but are out of touch with real business needs.

Today's HR professionals must be more than subject matter experts. They must be strong leaders with strong General Manager's skill sets. This will happen when you embrace three basic strategies. First, grow "*Capability*" at a personal level. This means that the HR professional must grow their business acumen "outside" of HR knowledge. It is critical that HR professionals look at business in a much more holistic fashion. The HR professional must see the business as a General Manager. Second, the HRPAs should encourage members to improve their "*Effectiveness*" in how we relate to the business. For example, how financially literate are the members of HRPAs. Do or can they speak the language of the CFO or VP of Sales? It is critical that we speak to organizations in their functional language as we relate and translate people needs and issues to the organization. The third, element is around "*Diversity*" I am not speaking just of race, color or creed, but a diversity of thought that helps your respective organizations think and act strategically and creatively. HRPAs must be seen as the "pragmatic futurist" of their organization.

Question 2: Consider the following statement: "Going forward, HRPAs needs to take bold, courageous, and decisive action to maintain its relevance and vitality." Please discuss this statement. What bold, courageous, and decisive actions would you say HRPAs needs to take at this point in time?

Advocacy will be the future of the HRPAs as it relates to the HRPAs greater community of interests. In the past, HRPAs has been advocating for issues that lend themselves to those traditionally defined HR issues. For example, in the changing global economy many Canadian Trade Unions are looking to redefine their role to stay relevant with their stakeholders. I believe the HRPAs needs to do the same and look for new connectors and relationships. We need to re-examine all stakeholders, our members, and HRPAs employees, the public and other groups that we interact with today and in the future. I believe we have a great opportunity to forge new relationships with "old" adversaries and new friends. Bottom line HRPAs can take a leadership step if we reach out in a systematic fashion to various "NON" traditional partners or stakeholders.



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Andrea Chan, CHRP

Some key highlights of my background would include my ability to build strong relationships with my client groups, a strong business acumen, my passion for the profession and my ability to strategically plan for the future by thinking outside the box.

My educational background consists of a BA in Economics, my CHRP designation, as well as a Masters of Arts in Education.

From a working experience perspective, I have been extremely fortunate to have worked in various industries, both in privately held organizations and large publicly traded global organizations who are leaders in their respective industries.

Last, but not least, I have had the opportunity, as both a student and teacher, to have had exposure to the HRPAs regulated courses. As a Board member, my experience has been in chairing the Project Advisory Committee for the Canadian Printing Industries Sector Counsel, while at the same time working directly with HRSDC and Stats Canada on several HR related projects. For my continued growth and exposure to HR in North America, for several years I sat on the Best Workplaces in the Americas Judging Panel for the Printing Industries of the Americas.

I believe with all these experiences, I have been extremely fortunate to have seen the evolution of HR over the last 15+ years moving from "clerical/administrative - AKA Personnel" to HR as a Strategic Partner with bottom line accountability.

This is the direction that I believe HR needs to continue to focus on and the role of HRPAs to continue to assist with.

Question 1: With respect to Thought Leadership, what do you think the future focus of the Association should be? Please give a rationale for your answer.

The future focus for the HRPAs should be to maintain the integrity of the profession, while at the same time building on reputation. Students should also be a huge focus as they are the future of HR. Upholding and strengthening the profession via recognition in the business and their respective industries is critical. I think the designation should be recognized in the business environment as a contributor to the bottom line and should be placed at the same level (if not higher) than a CA, CGA, CMA. Education and governance is critical, but a governing body such as the HRPAs will help promote, uphold and also to continue to define the profession moving forward.

Question 2: Consider the following statement: "Going forward, HRPAs need to take bold, courageous, and decisive action to maintain its relevance and vitality." Please discuss this statement. What bold, courageous, and decisive actions would you say HRPAs need to take at this point in time?

I believe we need to clearly define the statement outlined above. What does it mean and then demonstrate the actions required to get there. What does "bold, courageous and decisive action mean?" What does relevance and vitality look like? From here, we need to determine what actions and behaviours must be demonstrated to uphold or strengthen the "vision or statement through leading by example. I believe that the HRPAs are moving in the right direction, but we need to take another hard look and challenge the strategic plan to see if we need to take the risk to change the direction or push timelines in/out to get there.



