



2011 HRPA ANNUAL REPORT &  
SUMMARIZED FINANCIAL STATEMENTS

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## KEY STATISTICS

(as at November 30th)

	2011	2010	2009
<b>Financial Performance (\$'s)</b>			
Revenue	11,846,335	12,930,474	10,851,517
Operating Surplus (deficiency)	(976,340)	1,230,418	283,344
Investment Income	74,439	336,009	529,713
Net Assets	5,461,144	6,363,045	4,796,618
<b>Membership</b>			
SHRPs (counts included in other categories)	135	108	60
CHRP's	8,990	8,675	7,611
Practitioners	4,178	4,551	4,735
General	1981	2,119	2,209
Part-time Students	696	917	881
Full-time Students	3282	2,621	2,611
HR IEP	81	53	--
Allied Professionals	86	90	--
Total	19,513	19,026	18,047
Growth Rate (year-over-year)	2.6%	5.4%	3.3%
On-time Renewal Rate	88%	82%	72%
Retention Rate	90%	85%	87%
Satisfaction Index [Scale 1 (low) to 6 (high)]	4.15	4.15	4.27
<b>Professional Development &amp; Events</b>			
Annual Conference Attendance	2513	2243	1,978
Other Professional Development Attendance	3911	2751	3,909

## MESSAGE FROM THE CHAIR



“ It’s our challenge to look beyond the traditional and become proficient in all aspects of our enterprises especially in the areas of strategic analysis and strategy development. ”

## What an exciting and challenging time to be in human resources.

The last few years of “Creative Destruction,” as the economists call it, have created the potential for invention and new growth for the HR profession.

Whether this is the beginning of a strong financial cycle or not remains to be seen. But one thing is clear: there’s no returning to the status quo—and that’s good news for Human Resources professionals.

Periods of global economic upheaval such as the one we’ve just been through drive extreme change across the board: for employees, businesses, investors and funders, as well as local, provincial and national governments.

And it means all of our stakeholders will be looking to us for perspective, guidance and professional counsel to cope with that extreme stress and change.

Of course, it also means we must be prepared to change ourselves. HR is no longer limited to our traditional strengths in performance management, talent acquisition and optimization, and organizational development. It’s our challenge to look beyond the traditional and become proficient in all aspects of our enterprises—especially in the areas of strategic analysis and strategy development.

Change can be disorienting and challenging, but it can also be thrilling—especially if we realize that this is a once in a lifetime (or at least once in a career) opportunity to lead change.

So how are we going to do that? By accepting the reality of our role as a strategic influencer and

dropping the outdated message that HR must “take our seat at the table.”

We are there already.

Senior HR professionals are viewed by Boards and chief executives as being as well-rounded as our peers at the Strategic Leadership and C-Suite levels. Our organizational role has grown well past being limited to the “People business” and is now well entrenched as a key player in the “Business business.”

Consider the results of HRPAs CEO survey we undertook last year. The survey, *The Role and Future of HR: The CEO’s Perspective*, asked 20 Canadian CEOs their thoughts around the value HR brings to business.

The CEOs said they viewed strong HR leadership as critical to the success of their organization. CEOs see their Chief HR Officers as valued contributors to the business and trusted advisors who often play the role of confidant to the CEO and other executives. They believe HR is on an equal footing with other business areas.

Let’s accept and embrace this role and understand that we matter more to the success of our organizations than ever before. From global economic upheaval, massive demographic shifts in Canadian workplaces, and a continuing technological revolution, we are at the precipice of great change.

This is HR’s star turn. Let’s take the challenge to lead, and through our leadership, propel the profession to next level.

**Daphne FitzGerald**

Chair, HRPAs Board of Directors

## MESSAGE FROM THE CEO



“Pre-2011 was about doing things right, with a focus on ‘efficiency.’ Post-2011 will be about doing the right things and more about ‘effectiveness.’ ”

## In many ways, 2011 was a transitional year for HRPA.

As we accomplished the goals set out in our previous strategic plan, from 2009—setting the groundwork for a new public act, overhauling HRPA's governance processes and developing an HR career guide—it marked the end of the Association's work to build the basic platforms from which to take the Association and the profession into the future.

Pre-2011 was about doing things right, with a focus on "efficiency." Post-2011 will be about doing the right things and more about "effectiveness."

This is not to say that in the past, we neglected to make the necessary changes in what we did, nor that in the future, we will forget to do everything well. It's more a subtle change, with a new strategy that's more aspirational than foundational, and more focused on supporting members' careers and future-proofing their capabilities. And 2011 provided an excellent start on these goals.

Advancing our members' careers is HRPA's primary aim, and last year we began work on new tools and resources to help members achieve their professional goals, including:

**Career GPS**—a new tool that lets members track their progress and shows them how to advance professionally.

**HRPA Edge**—an HR internship program that helps CHRP candidates get job experience by helping them find paid short-term internships.

**Mentor Scout**—an online mentor matching tool that pairs mentors and protégés based on shared interests and goals.

And as an HR educator, the Association expanded its professional development offerings with certificate programs and Executive in the City leadership development programming. HRPA also enjoyed its largest and best-ever Annual Conference & Trade Show, fueled in part through a dedicated team of hundreds of volunteers.

**Protecting the public:** In support of our ongoing objective of protecting the public, Bill 28, *"The Registered Human Resources Professionals Act, 2011"* was re-introduced for first reading in December 2011. Bill 28 replaced Bill 138 that was introduced in 2010.

