



Human Resources  
Professionals  
Association

# 2016 Annual Report

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## CHAIR'S MESSAGE

*The road to becoming a full-fledged profession is long. We are on our way.*

HRPA wasn't built in a day, and neither were our designations, our public Act, or the decades-deep foundation of knowledge and expertise we have to share with our members. Reaching this point in the road, and achieving all of our current success, was a long journey built on tireless work and commitment from our invaluable members, staff, volunteers and operational partners.

We are proud of all we've achieved and all that we have been able to offer our members – but there's still more work to be done. At HRPA, we have a vision. We are striving to become a leader in advancing the human resources profession around the world, and attaining recognition for the profession as a key driver of business value and success. And as you will see in this report, each piece of our strategy and each step we take is aligned toward that vision.

Our goal is protection of the public, and the professionalization of HR is the path toward achieving that goal. We want to become a key voice in the global conversation about the future of HR. We want to elevate the profession to the point where executives the world over recognize HR as a pivotal strategic role performed by professionals held to rigorous standards, and recognize the quantifiable contributions such professionals make to their organization and to the public wellbeing.

This has been our primary focus in 2016, it will remain so moving forward. It is a long road requiring focus, dedication and commitment, but it is a strong vision and we are already making concrete strides towards its achievement.

**We are not there yet – but we are well on our way.**

**Brenda Clark, Chair**, Board of Directors



## CEO'S MESSAGE

### *The evolution of our profession begins with us.*

HRPA has a very clear vision for our role in the future of human resources: we want to be a leader in advancing the profession not only in Canada, but around the world.

Our profession is an important one, with great potential to add critical business value and deliver on key strategic results. But more than that, it is a truly vital profession in a world where people are the only sustainable differentiator in any organization's success.

HR is very complex and very difficult. It touches every aspect of what organizations do at every level, from top to bottom. There is no doubt that the responsibilities every HR professional takes on are of the upmost importance – and those responsibilities run both broad and deep.

No one ever would claim that they could be a neurosurgeon without extensive training, education and experience; neither would one make that claim about being a criminal litigator. Yet many outside the HR profession still imagine that “anyone can do HR.”

So this is the key challenge we have set for ourselves – a sweeping repudiation of the notion that “anyone can do HR.” We're aiming to eliminate that outmoded misapprehension by building broad-based awareness of the value HR delivers as a primary profession.

In addition, HRP" is the only HR association in the world designated as a regulator through specific legislation, which also individually and collectively tasks our members with the protection of the public.

While we endeavor to elevate the standing of the profession, we are also working tirelessly to enhance our role as a regulator and to set the standards of education, competence and conduct for our members. And the appointment of HRP" by the International Standards Organization (ISO) to Chair their committee tasked with creating a global HR competency framework is recognition of our progress.

We continue to promote our three-tiered designation model – a model requested by members, organizations and academia alike – and this ensures that our members have the only HR designations that both truly validate capabilities and are valued by stakeholders. We are also enhancing our status as a primary profession by highlighting the hallmarks that true professions share, such as self-regulation; a body of expert knowledge and skills; ethical responsibility; and continuing professional development.

After spending a decade building the foundation for our future and the effective association we are today, we are now ready to focus on the impact HR can have on organizations – and on society. We are creating that impact, one step at a time – and while there are still many miles ahead of us, we are well equipped for the journey.

**Bill Greenhalgh**, CEO

### 2005-2010: Do Things Right

HRPA has been and remains on a journey. Ten years ago, with the launch of our first strategic plan, the focus was on efficiency – doing things right and putting in place the financials, governance, staff and volunteer resources to take us to the next level.

### 2011-2015: Do the Right Things

Five years ago, it was about effectiveness – doing the right things to drive value for our members, including our new Act and competency and designation frameworks.

### 2016-2020: Focus on the Profession

Our current plan focuses on driving impact – emphasis on emergence of HR as a primary profession based on a global body of knowledge and substantiating the value that HR generally, and designated HRPAs in particular, bring to their organizations and to the public.

## Synchronizing strategies that will drive the plan...



# PROFESSIONALISM

## *Professionalization changes everything.*

With the regulatory powers granted under our public Act, the rigorous curricula, and validation of knowledge, skills and experience behind our three-tier designation model, and our work with the International Organization for Standardization (ISO), HRP has been striving to further professionalize HR – in Ontario, across Canada and around the world.

Professionalization transforms the very face of a profession. It changes institutions and their roles, changes the way individuals involved in the occupation think of themselves and the work they do, so that they don't view it as an occupation so much as a vocation, changes the way members relate to their institutions and the way institutions relate to their members.

At a personal level, it means adopting the attitudes, values, and behaviours of individuals who are members of established professions. It means being held to higher standards of competence, integrity, ethics and morality, altruism and promotion of the public good. It's an ideal, it's aspirational, but that is what professionalism is. And that is what drives professionals toward the upmost excellence in their field.

