



Human Resources Professionals Association

Annual Report 2018

CONTENTS

Reflections from the CEO	03
Message from the Chair	05
2018 at a Glance	06
The Association	07
Our Achievements	08
Our Members	11
Our Chapters	12
Our Volunteers	13
Our Committees	14
Registrar's Report	18
Office of the Registrar: Activity by the Numbers	19
Function-by-Function Review	20
Compliance Update	23
Financials	24
2018 Revenue at a Glance	25
Financial Statements	27
HRPA Board & Senior Management Team	30



LOUISE TAYLOR GREEN
CHRP, CHRL, CHRE
Chief Executive Officer

Reflections from the CEO

■ How would you characterize the year?

I was appointed to the role of HRP Chief Executive Officer in June 2018, five years after a very important milestone—the passing of the *Registered Human Resources Professionals Act, 2013*. My entrance was at a time of transition, a time to reflect upon how far HRP has come and where we need to go.

Since the *Act* was passed, the Office of the Registrar has been working to realize the regulatory mandates set forth in the *Act*. They have developed five high-performing statutory committees comprised of volunteers with a passion for professional regulation. In 2018, the Registrar presented a GAPS report to both the Governance and Nominating Committee (GNC) and the Board of Directors identifying priority areas of focus to fulfill our regulatory obligations in the *Act*.

They hosted a mock hearing to deepen committee members' familiarity with statutory rules of procedure as well as 13 webinars to educate members about regulatory affairs.

2018 was also full of opportunities for our members to improve their knowledge base, skill sets and networks thanks to the work of our Chapters, Professional Development department and Annual Conference team. Chapters deliver so much value to members and students by providing a community arena for professional development, mentoring and networking. Between our 27 Chapters there were nearly 500 of these events in 2018. HRP's Professional Development team offered 120 workshops, webinars, seminars, executive programs and certificate programs over the year. The topics of these programs—cannabis

in the workplace, legislative compliance and many others—were relevant to HR practitioners in a broad range of industries. Our flagship Annual Conference & Tradeshow—themed *The Intelligence Revolution*—offered a record number of sessions and had over 4500 visitors during the three day event.

■ What are you most proud of?

As a profession, our impact and influence is growing. As a major voice for the HR profession, HRPA has the opportunity to influence the reputation of the profession among policy makers, businesses, educators and the public in general. In 2018, HRPA laid the groundwork to renew relationships with peer associations across Canada and in the United States. As a unified voice for the profession, we can explore how to work together in service of the profession.

■ Who are HRPA's stakeholders and how did you serve them this year?

HRPA's regulatory mandate is to govern and regulate the practice of members by setting and enforcing the standards for professional practice. We do this through education, certification standards, our Rules of Professional Conduct and professional development supports and programming. By doing this we not only advance the profession but strive to ensure the public experiences the highest standards of HR practice from our members. So our stakeholders are not just human resources professionals, but also the organizations where they work, the people they serve and the broader public.

The greatest thing we did for our stakeholders this year was to lay out an improved and refreshed strategic plan for 2019–2021. Rather than developing strategy with a top down approach, we engaged stakeholders in a highly collaborative process. Through member survey analysis, chapter insights, staff engagement working sessions and board insights, we were able to put together a defined plan that will help us achieve

and maintain our vision of HR flourishing as a valued profession.

The theme of our new strategic plan is 'Inspiring Professionalism.' We say this with two specific communities in mind. The public looks to regulated HR professionals for the highest standards of professional practice. These HR professionals rely on their regulatory association to be a leader, innovator and dedicated thought leader. By focusing on our core values—Respect, Integrity, Transparency and Accountability—we can guide our people and volunteers to communicate with and engage these stakeholders with clarity and purpose. Igniting a collective aspiration for our profession starts from within. We aim to inspire others with our professionalism.

■ How do you see the organization evolving beyond 2018–2019?

Transformation is happening inside and out. Our four key goal themes over the next few years are: Regulatory Excellence, Operational Effectiveness, Exemplary People Practices and Service Leadership. By focusing on Regulatory Excellence we will champion and elevate professionalism for the HR profession. With renewed Operational Effectiveness we will maintain financial and operational wellbeing that enables our member value proposition. We will employ Exemplary People Practices by designing and deploying modern, effective and progressive approaches to human capital management. And, finally, we will demonstrate Service Leadership with delivery of quality services and resources to our network of members, students and volunteers.