The bill was introduced by David Zimmer, MPP with co-sponsorship from Christine Elliott, MPP and Michael Prue, MPP.

This proposed legislation enhances public protection and strengthens HRPA's ability to provide the regulatory oversight it needs to meet the demands of its members and Ontario business and to make an effective contribution in the development of future government policies that affect the HR industry in Ontario. Bill 28 is the backbone of our efforts to better protect the public.

Also in support of this goal, last year HRPA upgraded its regulatory processes for member complaints and discipline.

**Building influence:** Our continued mission is to be viewed as a trusted advisor to government and ensure the Association maintains an open dialogue with government stakeholders in a manner that is beneficial to HRPA's mission and strategic objectives.

To help broaden this influence and profile, last year HRPA undertook research for its CanadaWorks 2025 project—an examination of the trends that will shape the future of the Canadian workplace. This project will be key to giving us something to talk about when we're seeking a say in future workplace policy and legislation.

You can read more about these and many other 2011 HRPA accomplishments in the pages that follow.

Lastly, in 2011 HRPA moved its offices from its long-time location at Toronto's Yonge and Bloor to a new space at 150 Bloor Street West. The new 18,000 sq. ft. space gives us room to accommodate all of our operations; and, with three classrooms with flexible seating layouts, video and Internet capability and a small studio for our growing suite of webinars, will meet HRPA's needs for the foreseeable future.

Between our committed staff, engaged volunteers and sound financial foundation; new office space and resources to better serve our members; and an updated strategic plan that builds on our past achievements, we are well positioned to chart the path of the Association and the HR profession into the future.

### Bill Greenhalgh

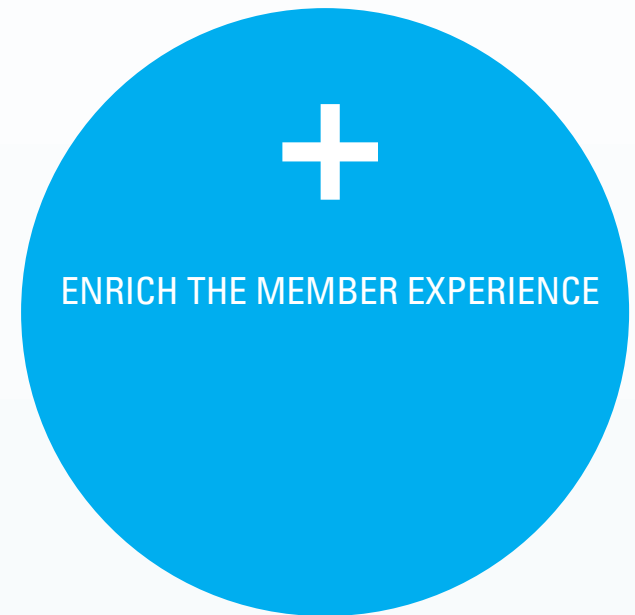
CEO, HRPA

## NEW STRATEGIC PLAN

In September, the HRPAs board signed off on an updated strategic plan to guide the Association into the future.

The plan builds on HRPAs past accomplishments, including setting the groundwork for a new public act; overhauling HRPAs governance processes; and reconstituting the Human Resources Research Institute (HRRI).

However, while past plans were foundational, the new one is aspirational and focused on supporting members' careers and future-proofing their capabilities. It addresses programs in three broad areas: enriching the member experience, improving protection of the public, and expanding HRPAs influence in setting public policy.



We will increase members' career opportunities by building professional capability through topical—and affordable—professional and leadership development programs, mentoring, and tools and services to increase productivity and effectiveness.

We will enhance the credibility of the profession and designations by educating stakeholders on the business-critical need for effective HR strategy and practice and the necessity of certified HR professionals to create and implement these strategies in organizations.

And we will bolster member engagement at both the HRPAs and chapter levels by improving communications, training, recognition and support.





## IMPROVE PROTECTION OF THE PUBLIC

The plan will promote HRPAs as the preeminent HR association in Ontario; raise our reputation as a “benchmark” organization for overall professional association effectiveness; and establish us as a fully credible regulatory association with clear protections for the working public. Our ultimate goal is to establish HRPAs as Tier 1 regulators of the HR profession.

This will mean continuing our plans to update our 1990 regulatory act that legislates how the Association functions, providing better safeguards for both members and the working public and enhancing members’ careers by providing greater credibility for the profession and our designations.

It will also mean a comprehensive communications strategy that raises the profile and importance of the profession with the working public and other stakeholders; and bolsters the confidence of HR professionals about their role in organizations.