## What is Professionalism?

Credit: CIPD

the use of specialist, expert **knowledge** necessary to perform a particular type of work or role

the use of knowledge *for the good of the society*, implying an **ethical responsibility**

a renewed focus on trust has highlighted the importance of **situational judgment** as key to professional behaviour

through the combination of their expertise and ethical responsibility professionals enjoy a degree of **trust** to carry out their services and are granted a unique right of practice and an authority to make decisions in line with their professional judgment

## In 2016, we ...

- **ELEVATED**  
discussion of professionalism online
- **DELIVERED**  
400-level HR program at York University
- **DEVELOPED**  
professionalism presentation for students
- **INTRODUCED**  
Job Ready program



# PROTECTION OF THE PUBLIC

## *A leader in enhancing protection of the public.*

HRPA is a leader in implementing regulatory processes, and a trusted partner of government and policy-makers in our areas of expertise. The Public Affairs & Research function at HRP is proud to deliver sound research and credible opinions to high-level decision-makers in order to influence legislation and policy. Our strategy to expand our role as a public protector and regulator of the profession requires us to demonstrate excellence and leadership in thinking and practice in the regulatory arena and to establish ourselves as a trusted “go-to” partner of public policymakers. HRP is already in a position of trust and leadership, submitting research papers to government on critical, timely issues impacting the workforce.

### **In 2016, we authored three position papers and submitted opinions to government on the following topics:**

- HR & Millennials: Insights Into Your New Human Capital
- Strengthening Ontario's Workforce for the Jobs of Tomorrow
- Closing the Gender Wage Gap

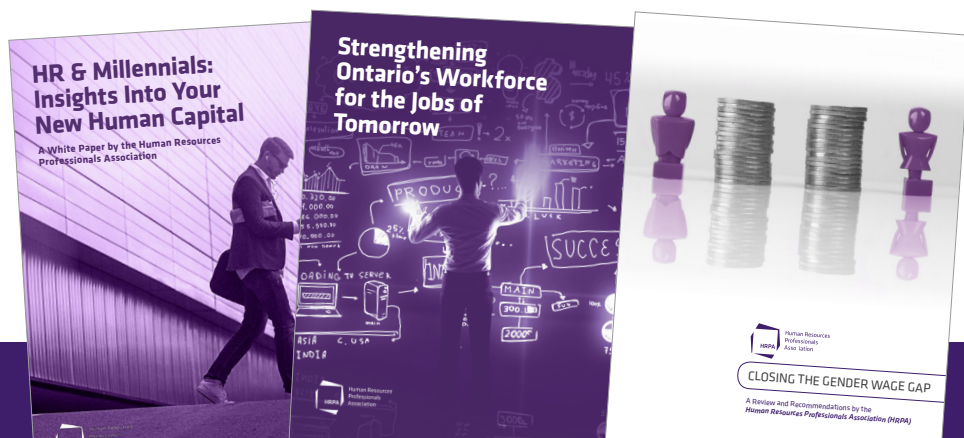
### **In 2016, HRP successfully advocated for the following policy and regulatory changes at Queens Park:**

- When drafting workplace policy with respect to workplace harassment, an employer must now have signoff by the highest level of Human Resources professional of the employer or at the workplace – or, if no Human Resource professional is employed, signoff by the president, senior executive or uppermost member of management at the workplace.

### **HRP also participated in the following government working groups and third party stakeholder projects:**

- HRP was invited to participate in a Stakeholder Working Group on Accessibility to review the Employment Standard.
- HRP participated in the Ministry of Labour's consultation on a Code of Practice and on the provincial government's Workplace Violence and Harassment: Understanding the Law.
- Partnered with the CivicAction Elevator project which looked at HR priorities and experiences working with youth.
- The Canadian Chamber of Commerce invited HRP to participate a Thought Leadership Roundtable on the topic of Talent for the Innovation Economy on June 27th. The federal Minister of Immigration, Refugees, and Citizenship co-chaired the roundtable.
- HRP partnered with the Canadian Chamber of Commerce on a policy paper called the Generation Innovation: The Talent Canada Needs for the New Economy.

We also enhanced our regulatory process in several ways, including the introduction of computer-based testing (CBT) which requires a high degree of procedural rigour during the designation testing process. In the first triennial review by the Office of Fairness Commissioner on the transparency, objectivity, impartiality, and fairness of our registration practices, we received a perfect score – a result which is virtually unheard of.



## VALUED DESIGNATIONS

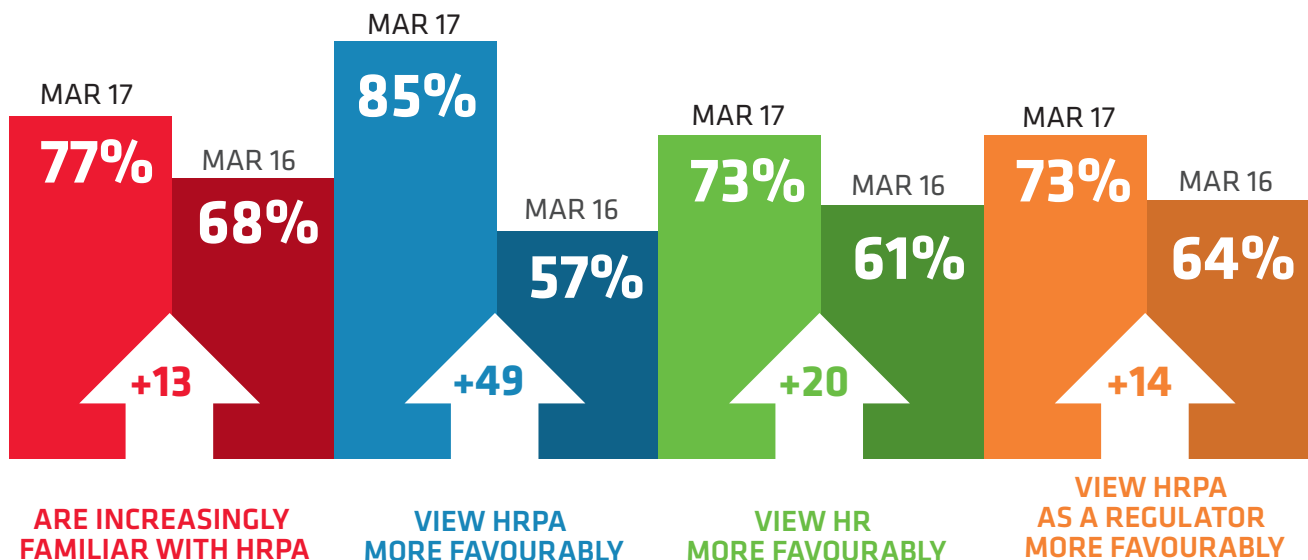
Rigorous, respected designations that validate competence.