This is an ambitious journey that extends beyond two or three years. By committing to this plan, our members and the public can look forward to a continuously rising bar of HR expertise.

Message from the Chair



KAREN STONE
CHRE
Chair of the Board

AS THE BUSINESSES OF TODAY continue to find their pathways for success, human resources professionals must stay connected with each other to enable us to stay in front and support the transformation of work culture and our workforces for the future. The pace of change continues to accelerate and I see HR professionals rising to the challenge, bringing innovative solutions to organizations and their people. HRPAs amazing network of volunteers, comprised of the HRPAs Board of Directors, Chapter leaders and many committees, exemplify the spirit of collaboration and connectedness necessary to propel HR into the future.

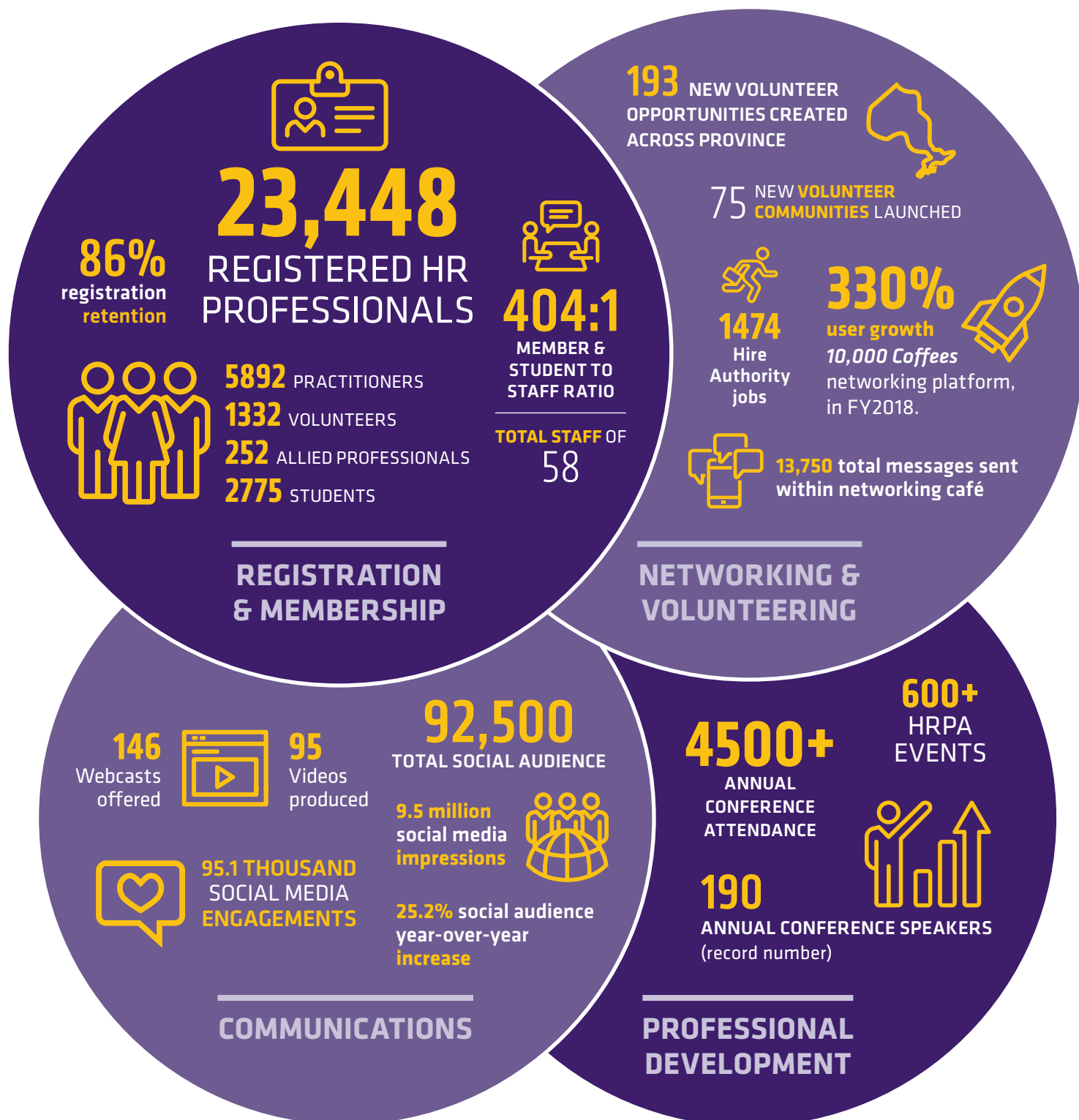
2018 was a pivotal year of acceleration for HRPAs. In April when we announced the appointment of our new CEO, Louise Taylor Green, I said the caliber of candidate we had sought was an executive with a passion for professional HR, who would support HRPAs continued evolution. Louise has stepped up since day one to create the conditions necessary to succeed in achieving HRPAs new strategic foundation for the next three years. Our journey ahead is exciting, thanks to the excellent work of my fellow board