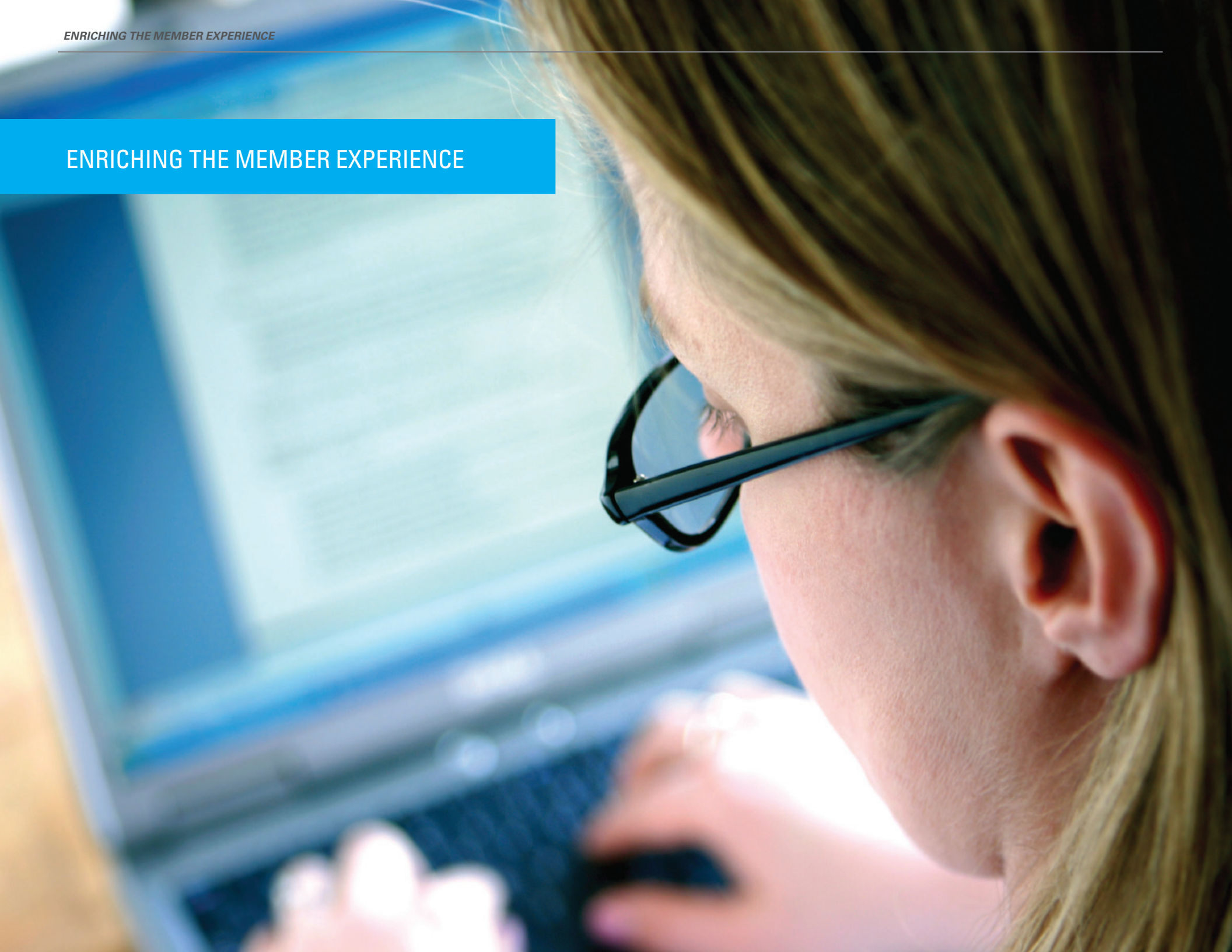


## EXPAND HRPAs INFLUENCE

We want to build our influence in setting public policy to ensure legislative and regulatory decisions made by governments and other decision makers reflects the needs of members, organizations and the profession.

This means creating a voice that speaks to government and policy makers, as well as something to say when we get there. We have already made great strides in getting the ear of key ministries in government and are now a go-to source for review of draft legislation dealing with the workplace. However, we want to get to the point where we’re influencing policy before it’s written.

## ENRICHING THE MEMBER EXPERIENCE



## Career GPS

In 2011, HRP A laid the groundwork for its **Career GPS for Human Resources Professionals™** — a new career planning tool that assists members in pinpointing and tracking their career progress and showing them what they need to do to get to the next level of their career.

**Career GPS** helps members benchmark their current ability against 85 HR competencies and then identifies the HR professional development required to bridge the gaps for the role they want to move into.



### Career GPS helps members:

- *Benchmark current ability in 85 HR competencies found in eight human resource domains, including: HR Leadership, Performance and Rewards, Learning and Talent Development, Employee Relations, Organization Design and Development, Leadership Development and Organizational Culture, Occupational Health and Safety, Function Management.*
- *Map the expected levels of HR competence of their current job and compare the results to their current ability.*
- *Access actions and interactions for increasing their effectiveness in any competency they choose. -*

- *Learn about events and programs that will increase their ability to deliver on their competencies.*
- *Career GPS lets members take a strategic approach to achieving their career goals.*

[LEARN MORE OR REGISTER >](#)

## Annual Conference & Trade Show

By all measures, the 2011 HRP A Annual Conference was a resounding success. From its keynotes (including *Drive* author Dan Pink and *Value of Nothing* author Raj Patel) to the 130 professional development sessions, to the Twitter Wall, to the tradeshow, a record number of conference goers rated this conference highly.

## Professional Development

HRP A saw a big 42 per cent increase in attendance at its 2011 professional development events.

Last year saw HRP A add new certificate programs to its educational line-up (including the HR Certificate for Accounting Professionals, Finance Certificate for HR Professionals, HR Law for HR Professionals Certificate, Labour Relations Certificate and more), which contributed to the increase in overall professional development participation.

It also saw an increase in the number of HRP A Executive events, which also contributed to the growth in PD numbers.

However, the most significant increase to professional development attendance was in webinar participation. Last year HRP A partnered with the *Canadian HR Reporter* on live webinar programming which brought about 50 new titles to our live webinar platform in 2011, with a corresponding substantial increase in the number of attendees. As a direct result, there was also a significant increase in the number of on-demand webinar attendees in 2011 compared to 2010.