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Andrew Covello, CHRP

Andrew has over 19 years experience in Human Resources & Safety and is currently employed as Vice President, Human Resources & Safety with Thunder Bay Hydro where he is responsible for all facets of Human Resources & Safety in a unionized setting while also serving on the utility's Executive Team and as the Corporation's Chief Privacy Officer.

As a representative on his Corporation's Executive Management Team, Andrew is jointly responsible for determining and implementing the strategic direction of the company. Thunder Bay Hydro is a local electricity distribution company that serves approximately 50,000 customers and generates revenues in the neighborhood of \$90 million annually.

Highlights of his multi-functional role as the Vice President of the Human Resources & Safety Division include: representing the Corporation as their Chief Negotiator in all union negotiations and in matters of labour arbitration and mediation; approving and directing the Corporation's Health and Safety programs and ensuring all legislative requirements are met or exceeded; Chairing the Corporation's Environmental Committee to ensure Corporate environmental compliance; and managing the Corporation's Privacy Compliance program as Chief Privacy Officer.

Andrew currently sits on the provincial OMERS Sponsors Corporation Advisory Committee and as Vice Chair for the Electricity Distributors Association's Northwestern Ontario District Executive. A former member of the Board of Directors for the Human Resources Professionals Association (2005 – 2008), Andrew held the Chair positions for the Governance & Nominating and Complaints & Investigation Committees. Prior to being elected to the Provincial Board, Andrew previously served on the Northwestern Ontario Chapter Executive's Board of Directors between 1993 and 2004, including as President from 2000 to 2002.

In his previous term on the HRPA Board of Directors Andrew was part of the Board's new strategic alignment initiative, vision and mission, and improved governance model implementation. When serving as Chair of the Governance & Nominating Committee the Committee developed, and the Board approved, a new comprehensive Board Induction program; a new Privacy Policy / Code for the Association; Disciplinary Policies & Procedures for the Board; new, standard, Board Member, Committee Chair, and Board Chair evaluation forms; and several HRPA by-law changes, including a new Election Protocol.

Question 1: With respect to Thought Leadership, what do you think the future focus of the Association should be? Please give a rationale for your answer.

Actually I think the Association is already doing a good job in this area and simply needs to continue to build on the type of information it already provides. Of particular importance is the timing of the information provided as well as the opinions or background that is generated related to the topics. I think the focus should be on providing information and background on topics that influence, or can benefit, those of us in the HR field. Legislative and legal updates, both as they're presented and approved/announced are obvious topics, but I think our members are also interested in hearing about best practices models to give them ideas on where they might improve their workplaces. With most HR professionals already overwhelmed with the amount of information they must review internally to their positions, the information HRPA provides must be pertinent and to the point.

Question 2: Consider the following statement: "Going forward, HRPA needs to take bold, courageous, and decisive action to maintain its relevance and vitality." Please discuss this statement. What bold, courageous, and decisive actions would you say HRPA needs to take at this point in time?

Obviously there exists competition out there for the services that HRPA provides to its members. Therefore HRPA must continue to provide value to its members and do so competitively, whether that means from a price point or an overall value perspective from offering a better product. Moving forward the Association must recognize these threats and be prepared to respond to them. Specific actions I might suggest include: consideration of takeovers, or mergers with, other service providers or associations; aggressive marketing of the CHRP/SHRP and HRPA nationally/internationally to further establish the value of our profession and its designations; and consideration of the idea of making HRPA the sole HR Association in Canada.



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Louise Taylor Green, CHRP, SHRP

It has been such a privilege to serve on the HRPAs Board over the past 3 years as we've evolved our strategy to be highly member focused as a source of value to the members we serve. HRPAs and its Board are so proud to work for and on behalf of the members to create an Association that meets the current and future needs of our members.