HRPA's three-tier designation model equips our designated members with the highest-caliber credentials in the HR marketplace. Our competency framework is the newest in the world, and in 2016, we presented it to the International Organization for Standardization (ISO) as a framework for developing a standardized global framework for HR. We are now chairing an ISO working group with a mandate to establish global standards in HR.

We've worked tirelessly to promote our designations in the marketplace, and it has paid off abundantly. In 2016, we increased national awareness of our designations among business leaders from 58% to 84%, and 70% of business leaders report they have greater confidence in HR to get the job done because of these designations.\* The value of our designations is widely recognized by senior executives, and the work we've done has gone far toward elevating the profession – and HR's profile as a strategic role that adds tangible business value.

Our designations require continual learning and development, and to further support that, we launched new assessment tools to determine continuing professional development needs. In 2016, we launched the all-new DNA 360 Needs Analysis, a tool to identify the maturity of HR capability on a departmental level. On an individual level, we offer the CPD Self-Assessment tool in order to identify CPD needs and gaps.

*\*LegerWeb, March 2017*



Source: LegerWeb National poll of 250 senior business executives take at random, March 2016 and March 2017  
Accurate +/- 6.5% 19 times out of 20



# MEMBERSHIP PROPOSITION

Promoting the value of HRPAs membership to all in HR.

HRPA offers members a compelling value proposition for each member category, and we enhanced that value even further in 2016. We have worked hard to promote the business value designated HR professionals contribute to organizational strategy and success, and awareness of our brand and the value of our designations in the marketplace has never been higher. Through our national advertising campaign promoting HRPAs certification, we have raised the profile of our designations among the most senior influencers in Canadian organizations.

We now enjoy the highest rate of growth and of member retention among HR associations in Canada. The vast majority of senior business leaders surveyed by LegerWeb have a more favourable view of HRPAs as an association because of the enhancements we have made in our frameworks and through our Act – and this only serves to reinforce the professional status of HRPAs members.

We offer an impressive suite of resources to help our designated members get established in their careers, and once established, we continue to provide tools for growth and further development. In 2016, our HRPAs Edge paid internship program placed 20 newly certified CHRPs in paid internships, the HRPAs Speakers Bureau has allowed us to bring higher caliber speakers to every chapter in our network, and the new Volunteer Portal will lead to higher volunteer engagement and satisfaction by making it easier than ever to find and qualify for volunteering opportunities. We carried out chapter task force consultations on governance and communications, and demonstrated international thought-leadership through our Annual Conference.

We also worked to increase engagement and involvement among senior HR leaders and influencers, offering CHRO dinners and Executive Real Talks, and an inaugural CHRO Conference scheduled to take place in May. We are quickly approaching 300 members who are designated Certified Human Resources Executives (CHREs) and have almost tripled attendance at events for senior HR executives to more than 900 in 2016.



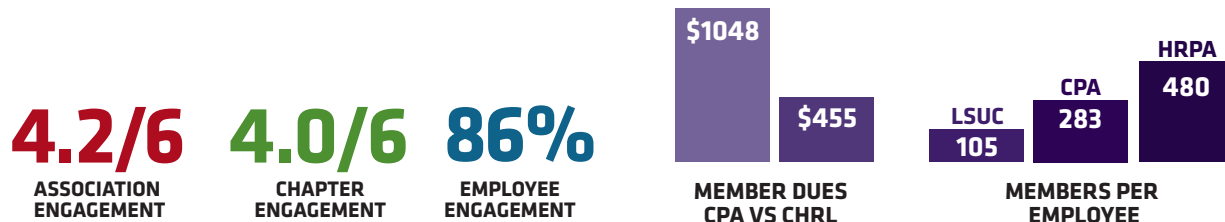
## ASSOCIATION EFFECTIVENESS

Measuring our performance against the best of the best.

HRPA is continually measuring our performance and effectiveness against the very best of our association peers. We are committed to providing consistent high-quality experiences and resources for our all of our members, regardless of membership category or geographic location. Our goal is to ensure that each point of contact a member has with HRP is a value-added, positive experience that encourages member retention.

We use four metrics to measure our effectiveness and efficiency: financial soundness; employee and volunteer engagement; engaged members and senior involvement.

We are a lean organization with an average of 480 members for every employee, and we consistently maintain an extremely high member retention rate that speaks for itself. In 2016, we had a certified registrant renewal rate of 98%.