## HRP A office move

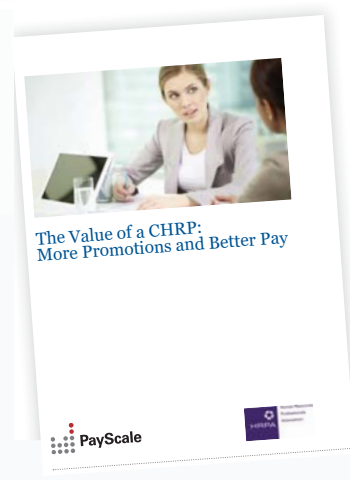
After 37 years at the same location at Toronto's Yonge and Bloor streets, HRP A moved its offices to 150 Bloor Street West at Avenue Road.

The new space gives us room to accommodate all of our operations and will meet HRP A's needs for the foreseeable future. It features more than 18,000 square feet, three big classrooms to host almost all of HRP A's professional development offerings, plus a web-enabled committee room lets us reach our entire, province-wide membership via the Internet.

When we moved into our original location in 1974, the facility served the 1,350 members of the Personnel Association of Toronto (PAT). Since then, our membership has grown by 1400% to 20,000, we offer vastly expanded services and professional development programming and we now serve all of Ontario. Quite simply, we outgrew our old offices and, when the lease came up, it was time to move to bigger and better surroundings to properly serve our members.

## PayScale.com CHRP study

HRPA commissioned a study with PayScale.com to examine the value of the Certified Human Resources Professional (CHRP) designation. The results confirmed that earning a CHRP leads to increased career opportunities and greater earning potential.



Looking at data over a five-year period, PayScale found CHRPs are promoted faster, hired by larger organizations and earn more than their counterparts without CHRPs. For example, the research compared progress of CHRPs and non-designated practitioners in various career stages moving into manager positions. Across the board, CHRPs were almost twice as likely to progress and move into management over non-CHRPs.

Regarding pay, the study found CHRPs enjoyed more earning power. For example, CHRP HR managers earned 16 per cent more than non-CHRPs with a median salary of \$72,900 (vs. \$63,100).

The study also looked at CHRP frequency in management positions, CHRP prevalence at larger companies, and CHRP/non-CHRP pay comparisons by Canadian city and industry. In all areas, CHRPs enjoyed a clear advantage over non-designated HR professionals.

The results of the PayScale study is good news to those in the profession working to attain (or maintain) the designation. Canadian business leaders understand the important contribution HR makes to business success and they are willing to pay more for those who are certified.

The study shows how important the CHRP has become for anyone building an HR career in Canada.

[READ THE FULL REPORT >](#)

## A Strong Foundation: Employee Engagement

In September 2011, HRPA conducted its annual Employee Engagement survey, which remains an important indicator of how we're doing as a team. Employee engagement has a direct impact on all three of the pillars of our strategic plan (*Committed Staff, Engaged Volunteers and Financial Strength*). Engaged staff make for good workplace morale

and, in turn, engaged volunteers—all of which is good news for our bottom line.

HRPA's 2011 Employee Engagement survey came back with a highly impressive 88 per cent engagement score, which is pretty close to what HRPA staffers have been returning over the past couple of years. In comparison, the average Aon Hewitt Best Employers engagement score is around 70 per cent (and the average employer's score is about 58 per cent).

This year's score once again reflects HRPA's culture of collaboration and productivity, and we're committed to making sure the Association remains a great place to work, to learn and to contribute. Doing so is the best way we have of ensuring that we're all going the extra mile and pulling together to achieve each one of HRPA's objectives, in the coming year and beyond.

## HRPA Edge

In response to CHRP Candidate members seeking help to get practical job experience, HRPA launched HRPA Edge—a new HR internship program that matches Certified Human Resources Professional (CHRP) Candidates with short-term HR internships at participating host employers.

CHRP Candidates looking for HR experience can sign up to HRPA Edge to search and apply for paid internships (\$11,000 for a six-month internship) at participating organizations where they can get practical HR experience to put on their resumes.

Employers who sign up as an HRPA Edge organization get access to recent human resources graduates who have passed the National Knowledge



Exam to help solve many HR challenges without adding headcount.

The new service is open to CHRP Candidates, members who have completed their college or university education and passed the National Knowledge Exam (NKE) beginning in 2009.

HRPA Edge is administered by Career Edge Organization (CEO), a national not-for-profit that has partnered with over 1,000 organizations to place close to 11,000 interns since 1996. HRPA provides the talent, Career Edge takes care of the details, including advertising internship opportunities, pre-screening intern applicants and providing ongoing administrative and technical support—including payroll and taxes.



**HRPA Edge**  
For HRPA Members  
Sponsored by Career Edge Organization

**The HRPA Edge Intern**

You are a CHRP Candidate (former Professional Candidate) at the start of your human resources career. You have completed extensive training in HR on top of your college or university education and passed the National Knowledge Exam (NKE) beginning in 2009. Are you ready to take the next step in your career? Then you are HRPA Edge intern material.

**HRPA Edge Six-Month Paid HR Internship opportunity**

In a unique HRPA Edge service, you will as you receive this exciting paid HRPA Edge Six-Month Paid HR Internship opportunity. HRPA Edge will provide you with a paid HRPA Edge Six-Month Paid HR Internship opportunity. HRPA Edge will provide you with a paid HRPA Edge Six-Month Paid HR Internship opportunity. HRPA Edge will provide you with a paid HRPA Edge Six-Month Paid HR Internship opportunity.