I've enjoyed working on the Audit & Finance Committee, overseeing Association assets to ensure we have the financial stability needed to grow the Association in furtherance of our mission and vision. Working on the Professional Standards Committee, we've been diligently working on our member's behalf to provide alternate routes to the CHRP and to ensure a senior designation (SHRP) was created to meet the current and emerging needs of our members who are advancing their careers. Most recently, on the Governance & Nominating Committee, as Vice-Chair, we've been working hard to revamp the HRPAs Board nomination and election process in addition to further strengthening governance of the Association.

At heart, I'm an HR gal. While I've had the privilege of living and working internationally in operational roles, I've spent most of my professional life leading HR and OD teams right here in Ontario. The diversity of my experience (real estate development, airline & hospitality, financial services, healthcare), has provided me with a diverse business background. Adding value to my organization(s) with highly evolved HR practice by building and developing a team of excellent practitioners in HR and OD has been a privilege. I am a proud advocate for professionalism in HR, truly believing that HR professionals are essential to drive organizational success. Business leaders clearly articulate "what" needs to be done but HR professionals direct the business in terms of "how" best it should be done because people are at the heart of every businesses success and no one knows people like HR.

My past Board experience includes the Hamilton Chapter (HRPAH), the Fergie Jenkins Charitable Foundation, the Industry Education Council and the HRPAs. The profession of HR is evolving so quickly and having an Association that can adapt and respond to these dynamic times is essential. I have so much more to contribute to the Association and I hope to have the support of our members to serve a second term on the Board.

Question 1: With respect to Thought Leadership, what do you think the future focus of the Association should be? Please give a rationale for your answer.

For me, thought leadership is about innovation and about delivering value in a leading edge fashion. I think that HRPAs has an opportunity to meet the thought leadership needs of its members by applying current HR research and offering coherent and relevant findings that our members can apply to improve the way they deliver HR services to their organizations, whether academic or practitioner focused. Leading research studies and publishing our findings or partnering with international organizations on joint studies, HRPAs could leverage a thought leadership gap in Canadian HR management practice.

Question 2: Consider the following statement: "Going forward, HRPAs needs to take bold, courageous, and decisive action to maintain its relevance and vitality." Please discuss this statement. What bold, courageous, and decisive actions would you say HRPAs needs to take at this point in time?

Implementing HRPAs strategy for the ultimate benefit of its members is essential. We must never lose sight of who the tax-payers are: our members. The Association is wholly dependent upon members and in turn, we exist for their benefit. This means that enabling our strategy may require us to be independent of other regulatory bodies that prevent us from moving forward. If standing alone to drive innovation, as was the case with the SHRP, then we must do so because this is what our members expect of us – nothing less than the best.



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John Hardisty, CHRP

John is a Professor in the Faculty of Business at Sheridan College and is coordinator of Human Resources Management Programs at Sheridan. He teaches a broad range of graduate level courses in Sheridan's highly successful Post-Graduate HR Co-op Program which prepares university graduates for professional careers in HR. He specializes in teaching recruitment and selection, compensation, and training and development and has recently developed courses in Leadership Development and Strategic HR Competencies.

John has an MBA from York University with a specialty in Organization Behaviour. He is a past President of the Halton Chapter of HRPA and recently completed a number of years as a member of the Advisory Board of *HRProfessional* magazine. He is also a member of the Advisory Board of the Greater Toronto Area Rewards Association. He is a past member of SHRM, ASTD and the Institute Of Personnel Management in the U.K.

John is an experienced Human Resources professional with an extensive and successful track record in human resources consulting and management. He combines the skills of an accomplished management consultant with practical experience in strategic and day to day management of business operations. He has delivered consulting services to the financial services, retail, manufacturing, healthcare and management consulting sectors. He has contributed to the management of many change processes in large and small organizations.

John has worked in North America, the UK, Europe and the Middle East. He has held senior human resources management positions with two major Canadian banks and has also managed training and development activities for large retail and financial services institutions. Representative consulting assignments involved the creation of human resources functions for two small and highly successful companies. This work recognizes that while many successful smaller organizations need senior level support they are not able to justify the expense of senior HR staff nor is there sufficient ongoing need to justify full time senior staffing. John works with managers in these organizations to ensure that they receive timely and effective HR support at a cost which reflects the needs of the business. Among the areas of need he has addressed:

- Competitive compensation reviews
- Recruitment and retention strategy
- Incentive compensation
- Performance Management
- Training
- Strategic HR planning
- Coaching and counseling managers

Question 1: With respect to Thought Leadership, what do you think the future focus of the Association should be? Please give a rationale for your answer.