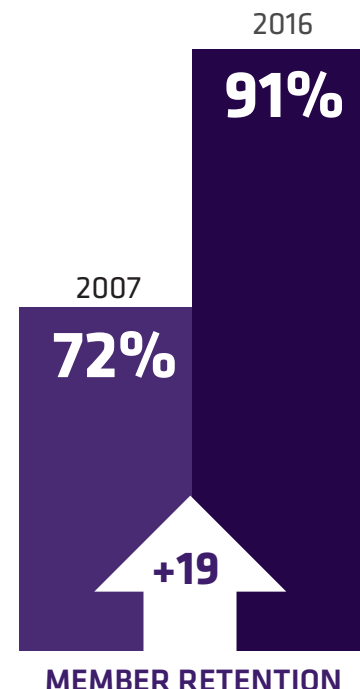
We co-chaired the Canadian Network for Agencies in Regulation (CNAR) conference; our financial reserves are now at 50%, our target, which means we have the financial strength to execute our plans; and our 75th Annual Conference set records for attendance, tradeshow exhibitors, and sponsorship.

As of May 2017, Membership now stands at more than 24,000 and continues to grow at 4% or more per year.

Our retention rate is at 91% (compared with just 72% ten years ago), and with 2% of members retiring each year, that means only 7% of members are leaving voluntarily – even 1st year student retention is at nearly 80%. Over 2,200 members across all 27 chapters and in major markets across Canada are now involved in mentoring programs.

2016 also saw the development and presentation of our competency frameworks to other Tier 1 regulators, the development of regional programs and regional mentoring programs, the launch of our iVolunteer portal and the HRP Speaker Bureau and staff support for sourcing high-caliber speakers.

As Brenda Clark, our outgoing Chair commented, HRP is on a journey and based on our 2016 results, it looks like we're right on schedule.



# REGISTRAR'S REPORT

The highlights for 2016 were:

- Continued roll-out of new designation framework:
  - Successful introduction of CHRP and CHRL Employment Law Exams
  - Successful introduction of Job Ready Program as part of the CHRP certification process
- A stellar assessment report from the Office of the Fairness Commissioner which made no recommendations and pointed out many commendable registration practices
- Updates to the By-laws to bring them in line with the *Registered Human Resources Professionals Act*, 2013
- Launch of quarterly Regulatory Affairs newsletter
- A successful Office of the Registrar webinar series with 16 webinars and over 5000 attendees

On the other hand, HRPA continues to deal with 'new to regulation' issues. These issues are common to professions which are new to regulation.

- Compliance with requirements set out in the Act and By-laws remains low:
  - Compliance with the professional liability insurance requirement is estimated at 29.1%,
  - Compliance with the bankruptcy notification requirement is estimated at 4.3%
  - Compliance rate with the requirement to resign to terminate registration with HRPA is at 28.3%
- The number of professional complaints received by the Office of the Registrar is still very low at .23 complaints per 1000 members
- Based on responses to the 2016 HRPA Member Survey, only 55% of HRPA members believe that HRPA would investigate a professional complaint made against them in a fair and impartial manner

In 2017, the Office of the Registrar will redouble its communication efforts to ensure that members and student are aware of and understand their duties and obligations as registrants of HRPA.

## HRPA Statutory regulatory committees

- Appeal committee
- Capacity committee
- Complaints committee
- Discipline committee
- Review committee

## HRPA Non-statutory regulatory committees

- Academic standards committee
- CHRE review committee
- Continuing professional development committee
- Experience assessment committee
- Registration committee

## APPEAL COMMITTEE

The Appeal Committee is a statutory committee established pursuant to Section 12 of the *Registered Human Resources Professionals Act*, 2013 (the “Act”) and the By-laws. The Appeal Committee shall review every appeal filed under the Act and the By-laws by registrants of HRP or members of the public to determine whether there was a denial of natural justice or an error on the record of the decision of the committee or the Registrar and to exercise any of the powers granted to it under the Act and Section 21.10 of the By-laws.

The total number of requests for appeal received between December 1, 2015 and November 30, 2016 was seventeen. The total number of appeals disposed of between December 1, 2015 and November 30, 2016 (excluding interim decision on issues such as fresh evidence) was ten. In five of the decisions, the original decision was upheld. In three of the decisions, the original decision was overturned. In two appeals, the request was withdrawn by the Appellant. In one case, the appeal was not contested by the Association.

In October 2016, a By-law amendment modified the appeal process such that a full hearing would be required only if the original decision had been made pursuant to a hearing.

### 2016 Appeal Committee

Kimberly Pepper, Chair  
Drew Dilkens  
Patricia Cole  
Sindi Vidovic  
Vanessa Saunders

Melanie Kerr  
Jodi Steeves, Public member  
Carolyn Lordon, Public Member  
Maureen Quinlan, Public Member  
Kathryn Bird, Public Member

## CAPACITY COMMITTEE

The Capacity Committee is a statutory committee established pursuant to Section 12 of the *Registered Human Resources Professionals Act*, 2013 (the “Act”) and the By-laws. The Capacity Committee shall hear every matter referred to it by the Association under Section 47 of the Act to determine whether the member is incapacitated, and if the Committee finds a member is incapacitated, to exercise any of the powers granted to it under Subsection 47(8) of the Act.

There were no referrals to the Capacity Committee in 2016.