**Registering is easy**

Log on to the HRPA.ca website as an HRPA member and go to [www.hrpa.ca/hrpaedge](http://www.hrpa.ca/hrpaedge). There you can register with Career Edge Organization (CEO) and then apply for HRPA Edge and complete HRPA Edge application. HRPA Edge will provide you with a paid HRPA Edge Six-Month Paid HR Internship opportunity. HRPA Edge will provide you with a paid HRPA Edge Six-Month Paid HR Internship opportunity. HRPA Edge will provide you with a paid HRPA Edge Six-Month Paid HR Internship opportunity.

**After you register online, you can:**

- View and apply to HRPA Edge paid internships and Career Edge internship openings
- Review detailed online HRPA Edge application and complete your HRPA Edge application
- Build your resume
- Review your HRPA Edge application

**Upon acceptance of an internship you will:**

- Be provided with information related to the HRPA Edge Six-Month Paid HR Internship opportunity
- Review detailed online HRPA Edge application and complete your HRPA Edge application
- Build your resume
- Review your HRPA Edge application

**Program launch on February 21, 2012**

**Interested?** Visit [www.hrpa.ca/FindYourEdge](http://www.hrpa.ca/FindYourEdge). For please be patient. This is a new program and we will be working hard to help you get up to speed on the program. Watch for new HRPA Edge postings on the Weekly Jobs Report.

LEARN MORE ABOUT HRPA EDGE >

## Chapter mentoring

To better provide members with the best possible range of mentorship options and experiences, HRPA, in partnership with the Toronto chapter, trialed an innovative new online mentoring tool that pairs mentors and protégés based on shared interests and goals.

Like online dating sites, Mentorscout allows users to build individual profiles based on what a prospective protégé or mentor is trying to achieve. "The system will pick a number of matches and send them to the protégé and they can review the matches and decide who they're interested in," explains Jennifer Laidlaw, director of the Toronto chapter's mentoring program. "Then they send an email to the mentor and the mentor decides if they're a good match."

Another plus is that the program removes any geographic constraints from prospective mentor-protégé relationships. If a member's perfect protégé or mentor match is in Thunder Bay and they're in Toronto, they can connect by phone or Skype and meet online from wherever they want. HRPA has expanded the offer of the Mentorscout program to all chapters.

## Volunteer Recognition

A gala luncheon was held in Toronto on January 31, 2012 honouring all of HRPA's volunteers, but especially those chosen for distinction as 2011's Volunteer & Leadership Award winners.



### And the winners are:

#### Outstanding CHRP Achievement Award:

Jennifer King CHRP

#### Ross A. Hennigar Memorial Award:

Janet Claudia Rodas

#### Scholarship Award sponsored by The Bagg Group:

Erin Abraham

#### NKE Top Scorer Awards:

May 2011 Paul Benjamin, Josh Gordon

October 2011 William Foley, Kim Reid

#### Fastest Growing Chapter Awards:

Fewer than 250 members: Northumberland Chapter

More than 250 members: Halton Chapter

#### Highest Retention Chapter Awards:

Fewer than 250 members: Northumberland Chapter

More than 250 members: Hamilton Chapter

#### HRPA Chapter of Excellence Award:

Peel/Windsor Chapters



## IMPROVING PROTECTION OF THE PUBLIC





## Bill 28 (2011)

Last year, HRPAs moved closer to its goal of a new public act governing the Association and its members with the introduction of Bill 138, the *Registered Human Resources Professionals Act, 2010*, at Queen's Park.

While time ultimately ran out on this bill when the legislature adjourned last summer, HRPAs quickly got new legislation—Bill 28, *Registered Human Resources Professionals Act, 2011*—introduced in December 2011.

Bill 28, which has all-party support, will enhance the credibility of the profession, support members' careers and clarify the regulatory powers to oversee what's evolved into a true profession requiring protection of the public. The new legislation will also help HRPAs to better protect the public interest from incompetent or unethical HR practitioners, help prevent abuse of corporate position, and provide the public with an effective means to seek recourse.

HRPA has been keeping members engaged and informed around Bill 28 by:

- *Creating a dedicated website ([www.hrpaact.ca](http://www.hrpaact.ca)) with comprehensive information about the act (backgrounders, FAQs, etc.).*
- *Hosting local Chapter "Town Hall" meetings and webinars.*
- *Providing an information session at the annual conference.*
- *Communicating regular status updates on the new act.*

LEARN MORE ABOUT THE BILL >

## HRPA joins Ontario Regulatory Networks

In 2011, HRPAs joined two groups established by and for Ontario's professional regulators. As a member of the Ontario Profession Regulators' Policy Network, HRPAs joins other regulators in promoting regulatory policy excellence through training and development and the sharing of strategies and best practices. The Network looks at issues of mutual interest to its member regulators including labour mobility, accessibility, privacy and quality assurance/continuing competence.

HRPA has also joined the Ontario Regulators for Access Consortium (ORAC), a group of more than 35 Ontario regulators with a mandate to facilitate the integration of qualified internationally educated professionals into the self-regulated professions in Ontario. Since joining the consortium, HRPAs has begun hosting their Managing Cultural Differences workshops. These workshops are designed to assist regulatory agencies to better understand cultural differences and their potential impact on making fair procedural decisions.

In 2011, HRPAs also hosted a series of conferences across Ontario aimed at educating both internationally educated HR professionals (HR IEPs) and employers about the challenges facing internationally educated professionals. In addition, HRPAs continues to support the Human Resources Connections bridging program offered by ACCES Employment and is a member of the Toronto Region Immigrant Employment Council (TRIEC).