colleagues and HRPAs staff. I would encourage all members to read HRPAs strategic plan to learn about our clear direction and our priorities.

HRPAs mission is to be a regulatory association that sets the standards of HR professionalism. This is made possible through our newly established set of values—Respect, Integrity, Transparency, and Accountability. By holding on to the spirit of collaboration and innovation we can achieve our vision—HR thriving as a valued profession.

As I conclude my two-year term as Chair in 2019, I need to convey my sincere gratitude to all who contribute to the efforts of our association. They have afforded me unwavering support and shared their wisdom and guidance for reshaping and readying our Association for the future. As I head into my 28th year of this most rewarding profession I can't think of any volunteer experience that has left me so inspired. To see our profession flourish as an essential contributor to business success is one of my greatest joys!

2018 at a Glance



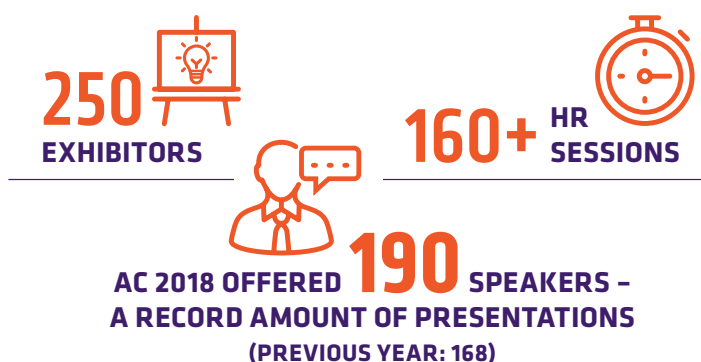
The Association

THE HUMAN RESOURCES PROFESSIONALS ASSOCIATION (HRPA) is a regulatory association in Ontario with over 23,000 members and students. Through the fulfillment of its Objects, the Association governs and regulates the practice of members and students by establishing, developing, maintaining and enforcing the standards of qualification, practice, ethics, knowledge, skill and proficiency of its members, students and firms. Promoting and protecting the public interest by regulating the practice, competence and professional conduct of members is our paramount interest.

Our Achievements

Annual Conference & Trade Show

HRPA's Annual Conference and Trade Show is Canada's largest HR conference, featuring world-class keynote speakers, informative sessions, cutting-edge exhibitors and opportunities to connect with other HR professionals. The 2018 Annual Conference and Trade Show theme was *A New Beginning: The Intelligence Revolution*. For the first time, the conference featured the Globoforce Gratitude Bar, an onsite CSR initiative to benefit *The Organ Project*.