### 2016 Capacity Committee

Stephanie Izzard, Chair  
Elizabeth Horlock  
Bob Canuel  
Ken Alexander, Public Member

Jamie Knight, Public Member  
Lyle Teichman, Public Member  
Susan Bryson, Public Member  
Lynne Latulippe, Public Member



## COMPLAINTS COMMITTEE

The Complaints Committee is a statutory committee established pursuant to Section 12 of the *Registered Human Resources Professionals Act*, 2013 (the “Act”) and the By-laws. The Complaints Committee shall review every complaint referred to it under Section 31 of the Act regarding the conduct of a member of the Association or a firm and, if the complaint contains information suggesting that the member or firm may be guilty of professional misconduct as defined in the by-laws, the committee shall investigate the matter. Following the investigation of a complaint, the complaints committee may direct that the matter be referred, in whole or in part, to the discipline committee; direct that the matter not be referred to the discipline committee; negotiate a settlement agreement between the Association and the member or firm and refer the agreement to the discipline committee for approval; or take any action that it considers appropriate in the circumstances and that is not inconsistent with the Act or the by-laws, including cautioning or admonishing the member or firm.

The total number of professional complaints directed to the Complaints committee in 2016 was nine. The total number of decisions rendered by the Complaints committee in 2016 was 10. Five complaints were dismissed without further action, three complaints were stayed pending disposition by the courts or another tribunal, one complaint resulted in the issuance of a caution, and there was one referral to discipline.

### 2016 Complaints Committee

Rahim Shamji, Chair	Dan Pearlman
Jacqueline Cabildo	Jennifer Cooper, Public Member
Jackie Chavarie	Janet Treasure, Public Member
Janet Hart	Steven Van Alestine, Public Member
Stacey Hummel	Trish Volker, Public Member
Christine LeBlanc	

## DISCIPLINE COMMITTEE

The Discipline Committee is a statutory committee established pursuant to Section 12 of the *Registered Human Resources Professionals Act*, 2013 (the “Act”) and the By-laws. The Discipline Committee shall hear every matter referred to it by the Complaints Committee under Section 34 of the Act to determine whether the member or firm is guilty of professional misconduct as defined in the by-laws and if the Committee finds a member or firm guilty of professional misconduct, to exercise any of the powers granted to it under Subsection 34(4) of the Act.

A discipline hearing was held on June 14, 2016. A decision was rendered on September 21, 2016. A penalty hearing was held on December 8, 2016. The decision was for the member to be issued a reprimand and that the reprimand would appear on the public register. There was one referral made to the Discipline Committee on June 16, 2016. It has been alleged that the member created at least 26 false or misleading invoices totaling at least \$178,000 from two Human Resource recruiting firms over a period of about two years. A Notice of Hearing was served on the individual and the hearing was held in March 2017.

### 2016 Discipline Committee

Stephanie Izzard, Chair	Susan Bryson, Public Member
Bob Canuel	Jamie Knight, Public Member
Elizabeth Horlock	Lynne Latulippe, Public Member
Ken Alexander, Public Member	Lyle Teichman, Public Member

## REVIEW COMMITTEE

The Review Committee is a statutory committee established pursuant to Section 12 of the *Registered Human Resources Professionals Act, 2013* (the “Act”) and the By-laws. The Review Committee shall review every matter referred to it by the Registrar under Section 40 of the Act to determine whether the member or firm’s bankruptcy or insolvency event may pose a risk of harm to any person; to direct the Registrar to investigate the matter; to determine whether a hearing is warranted; to conduct hearings when warranted to determine whether the member or firm’s bankruptcy or insolvency event poses a risk of harm to any person; and upon a determination that there are reasonable grounds for believing that the member or firm’s bankruptcy or insolvency event poses or may pose a risk of harm to any person following a hearing, to exercise any of the powers granted to it under Subsection 41(8) of the Act.

There were two referrals to the Review Committee in 2016. The referrals were made late in the year and the cases are expected to be decided upon early in 2017.

### 2016 Review Committee

Susan Bryson, Chair

Stephen Dryburgh

Mala Greenbaum

Graham Stanclik

Unsur Ahmad, Public member

Kasal Kanika, Public member

Damienne Lebrun-Reid, Public member

Karelyn Murray, Public member

Devon Saunders, Public member

## ACADEMIC STANDARDS COMMITTEE

The Academic Standards Committee is a standing committee established pursuant to Section 8.04 of the By-laws. The Academic Standards Committee shall review every course outline(s) and any accompanying, relevant, supplementary material submitted by eligible post-secondary educational institutions, professional associations and individual members seeking to have one or more courses approved or re-approved in the fulfillment of HRPAs coursework requirement (course approval), making a decision pertaining thereto, and providing rationale in accordance with the criteria as established by the Board.

In 2016, the Academic Standards Committee received 175 applications—111 school applications and 64 student applications. Out of those, six school applications and two student applications are still under review.