## Governance

HRPA is successful in part due to our strong governance foundation. The governance journey continues with the introduction of Governance Modules for the HRPAs Board. Through *The Institute on Governance* the Board was able to reduce the high costs of Director development and provide top quality and consistent training for Board Directors. The program was so well received a steering committee comprised of Board Directors and Chapter Board representatives developed a comparable program for HRPAs's 28 Chapter Boards.

As HRPAs transitions into a full-fledged tier one regulator we need now, more than ever, outstanding Chapter leadership. The program will equip Chapter Directors to rise to the challenges of their volunteer leadership role by examining HRPAs governance issues and understanding best practice and will provide clarity on their role and responsibilities as a Chapter Leader.

Upon successful completion Chapter Directors will receive a certificate of completion and will have a comprehensive understanding of HRPAs's governance structure.

## EXPANDING HRPA INFLUENCE



## The Role and Future of HR: The CEO's Perspective survey

In partnership with Knightsbridge Human Capital Solutions, last May HRPA released *The Role and Future of HR: The CEO's Perspective*—a study that examined the views of Canadian chief executives on the role of HR in their organizations.

The survey asked a series of questions of 20 Canadian CEOs, including the value HR brings to the business; how well HR has performed over the past several years; what CEOs consider as their biggest human capital challenges; and what they look for in a Chief Human Resource Officer.

Overall, the CEOs said they viewed strong HR leadership as critical to the success of the organization. The CEOs saw their Chief HR Officers as valued contributors to the business; and trusted advisors who often play the role of confidant to the CEO and other executives. The study showed they believe HR is on an equal footing with other business areas.

However, the CEOs did identify areas for improvement. Many felt HR executives fall short of really understanding business challenges, largely because they don't get "in the trenches" enough. The CEOs said HR needs to get out of their "ivory towers"—where they are perceived as too often developing impractical policies and programs—and better understand the challenges of supervisors and front-line managers.

[READ THE FULL STUDY HERE >](#)

## Symposium reaches out to HR academic community

Last June, HRPA hosted its first HR Symposium—a special event to initiate dialogue between the Association and the HR academic community.

The reason for the event, which hosted about 25 HR academics from Ontario colleges and universities and featured a presentation on demographics and Canada's future by economist and *Boom, Bust and Echo* author David Foot, was to get HRPA and HR academics working together to prepare the next generation of HR professionals for the massive change facing the workplace in the coming decades.

Future-proofing the profession will require updated HR curricula at Ontario schools that is informed by business need. And just as HRPA must use Canada's future business challenges to create professional development that ensures our members can meet these needs, so must Canada's human resources faculties develop HR programs that build the next generation of professionals.

And HRPA is in the unique position of acting as conduit—working between academia and Canadian HR leaders and organizations to channel business wants and needs to help build HR programs for our up-and-coming HR leaders.

The HR Symposium was a first step in building a relationship between the profession and academia that will serve to future-proof the HR profession. This year the HR Symposium will be held on May 28, 2012.

## Human Resources Research Institute (HRRRI)

In its second year of operation, the Human Resources Research Institute ramped up its HR research and education funding with its first ever research grant, HR scholarships for college and university students, plus the second annual awards for best Ph.D. and Masters HR projects.

Last year, HRRRI awarded a \$20,000 grant to a York University team to examine the science behind identifying top talent. The research topic, entitled *Beyond the best and brightest: Addressing the challenge of accurately identifying high potentials in the workplace*, was determined by the results of a survey sent to HRPA members.

In addition, with generous support from TD Insurance, HRRRI funded \$500 annual HR Professional of Tomorrow Scholarships for 20 students enrolled in HR studies at college or university.

The Human Resources Research Institute is an arm's length body with its own board that supports and underwrites HR research with clear application to HR practice.

For more information on the Human Resources Research Institute (HRRRI), including research, award submissions, scholarship applications and making donations, please visit [www.hrrri.ca/hrrri](http://www.hrrri.ca/hrrri)

### 2011 HRRRI Best HR Ph.D. dissertation

*Antecedents and consequences of collectivistic group norms*  
Anthony Celani, McMaster University

### 2011 HRRRI Best Master's thesis

*The Sounds of Silence: The Roles of Overall Fairness and Perceived Organizational Support in Predicting Employee Silence*  
David Whiteside, Wilfrid Laurier University



## AUDITORS REPORT ON SUMMARIZED FINANCIAL STATEMENTS

To the Members of Human Resources Professionals Association

The accompanying summary balance sheet as at November 30, 2011 and the summary statement of operations for the year ended November 30, 2011 are derived from the audited balance sheet and the audited statement of operations in the audited financial statements of Human Resources Professionals Association for the year then ended. We expressed an unmodified audit opinion on those financial statements in our report dated March 29, 2012.

The summary financial statements do not contain all the statements and disclosures required by Canadian Generally Accepted Accounting Principles. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Human Resources Professionals Association.

### Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in Note 1.

### Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Audit Standard (CAS) 810, 'Engagements to Report on Summary Financial Statements'.

### Opinion

In our opinion, the summary balance sheet as at November 30, 2011 and the summary statement of operations for the year ended November 30, 2011 derived from the audited financial statements of Human Resources Professionals Association are a fair summary of those financial statements, on the basis described in Note 1.