As a Thought Leader our association and profession need to be credibly seen as the first and best source of knowledge in the application of Human Resources expertise in organizations. We should be seen by members, academic and consulting sectors, and others with an interest in the contribution of Human Resources to organization effectiveness, as the authoritative voice of the profession and its practices. In order to meet this standard we must continually monitor evolving practice and academic research, direct and support and coordinate new research, and disseminate our view of the most well founded HR approaches to organizational success. Thought Leadership also involves setting professional standards regarding the knowledge and skills required for those holding themselves out to the public as Human Resources professionals with special expertise not held by others. We must apply appropriate rigor to the process of acquiring and maintaining the professional designations for which we are responsible.

Question 2: Consider the following statement: "Going forward, HRPA needs to take bold, courageous, and decisive action to maintain its relevance and vitality." Please discuss this statement. What bold, courageous, and decisive actions would you say HRPA needs to take at this point in time?

Prove it! We need to help HR professionals prove the value of their input to organization results. I think the association can lead in the development, application and interpretation of organizational metrics. I think the association can better establish a professional expectation that the value of HR practices must be measured.

While the process of identification of costs related to HR programs and policies is relatively well developed, frameworks for measuring the impact of these programs is much less well developed and accepted. Skills in the use of metrics needs to be given more prominence our professional education.

Some research suggests that when HR professionals have certain competencies they can affect approximately 20% of business results. If members are able to credibly argue this point, or provide their own analysis regarding return on investment on their initiatives, they will be much more likely to be accepted as business partners.



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Lorri A. Kennis, CHRP

As an HR Generalist, I have acquired 23 years experience in the public and private sector with over 16 years at the management level. I earned a Masters Degree in Business Administration and Bachelor of Science Degree in Business Administration as well as Certificates in Human Resources Management, Personnel and Industrial Relations and Organizational Development. I am proud to assume the distinction of the CHRP Designation.

The bulk of my career, over 16 years, has been in the health care sector. During my tenure in management, my responsibilities encompassed human resources, labour relations, health & safety and payroll. During the amalgamation of two hospitals, I'm responsible for combining bargaining units, creating of a new HR department, consolidating HR programs, and developing an HR Corporate Scorecard and Performance Improvement Program.

While employed in long-term care, I assumed a Senior Management position, providing human resources expertise as well as management of the Food Services Department. In a senior capacity, I contributed to the financial management, leadership and strategic direction of the organization. Subsequently, I continue to serve in a leadership capacity on their Board. During my employment in the hydroelectric industry, I gained valuable insight into the forprofit sector and developed a more diverse perspective on strategic HR management. With the acquisition of a hydroelectric plant, I coordinated the transfer of employees, benefits and programs, registration of a new pension plan and negotiation of a successor collective agreement. I also gained national and international experience providing human resources consultation to other corporate entities across Canada and in the United States.

In my current position in the utility sector, I have focused on Strategic Planning and Workforce! Succession Planning, developing a 5 year plans to address skills shortages in a competitive labour market. As in all my positions, I've have strived to amicably resolve grievances, successfully negotiate collective agreements and focus on positive employee relations.

Throughout my career, I have served as a volunteer and Board member on many worthy organizations. Currently, I am on the Executive of the Women in Crisis and the Ontario Finnish Resthome Association, as well as the Government Relations Committee of HRP.

With great pride, I have watched the tremendous growth and contribution of the HR profession during the past two decades. I hope to serve as an active member of the HRP Board, more directly influencing the path of a very progressive, well-organized and influential Association.

Question 1: With respect to Thought Leadership, what do you think the future focus of the Association should be? Please give a rationale for your answer.