### 2016 Academic Standards Committee

Virginia (Gini) Sutherland, Chair

Lori-Lee Flanagan

Gary Gannon

John Hardisty

Faith Laframboise

Jim McVittie

Preiti Momaya

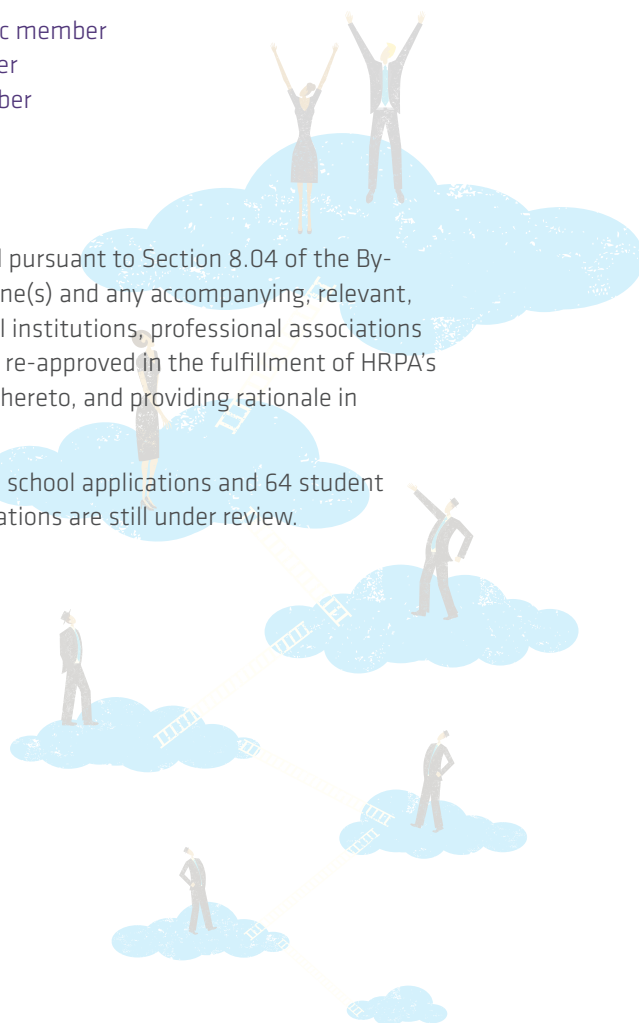
Jean-Pierre Pétrin

Carolyn Rekar-Munro

Cathy Snyder

Nick D. J. Sunday

Michelle White



## CHRE REVIEW COMMITTEE

The CHRE Review Committee is a standing committee established pursuant to Section 8.04 of the By-laws. The CHRE Review Committee shall review every application referred to it by the Registrar to determine whether an applicant meets the criteria for the Certified Human Resources Executive (CHRE) as established by the Board.

In 2016, the CHRE review committee made 51 decisions on CHRE applications. Sixteen candidates were successful. Additionally, twelve individuals were granted the CHRE designation by means of the Invitation route.

### ***2016 CHRE Review Committee***

Robert Canuel, Chair	Steve Jackson
Janice Attersley	Chris Judge
Bruce Beakley	Paul McGowan
Ruth Brothers	Anthony Papa
Dennis Concordia	Rajeswari (Raji) Ramanan
Gordon Cumming	Norm Sabapathy
Linda Dodd	Mary Silverthorn
Aine Earles	Sandra Smith
Gayle Fisher	Flora Sousa
Michael Harwood	JoAnne Trotter
Franca Hoda	Fernando Vescio
Elizabeth Horlock	Tanya Watton
Marwa Jazi	

## CONTINUING PROFESSIONAL DEVELOPMENT COMMITTEE

The Continuing Professional Development (CPD) Committee is a standing committee established pursuant to Section 8.04 of the By-laws. The Continuing Professional Development Committee shall audit every continuing professional development log referred to it by the Registrar to determine whether the continuing professional development requirement has been met in accordance with the criteria as established by the Board. The Committee shall also review every extension request for a member's continuing professional development period referred to it by the Registrar to determine whether there are valid grounds to grant an extension in accordance with the Continuing Professional Development Extension Policy.

In 2016, HRP had 14,806 designated members subject to the CPD requirement, and as of September 30th 2419 individuals due to meet the CPD requirement in 2016. The compliance rate was 97.4%. Sixty-four members saw their CHRL designation revoked due to non-compliance with continuing professional development requirement in 2016. Seventy-five CPD logs were selected for audit in 2016. These audits will be completed in early 2017.

### ***2016 Continuing Professional Development Committee***

Vito Montesano, Chair	Janet Magee
Amy Benoit	Preiti Momaya
Serenela Felea	Glen Thordarson
Shelley Haney	Leigh-Ann Tonon
Lynette James	



## EXPERIENCE ASSESSMENT COMMITTEE

The Experience Assessment Committee is a standing committee established pursuant to Section 8.04 of the By-laws. The Experience Assessment Committee shall review every application referred to it by the Registrar to determine the appropriateness and adequacy of the experience of each applicant for the purpose of meeting the experience requirement for the Certified Human Resources Leader (CHRL) designation or for the purpose of meeting the coursework requirement for the Certified Human Resources Professional (CHRP) or the CHRL designation via the Alternate Route in accordance with the criteria as established by the Board.

In 2016, 324 validation of experience applications were received. Thirty-five of those are currently being reviewed by the Experience Assessment Committee. For the Alternate Route, 134 applications were received and eleven of those are currently under review.

### *2016 Experience Assessment Committee*

Danielle Mandell, Chair	Dominic Macchia
Mark Seymour, Vice-Chair	James Marchese
Jennifer Barnes	Guy Poirier
Elizabeth Blunden	Michelle Rathwell
Bipanpreet (Nancy) Chadha	Ravinder Sanghera
Tony DeAgazio	Ayesha Shah
Tom Demerino	Scott Wallace
Minneth Francis	Jane Watson
Stacy Glass	James Wickham

## REGISTRATION COMMITTEE

The Registration Committee is a standing committee established pursuant to Section 8.04 of the By-laws. The Registration Committee shall review every application referred to it by the Registrar to determine the suitability of an applicant for registration or the appropriateness of the category of registration being applied for. The Registration Committee also considers applications for removal or modification of any term, condition or limitation previously imposed on a registrant's registration with HRP. The Registration Committee does not have the authority to deem that an applicant has met the requirements for registration where the registration requirement is prescribed as non-exemptible.