*BDO Canada LLP*

Chartered Accountants, Licensed Public Accountants

Mississauga, Ontario

March 29, 2012

### 1. Summary Financial Statement Preparation

Management is responsible for the preparation of summary financial statements. The summary presented includes the summary balance sheet and the summary statement of operations. It does not include the statement of changes in net assets, the statement of cash flows or all of the notes to the financial statements. The summary balance sheet and the summary statement of operations are presented in the same detail as the audited financial statements except that the note referencing has been removed. Copies of the November 30, 2011 audited financial statements are available at Human Resources Professionals Association's office.

## BALANCE SHEET

As at November 30	2011	2010
<b>ASSETS</b>		
<b>Current</b>		
Cash	\$ 185,270	\$ 691,678
Short-term investments	1,100,000	2,002,756
Accounts receivable	1,750,477	532,095
Prepaid expenses	837,243	948,982
	<b>3,872,990</b>	<b>4,175,511</b>
<b>Long-term investments</b>	<b>6,172,704</b>	<b>7,134,465</b>
<b>Capital assets, net</b>	<b>2,682,741</b>	<b>1,468,984</b>
<b>Product development costs</b>	<b>273,858</b>	<b>126,693</b>
<b>Security deposit</b>	<b>350,000</b>	<b>—</b>
	<b>\$ 13,352,293</b>	<b>\$ 12,905,653</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	\$ 1,495,631	\$ 1,197,181
Deferred revenue	5,357,743	5,165,920
Deferred capital contributions	133,707	53,238
	<b>6,987,081</b>	<b>6,416,339</b>
<b>Deferred rent</b>	<b>824,089</b>	<b>68,658</b>
<b>Deferred capital contributions</b>	<b>79,979</b>	<b>57,611</b>
	<b>7,891,149</b>	<b>6,542,608</b>
<b>Net assets</b>		
Invested in capital assets	2,682,741	1,468,984
Internally restricted	901,606	642,740
Contingency fund	1,876,797	3,751,321
Unrestricted	—	500,000
	<b>5,461,144</b>	<b>6,363,045</b>
	<b>\$ 13,352,293</b>	<b>\$ 12,905,653</b>

## STATEMENT OF OPERATIONS

For the year ended November 30	2011	2010
<b>Revenue</b>		
Administration	\$ 84,157	\$ 34,538
Annual Conference	3,683,703	3,187,514
Chapters, Volunteers and Awards	66,205	70,284
Membership and Member Services	5,214,705	5,051,610
National Rebate to Provinces	—	233,666
Professional Development and Events	1,446,789	1,203,577
Publications, Communications and Marketing	471,331	836,362
Regulatory Affairs	879,445	2,312,923
	<b>11,846,335</b>	<b>12,930,474</b>
<b>Expenses</b>		
Administration	2,840,495	2,458,853
Amortization	743,945	637,115
Annual Conference	2,337,785	2,495,862
Board and Board Committees	658,211	640,427
Chapters, Volunteers and Awards	426,520	301,536
Membership and Member Services	874,421	736,430
National Dues/Levies, Meetings and Other	387,102	482,234
Office Space and Utilities	1,154,559	465,340
Professional Development and Events	1,182,991	1,003,310
Public Affairs	255,812	245,163
Publications, Communications and Marketing	977,003	1,178,218
Regulatory Affairs	983,831	1,055,568
	<b>12,822,675</b>	<b>11,700,056</b>
<b>(Deficiency) excess of revenue over expenses before investment income</b>	<b>(976,340)</b>	<b>1,230,418</b>
<b>Investment income</b>	<b>74,439</b>	<b>336,009</b>
<b>Net (deficiency) excess of revenue over expenses for the year</b>	<b>\$ (901,901)</b>	<b>\$ 1,566,427</b>

*Complete audited financial statements are available upon request.*

## FINANCIAL OVERVIEW – FISCAL YEAR 2011

HRPA ended fiscal year 2011 with a planned deficit of (\$901,901) – a figure that is approximately 8% better than budgeted. This compares to a surplus achieved in fiscal year 2010 of \$1,566,427. This budgeted deficit was due in most part to two significant factors – a decrease in revenue associated with a drop off in the number of National Knowledge Exam (NKE) writers due to the implementation of the degree requirement, along with one-time costs associated with the move to new office and learning centre facilities. Operating revenue for the year decreased over the previous year by 8.4 per cent, or \$1,084,139, while expenses rose 9.6 per cent, or \$1,122,619. Investment income for the year was down over the previous year due to lower market returns on investments. Overall, HRPA continues to be in a very healthy financial position with net assets totalling \$5,461,144.

## Balance Sheet

- Accounts receivable are higher in 2011 due in most part to an amount receivable from the landlord at year-end pertaining to a tenant improvement allowance for the new office space; this amount has since been paid.
- Prepaid expenses relate to the annual conference, insurance, software maintenance, licenses, and other costs having future benefits; overall, the total for these amounts is slightly lower in 2011 due to timing of payments and renewals.
- Long-term investments are lower than the previous year due to funds that were withdrawn from the portfolio for the office move project.
- Capital assets have increased significantly over the previous year, due in large part to the new office and learning centre facilities, including leasehold improvements, furniture and fixtures, and audio-visual equipment.
- Product development costs pertain to remaining unamortized amounts related to the online HRwrx exam prep product, as well as government-funded projects associated with the Accessibility for Ontarians with Disabilities Act (AODA).
- Security deposit is a new line item in 2011, and pertains to a deposit that was required as part of the new lease agreement. This amount will be repaid to HRP in future years, as per the lease terms.
- Accounts payable and accrued liabilities are higher than the previous year, due in most part to the recognition of remaining rental obligations of approximately \$380,000 associated with the previous office space.
- Deferred revenue pertains to amounts collected for the annual conference, membership dues, government funded programs, and other programs and services being held after year-end. This amount is higher in 2011, due to increases in these various amounts over the previous year.
- Deferred capital contributions (total of current and long-term) relate to the funding of three AODA-related projects by the Ontario government; the funding for these projects is being amortized over the useful life of the resulting products.
- Deferred rent in 2011 pertains to two different amounts associated with the new office and learning centre facilities – one amount is associated with the tenant improvement allowance, and another amount is due to a recognition entry related to the rent-free period (to November 30, 2012); these two amounts will be amortized over the term of the lease, according to accounting standards.
- Net assets have been restricted for capital budget purposes, including amounts pertaining to certain hardware and software upgrades and general office capital expenditures. The Contingency Fund is a reserve for general operating contingencies and is not available for use by the Association without prior approval of the Board of Directors.
- In line with general guidelines 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 year 2011-2012, the association is at approximately 40.0 per cent of the target amount.