HRPA should focus on cutting edge technology to facilitate communication and immediate access to the latest developments in the field. It must induce HR to transform into change champions and create an agile workforce that continually adapts. HRPA must provide access to resources which sculpt their ability to contribute as strategic partners. Utilizing direct emails, offering on-line resources, workshops and interaction through vehicles such as twitter, blogs, etc. allows HRPA to ensure Thought Leadership drives us. HR professionals, who have limited time and resources, must be armed to survive at the senior level, challenging corporate strategy and helping redefine it. Development of an HR Mentoring Program is another critical component necessary to breed a culture of innovation and stimulate results oriented HR leaders. Merging strategic planning, Thought Leadership and HR mentorship will provide the framework that is essential for HR Professionals to gain a competitive edge in an ever-changing, global environment.

Question 2: Consider the following statement: "Going forward, HRPA needs to take bold, courageous, and decisive action to maintain its relevance and vitality." Please discuss this statement. What bold, courageous, and decisive actions would you say HRPA needs to take at this point in time?

Although HRPA has demonstrated its ability to substantially raise the profile and professionalism of HR, I believe the new LNX Grassroots Program will effect a more authoritative and definitive voice in the political arena and is the boldest action HRPA has championed. As HRPA has progressed towards its goal of trusted advisor to the government, the next critical step is to influence and contribute to future government policies and legislation which affect the HR profession. We need a voice locally and provincially so that HRPA has the opportunity through its HR professionals around the province to demonstrate in a profound way, its relevance and importance to the business world. It has the ability to influence decision-makers and have a direct impact on future policies that affect the HR profession in Ontario. Rather than merely responding to government legislation, we can be at the forefront of creating and influencing is development.



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Sarah J. Lyons, CHRP

It is an honour to stand as a candidate for election to the HRPAs Board of Directors. My deep appreciation and respect for the work of the HRPAs has motivated me to put my name forward.

As a member at the beginning of my career, I am personally motivated to ensure that the HRPAs strategic objectives are met. As a recent graduate and CHRP designate, I will bring a fresh perspective to the HRPAs Board of Directors. I have a dual honours degree in Womens Studies and Psychology from Queens University and a post-graduate diploma in Human Resources Management from St. Lawrence College. My academic background has provided me with extensive writing, research and leadership skills. It has also provided me with the tools and skills to be resourceful. I may not always know the answer, but I know how to find it quickly.

My HR experience thus far has been in a Generalist capacity in unionized; provincially, federally and internationally regulated environments, public and private sectors. While this would be my first experience serving on a Board of Directors as a Director, I have extensive experience supporting the Board in my current role at Oxfam Canada. I am knowledgeable of governance (currently coordinating governance at Oxfam Canada), policy development and approval, and the workload necessary to fulfill a Directors position. I am excited for the challenges such an opportunity would provide. I am able to read through highly detailed Board packages with a great degree of understanding and retention. What I lack in years of experience I will make up for in perseverance, attention to detail and willingness to learn.

My goals as a Director on the HRPAs Board would be to:

- increase governance transparency
- improve resource sharing and development opportunities across chapters
- further develop the Association's profile as a regulatory body
- increase membership involvement opportunities within the HRPAs
- advance the Association's mission, vision and strategic objectives
- increase youth engagement and participation opportunities

Thank you for considering my candidacy.

Question 1: With respect to Thought Leadership, what do you think the future focus of the Association should be? Please give a rationale for your answer.

As the HRPAs is committed to keeping its members abreast of changes, best practices and initiatives in the field of HR, I believe the future focus of the Association should be to drive these changes in a proactive way. Human Resources has the potential to become *the* organizational business driver in all sectors. As a regulatory body, the HRPAs should be influencing business strategies and best practices within organizations, within Canada and globally. The HRPAs should therefore focus its attention on cross disciplinary learning in order to be able to engage in cross-departmental business discussions and weigh in on all aspects of business strategy. The HRPAs should focus thought leadership on providing the resources necessary for HR Professionals to influence and lead the decision making of all business disciplines and departments within an organization, in Canada and around the world.

Question 2: Consider the following statement: "Going forward, HRPAs needs to take bold, courageous, and decisive action to maintain its relevance and vitality." Please discuss this statement. What bold, courageous, and decisive actions would you say HRPAs needs to take at this point in time?