In 2016, ten cases decisions were rendered by the Registration Committee. In six cases, the Registration committee ordered the Registrar to register the individuals. In three cases, the application for registration with HRP was approved with conditions. In one case, the application for registration with HRP was denied.

### *2016 Registration Committee*

Frank Tancredi, Chair	Stuart Rudner
Saeed Walji, Vice-chair, Public Member	Sonia Sotelo
Jacqueline Aldred	Rachel Wong
Elizabeth Blunden	Jennifer Cooper, Public Member
Agnes Ciesla	Jeff Ross, Public Member
Sheila Kendall	

## SNAPSHOT OF THE PUBLIC REGISTER ON NOVEMBER 30, 2016

	YEAR-OVER-YEAR			
	November 30, 2015	November 30, 2016	Absolute change	Percent change
Students (registered but not members)	2,513	2,848	335	13.33%
Undesignated Members	5,841	5,626	-215	-3.68%
Practitioner	5,672	5,417	-255	-4.50%
Allied Professional	169	209	40	23.67%
Designated members	13,980	14,681	701	5.01%
Highest designation CHRP (including CHRP retired)	4,435	5,141	706	15.92%
Highest designation CHRL (including CHRL retired)	9,329	9,289	-40	-0.43%
Highest designation CHRE (including CHRE retired)	216	251	35	16.20%
Total members	19,821	20,307	486	2.45%
Total registrants	22,334	23,155	821	3.68%
Proportion of members having an HRP A designation	74.20%	72.30%		

Exam	Candidates	Pass	Pass Rate
Comprehensive Knowledge Exam 1	911	569	62.5%
Comprehensive Knowledge Exam 2	957	666	69.6%
CHRP Employment Law Exam	246	229	93.1%
CHRL Employment Law Exam	293	234	79.9%

# MANAGEMENT DISCUSSION & ANALYSIS

## Financial Overview – Fiscal Year 2016

HRPA ended fiscal year 2016 with a surplus of \$971,762 compared to a surplus in fiscal year 2015 of \$1,600,541. Operating revenue for the year increased by 1.3 per cent over the previous year, or \$198,583, while expenses increased by 7.2 per cent, or \$1,025,729. Investment income for the year increased by 36.5 per cent over the previous year, or \$198,367. Overall, HRP A increased its net assets position to \$11,242,690. Following are highlights of some key variances year-over-year:

### Balance Sheet

- Short term investments were lower than the previous year, due to a transfer of \$2.5 million into the long-term investment portfolio during 2016.
- Accounts receivable were lower than the previous year, due to a decrease in amounts receivable from some program partners.
- Prepaid expenses relate to the annual conference, insurance, software maintenance, licenses, and other costs having future benefits; overall, the total for these amounts was higher than the previous year due to increased annual conference payments as well as increased chapter-related event deposits.
- Long-term investments were higher than the previous year due to a transfer of \$2.5 million from short-term investments during 2016, coupled with strong market returns during the year.
- Capital assets increased due to the implementation of a new website, enhanced on-line member services, along with various system upgrades.
- Security deposit relates to an initial deposit that was required as part of the current office lease agreement. The remaining balance of the deposit (\$250,000) is being held by the landlord for the duration of the lease term, and shall be returned to HRP A in 2023, with interest as provided for in the lease agreement.
- Accounts payable and accrued liabilities were slightly lower than the previous year, due mostly to the timing of payments at year end.
- Deferred revenue pertains to amounts associated with the annual conference, membership dues, and other programs and services being held after year-end. Overall, the total of these amounts was higher than the previous year due mainly to higher deferred membership revenue associated with the increase in the number of members, along with higher deferred annual conference revenues.
- Deferred rent pertains to two different amounts associated with the current office lease agreement – one amount relates to the tenant improvement allowance, and another amount pertains to the rent-free period from the beginning of the lease term. Following accounting standards, these two amounts are being amortized evenly over the term of the lease.

- A portion of net assets have been restricted for capital budget purposes, including amounts pertaining to various technology related upgrades and improvements, conference centre enhancements, general office improvements, and the development of regulatory-related programs. 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, HRPAs target for reserves is set at 50 per cent of annual operating costs. Based on the operating budget for fiscal year 2016-2017, the association's reserve is at approximately 51.2 percent of annual operating costs.

## Statement of Operations

### MEMBERSHIP AND MEMBER SERVICES

Higher membership revenue in fiscal 2016 was due mainly to an overall increase in membership numbers. In addition, revenue associated with Hire Authority was higher than the previous year, due to repatriation of the system. Expenses under this area were higher, due to an increase in costs associated with membership renewals, new costs associated with the CPD self-assessment tool, and higher costs related to Hire Authority. In addition, salaries and benefits related to this area were higher than the previous year, due to an increase in activities in this area, including for the Hire Authority.

### ANNUAL CONFERENCE

The overall surplus from HRPAs Annual Conference and Trade Show decreased from \$967,923 in fiscal 2015 to \$900,199 in fiscal 2016 – a decrease of \$67,724. Revenue increased by \$48,929, mainly due to higher exhibitor revenue. Expenses increased over the previous year by \$116,653 due mainly to higher food costs, along with a new chapter and volunteer event introduced in 2016.