## Statement of Operations

### Administration

Administration revenue is higher in fiscal 2011 due to an increase in miscellaneous revenue items including a new revenue source associated with rental of the new learning centre facilities. Expenses under Administration increased year-over-year, due to several factors including one-time operating costs associated with the office move, additional headcount, and annual general increases in various costs.

### Annual Conference

The overall surplus from HRPAs Annual Conference and Trade Show increased from \$691,652 in fiscal 2010 to \$1,345,918 in fiscal 2011. The majority of this increase was due to increased registrations, exhibitors, and sponsorships. In addition, costs decreased by \$158,077 over the previous year, due mainly to cost savings associated with the cancellation of the evening networking event, as well as lower marketing costs.

### Chapters, Volunteers and Awards

Expenses are higher in this area due to an increase in chapter visits and general chapter relations costs. This includes an increase in staff resources focused on chapters, notably the Territory Marketing Specialists which were hired in late 2010.

### Membership and Member Services

Higher membership revenue in fiscal 2011 is a result of an overall increase in membership numbers, including a high membership retention rate, and increased revenue from Hire Authority job postings. Expenses under this area are higher due to an increase in marketing costs to recruit new members, which was done in order to offset an anticipated drop-off

associated with the degree requirement. In addition, staff related costs associated with the membership function also increased year-over-year.

### National

The revenue shown under this area (National Rebate to Provinces) for fiscal 2010 was HRPAs portion of a return of accumulated surplus by the national body (CCHRA) to the provincial associations. Under normal operating circumstances, a return of surplus would not normally take place, as was the case in fiscal 2011. Expenses under this area decreased significantly due to a change in the amount of levy fees paid by HRPAs to CCHRA. This change related to the capping of the levy amount to align with the maximum voting percentage for HRPAs to 40%.

### Office Space and Utilities

The increase in costs for Office Space and Utilities was partly due to the new office and learning centre facilities, accounting for approximately half of the increase in this area. In addition, as per accounting regulations, the remaining rental commitments for the previous office space were recognized in fiscal 2011. The rental term of the previous office space continues until August 31, 2012, but is offset with free rent for the new offices until November 30, 2012.

### Professional Development and Events

Revenue increased under this area due in most part to the introduction of various "certificate" programs which have been well-received by members. Similarly, some expenses also increased due to these new programs; overall, net surplus for this area increased by \$63,531 or 31.7 per cent.

### Publications, Communications and Marketing

Due to the significant drop-off of NKE writers in 2011, there was correspondingly a very large reduction in the number of registrants for HRWRx (HRPAs online exam prep program). The majority of revenue reduction in this area was associated with this decrease. Expenses also decreased under this area, due in most part to the reduction in variable costs associated with HRWRx, along with a slight reduction in certain corporate marketing costs.

### Regulatory Affairs

A significant decrease in revenue (approximately 85%) under this area in fiscal 2011 related to the expected drop-off in the number of NKE writers, which had peaked in 2010 due to the implementation of the degree requirement. In addition, revenue from challenge exams and academic evening courses were also affected by this change. Expenses related to the NKE decreased slightly, but most of the costs associated with the exams are minimal, and mostly fixed in nature. Other expense reductions pertained to lower costs associated with the challenge exams and academic evening program, offset partially with higher costs associated with the Future of Work research.



## BOARD OF DIRECTORS AND SENIOR MANAGEMENT

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**Jo-Ann Ball**, CHRP

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**Bob Canuel**, CHRP, SHRP

**Brenda Clark**, CHRP, SHRP

**Michelle Collier**, CHRP

**Colleen Fleming**

**Louise Taylor Green**, CHRP, SHRP

**John Hardisty**, CHRP

**Deidre L. Henne**, CA

**Roger Hunter**, CHRP (Ret.)

**Alice Kubicek**, CHRP, SHRP

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**Kimberly Pepper**

**Karen Stone**, SHRP

**Melinda Sutcliffe**, CHRP, CMAHRI

**Philip C. Wilson**, CHRP, SHRP

### Senior Management

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Chief Executive Officer

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Vice President, Public Affairs

**Claude Balthazard, CHRP**

Vice President, Regulatory Affairs and Registrar

**Kristina Hidas**

Vice President, Human Resources Research  
and Development

**Chris Larsen**

Vice President, Membership and Marketing

**Gary Monk**

Vice President, Finance and Information Technology

**Marta Pawych**

Vice President, Professional Development,  
Events and Sponsorship

**Louise Tagliacozzo**

Director, Board Relations and Administration

## Human Resources Professionals Association (HRPA)

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