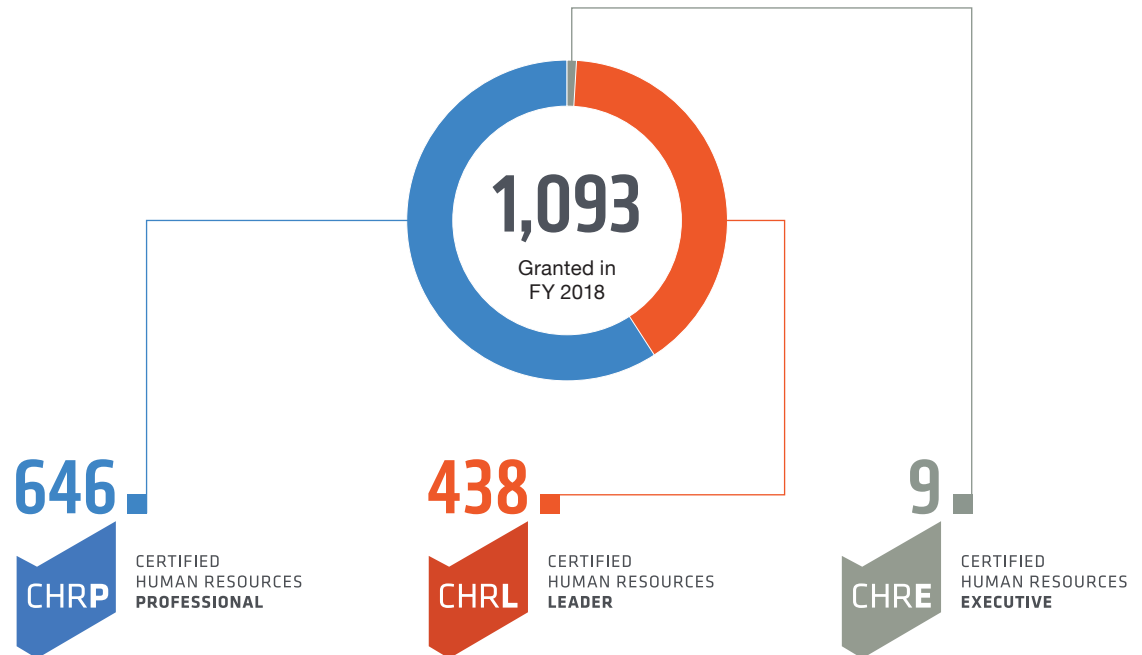
Queen's Park Awareness Day

On Monday, October 29, 2018, HRPA held a reception at the Ontario Legislature to raise awareness about how HRPA is advancing our regulatory mandate and protecting the public interest. HRPA CEO Louise Taylor Green delivered remarks to over 80 Members of Provincial Parliament, explaining that regulated HR professionals enable organizations to face the challenges of the workforce of the future. Notable attendees were: Minister of Labour Laurie Scott; Minister of Government and Consumer Services Todd Smith; Minister of Education Lisa Thompson; Minister of Municipal Affairs and Housing Steve Clark; Minister of Infrastructure Monte McNaughton; Minister of Community Safety and Correctional Services Michael Tibollo; Interim Leader of the Liberal Party John Fraser; and Leader of the Green Party Mike Schreiner.



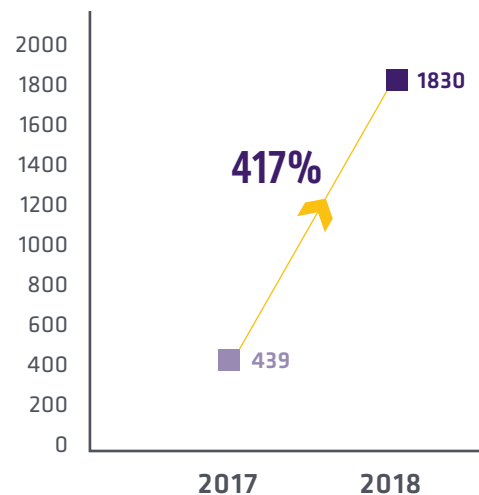
Designations

HRPA's competency framework tests both knowledge and the ability to apply that knowledge at three distinct but related levels. The goal of this competency framework is to establish HR designations that are credible and valued by designation holders and organizations.



Experience Assessment Committee

In 2018, there were 1830 submissions to the Experience Assessment Committee. In 2017, the number was 439. This represents a 417% year-over-year increase in the number of submissions. This was due to the November 30, 2018 submission deadline for successful VOE applicants to be exempted from taking the CHRL Employment Law Exam.



Thought Leadership

Policy makers and media sources trust HRPAs as a thought leader on the subject of human resources. Our goal is to leverage opportunities to inform and educate policy makers and other outside stakeholders, elevating the reputation of HR as a primary profession. We strive to enhance the role of HR professionals as the architects of people-driven business strategies that organizations value.