### ADMINISTRATION

Expenses under Administration were higher than the previous year, due to an increase in technology related costs, an increase in Yorkville Conference Centre costs due to increased rentals, and higher salaries and benefits expenses.

### CHAPTER ACTIVITIES AND RELATIONS

Revenue decreased in this area, due to an increase in the number of free events being held by the chapters, along with some events that had been planned but were cancelled. Expenses increased due in main part to higher event-related costs.

### REGULATORY AFFAIRS

Revenue from regulatory-related activities decreased by \$278,471 in 2016. This anticipated decrease was due mainly to lower CKE1 and CKE2 revenue, which had peaked in 2015. Expenses increased slightly in this area by \$89,389 due mainly to higher costs associated with enhancing our regulatory activities.

## PROFESSIONAL DEVELOPMENT AND SUPPORT PROGRAMS

Total revenue from professional development events and government-funded programs decreased by \$214,497 over the previous year. This decrease was due to lower registration revenue from certain events, along with lower government grant revenue. Expenses decreased by \$102,959 due to lower costs associated with government-funded programs, along with lower variable costs associated with various events.

## BOARD AND BOARD COMMITTEES

Expenses under this area decreased in 2016, due in most part to a grant that had been provided to the Human Resources Research Institute (HRRI) in 2015. No further grants have been made to HRRI since that time.

## PUBLIC AFFAIRS AND RESEARCH

Expenses are higher under this area due in most part to an increase in the number of white papers released and number of government consultation submissions during 2016, along with preliminary work on an update to the CanadaWorks report.

## INVESTMENT INCOME

Investment income increased compared to the previous year, due to positive market returns and an increase in the amount of funds held in the portfolio.





# SUMMARY CONSOLIDATED BALANCE SHEET

YEAR ENDED NOVEMBER 30, 2016, WITH COMPARATIVE INFORMATION FOR 2015

	2016	2015
<b>Assets</b>		
Current assets:		
Cash	\$ 366,092	\$ 367,273
Short-term investments	3,211,233	5,783,431
Accounts receivable	609,703	648,548
Prepaid expenses	936,635	756,837
	5,123,663	7,556,089
Long-term investments	12,822,962	9,678,708
Capital assets, net	2,671,655	2,403,874
Security deposit	250,000	250,000
	\$ 20,868,280	\$ 19,888,671
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,923,305	\$ 1,979,901
Deferred revenue	7,011,588	6,840,884
	8,934,893	8,820,785
Deferred rent	690,697	796,958
Net assets:		
Invested in capital assets	2,671,655	2,403,874
Internally restricted	2,420,084	2,636,888
Contingency fund	5,970,951	4,865,166
Unrestricted	180,000	365,000
	11,242,690	10,270,928
	\$ 20,868,280	\$ 19,888,671

# SUMMARY CONSOLIDATED STATEMENT OF OPERATIONS

YEAR ENDED NOVEMBER 30, 2016, WITH COMPARATIVE INFORMATION FOR 2015

	2016	2015
<b>Revenue:</b>		
Membership and member services	\$ 8,598,049	\$ 7,899,198
Annual conference	3,579,913	3,530,984
Regulatory affairs	1,568,272	1,846,743
Professional development and support programs	1,166,470	1,380,967
Chapter activities	356,232	434,014
Administration	203,708	182,155
	15,472,644	15,274,061
<b>Expenses:</b>		
Administration	3,236,449	2,932,028
Annual conference	2,679,714	2,563,061
Chapter activities and relations	2,201,111	2,055,539
Membership, member services and marketing	2,185,010	1,794,118
Regulatory affairs	1,372,437	1,283,048
Professional development and support programs	1,055,291	1,158,250
Amortization	874,493	773,561
Office space and utilities	709,858	740,231
Board and board committees	502,741	582,132
Public affairs and research	425,496	334,903
	15,242,600	14,216,871
Excess of revenue over expenses before investment income	230,044	1,057,190
Investment income	741,718	543,351
Excess of revenue over expenses	\$ 971,762	\$ 1,600,541

**Note:**

Copies of the complete November 30, 2016 audited financial statements, including the auditors' report, are available at the Human Resources Professionals Association's office or can be requested by emailing [finance@hrpa.ca](mailto:finance@hrpa.ca).





## BOARD AND SENIOR MANAGEMENT

### BOARD OF DIRECTORS

**Brenda Clark**, CHRL, CHRE

#### Chair, Board of Directors

**Michelle Collier**, CHRL, CHRE

**Susan (Sue)** Corke

**Les Dakens**, CHRE

**Girish Ganesan**, CHRL

**Mervin Hillier**, CPA, FCMA

**Alice Kubicek**, CHRL, CHRE

**Jennifer Laidlaw**, CHRL, CHRE

**Barbara Mellman**, B.A., J.D.

**Bonnie Seidman**, CHRE

**Karen Stone**, CHRE

**Robert Thompson**, CHRL

**William (Bill) Greenhalgh** Chief Executive Officer, HRP

### SENIOR MANAGEMENT

**Bill Greenhalgh**, Chief Executive Officer

**Chris Larsen**, Vice-President, Marketing, Membership and Professional Development

**Claude Balthazard**, CHRL, C. Psych., Vice President, Regulatory Affairs and Registrar

**Gary Monk**, CPA, CMA, Vice President, Finance and Information Technology

**J. Scott Allinson**, Vice President, Public Affairs

**Louise Tagliacozzo**, Director, Board Relations and Administration

**Marta Pawych**, Vice President Annual Conference and Sponsorship