The HRPAs needs to take bold, courageous and decisive actions to engage its youth members. Young HR Practitioners today will be the HRPAs future thought leaders, so the HRPAs needs to ensure that these individuals are equipped to take up this charge. The HRPAs should seek ways of engaging and developing young members in more than a mentoring capacity (for example, through governance and decision making) to keep the HRPAs current and moving in a forward direction.

One way of ensuring the robust development of our young members would be to make the CHRP designation mandatory for Canadian HR Practitioners in a senior or management position. This would ensure that minimum knowledge, skill, educational and experiential requirements are met by practitioners before taking on a senior or management role. Youth members would have more qualified mentors, and the HR career development path would be clearly and credibly defined.



Carol McLaughlin, CHRP

Carol has over 20 years of Human Resource experience in a variety of industries including automotive, textile and academia. Carol is the President of McLaughlin & Associates–Human Resource Solutions, a consulting company providing services to management in the area of Labour Relations, Health & Safety, training and various other human resource related services. Prior to starting her own consulting business, Carol was the Director of Human Resources at B&W Heat Treating for 11 years and played a key role in expanding the operation into the U.S. and leading B&W Heat Treating through two mergers and acquisitions and several successful collective bargaining sessions. Carol has completed the mediator certificate program (AMIO) and has extensive experience in labour relations, policy and program development.

Carol has previously served on the HRPA Board of Directors for 12 years and has served in the roles of Vice Chair Governance and Nominating Committee, Chair and Vice Chair Appeals and Chair of the Awards Committee. Additionally, Carol served as a volunteer Editorial Advisor for the Ultimate HR Manual, and as a member of the Audit and Finance Committee. Currently Carol is a member of the HRPA Government Relations Committee and the Awards Committee. Her extensive volunteer involvement also includes 7 years on the Board of Directors for the Grand Valley Chapter of HRPA, including terms as Director Finance, Programs and Membership and President of the Chapter. Carol was recognized by the Provincial government for outstanding volunteer contributions in Ontario.

Carol has her Certificate in Human Resources Management and has held her CHRP designation since 1992.

Carol has strong leadership skills and worked diligently as a member of the HRPA board as they implemented their governance model and the current strategic plan.

Question 1: With respect to Thought Leadership, what do you think the future focus of the Association should be? Please give a rationale for your answer.

An outstanding HR leader in any organization is highly desirable however “GOOD” HR leaders can make a substantial contribution to a business. There are significant and definable differences between the great and the good when it comes to the three leadership competencies—the demonstrated behaviors— critical for HR leaders:

Change Leadership, Strategic Orientation and Results Orientation. The future focus of HRPA should include the offering of services and programs to members to ensure they continue to become business partners in their organizations. Studies have shown that HR thought leaders are similar to the greatest of CEOs. HRPA can play an important role in helping members achieve this partnership in their organizations through programs and education and the branding of HR as a recognized and regulated profession.

Question 2: Consider the following statement: “Going forward, HRPA needs to take bold, courageous, and decisive action to maintain its relevance and vitality.” Please discuss this statement. What bold, courageous, and decisive actions would you say HRPA needs to take at this point in time?

Defining HR as a profession continues to be a challenge and HRPA can continue their efforts to create a brand in the business market place for Human Resources.

The Association needs to stay relevant to most members and continue their strong relationship with chapters by providing services and creating partnerships with them. Mandatory recertification has added value to the CHRP designation and the defined professional standards and efforts to regulate the profession will only serve to strengthen the value of HR in organizations.

Continuing to develop strategic alliances within Canada and beyond and the implementation of the Senior designation will assist to provide a continuum of services to members at all levels of their career.

I also believe that HRPA should continue efforts to define HR as a profession and grow relationships with other associations.



William G. (Bill) Palamar, CHRP

Having worked in the Not-For-Profit sector for over 20 years, I am experienced with the culture and issues of volunteer board management, employee volunteer relations, Mission driven outcomes, broad community constituencies, and membership based funding.

I deeply believe that in addition to providing member services, non-profit organizations raise the profile of their cause, create social benefit, recognize and reward their members, and do so cost effectively.

During my first term on HRPAs Board I've been a member of, and now chair of the Government Relations Committee (GRC). Your GRC continues to expand HRPAs influence as trusted advisors to the Provincial Government, increasing consultation year over year on employment related legislation. I am actively involved with HRPAs strategy to protect our members from the Para-legal requirements promoted by the Law Society of Upper Canada.

I also represent HRPAs as a member of the Canadian Council of Human Resources Associations (CCHRA) GRC.

Now in my third year as an Audit and Finance Committee member, I am proud to have worked with Management to ensure the prudent fiscal operation and continued financial well being of our Association, despite the economic downturn.

I have served on HRPAs Awards Committee since 2006, and appreciate the continual opportunity to bestow recognition upon HRPAs members for their significant contributions.

Through volunteering with the HR Council for the Voluntary and non-Profit Sector, I hope to help address the HRM skills deficit within the Non-Profit sector; my participation includes helping to draft an HR Standards template and development of HR Capacity strategies.

Prior to joining the HRPAs Board, I was actively involved with the Ottawa Chapter Executive. Accomplishments included increased scholarship funding to three local HR post-secondary programs, joint participation with the Gatineau "chapter" of ORHRI, the Mentoring Program and Vision Awards Speakers Series launches.

As an HR Generalist with Scouts Canada, a National 250 employee, not-for-profit organization, I've had opportunity to create and grow their corporate HR function, lead a comprehensive corporate restructuring, introduce an integrated, web-based HRM process, aligning employee and volunteer activities, manage a multi-million dollar pension plan, and conduct International Organizational and Board development.

Successful leadership in the not-for-profit sector is also dependent on soft skills including demonstrating integrity, building trust, identifying shared values and beliefs, being respectful of diversity, and acting in accordance with organizational principles. It is this skill set that I hope to continue to employ on your Provincial Board.

Question 1: With respect to Thought Leadership, what do you think the future focus of the Association should be? Please give a rationale for your answer.

With the size of our membership, our well developed partnerships with the Provincial Government, major businesses, and kindred organizations, and our professional development resources, HRPAs can have a significant influence on the growth of the profession throughout Ontario and across Canada. HRPAs must continue to take the lead on developing and maintaining these partnerships. We are positioned to take a leadership role in offering resources to other Provincial HR Associations and providing our expertise to small employers who may not have a dedicated HR function. HRPAs must increase collaboration between Provincial and Board level volunteers, such as through our just launched HR LNX program. We should continue to reach out to senior HR practitioners – specifically non or lapsed members – with focused networking, development and recognition opportunities. While HRPAs primary focus must continue to provide service for our members, we should undertake initiatives that develop our broader Profession.

Question 2: Consider the following statement: "Going forward, HRPAs needs to take bold, courageous, and decisive action to maintain its relevance and vitality." Please discuss this statement. What bold, courageous, and decisive actions would you say HRPAs needs to take at this point in time?

HRPAs needs to work with our Provincial Government to change our Act, so that all Ontarians calling themselves HR Professionals must be members of HRPAs. All HRPAs members at a minimum subscribe to a Code of Ethics and Rules of Professional Conduct, are responsible to continuously upgrade their related skills and knowledge, and are accountable for their professional activities. These same standards must apply to anyone engaged primarily in Human Resource Management. Initiating this change will require a coordinated advocacy effort by the HRPAs Board, Chapter representatives and HRPAs Management. Until such time as the public has absolute faith in the assurance that all Human Resource Professionals are competent and ethical, our profession will lack the credibility and status required as major influencers of government policy, corporate strategy, and public opinion.



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HRPA Board Election – Important Dates

January 25, 2010

Board Election Package, including ballots and biographical sketches sent by this date to members eligible to vote.

March 8, 2010

Deadline for return of Ballots to *Broadridge Financial*.

March 11, 2010

Election results to be tabulated and announced to candidates. Once all candidates are notified, results will be publicly posted.

Questions?

Human Resources Professionals Association
Louise Tagliacozzo
Manager Board Relations and Administration
Tel: (416) 923-2324 ext. 317
Ontario toll-free: 1-800-387-1311
Fax: (416) 923-7264
E-mail: info@hrpa.ca
Web : www.hrpa.ca