On an ongoing basis, HRPAs use member surveys, topics from member research requests and scans of HR-related news to identify and track the major issues affecting human resources professionals. This research informs our Thought Leadership initiatives, including white papers and submissions to our stakeholders. In 2018 we focused on sexual harassment in the workplace and developed a policy platform for the provincial election, producing two papers that were made available to members and students, legislators and the general public.

Sexual Harassment in the Workplace

Using a literature review and the findings of a survey of 996 HRPAs members conducted online from February 18-28, 2018, this paper examines the Canadian definition of sexual harassment and what legal duties employers have to prevent sexual harassment and address complaints. It then explores the prevalence of sexual harassment in the workplace, if public institutions are doing enough, and made a series of recommendations on steps organizations and the government can take to combat sexual harassment in the workplace.



Ideas 2018: Making Ontario a Human Capital Leader

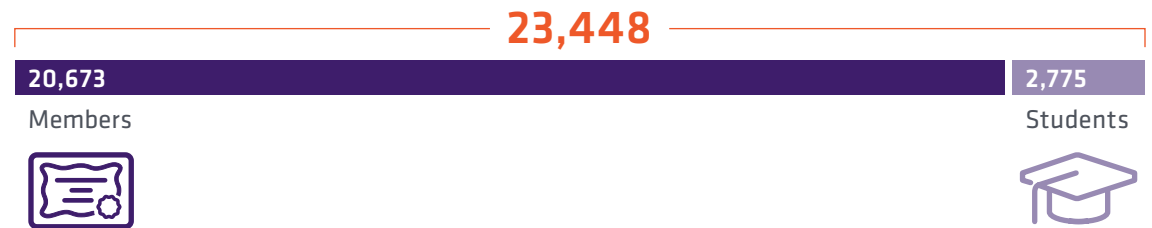
Through consultations with our members and students, the HRPAs developed a policy platform for the 2018 Ontario provincial election. HRPAs's *Ideas 2018—Making Ontario a Human Capital Leader* focused on four core areas: strengthening our human capital investment; expanding educational capabilities; establishing a more efficient government; and reimagining workforce regulations.



Our Members

WE STRIVE TO ENABLE our members and students to provide the best possible HR practice through thought leadership, rules of professional conduct, regulations and learning programs. Supporting members and students with knowledge, skill development and professional mastery in their practice of human resources is a source of pride and continuous development for the Association and our Chapters.

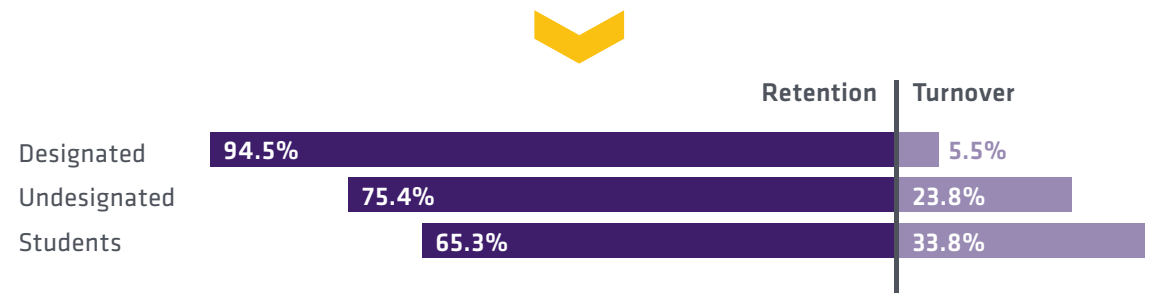
TOTAL REGISTRATION AS OF NOVEMBER 30, 2018



RETENTION



There are clear differences between the retention of designated members, undesignated members, and students.



Our Chapters

THROUGH HRPAs THRIVING NETWORK of 27 Chapters across Ontario, members and students experience outstanding professional networking, mentorship and professional development. Chapters are the crucial link between HRPAs mission, vision and our membership. Together, HRPAs and Chapters are striving to see HR flourishing as a valued profession in Ontario. Chapter leaders, members and students are pivotal ambassadors of our profession.



6000

**MEMBERS & STUDENTS
ATTENDING LOCAL
CHAPTER EVENTS**

3000



**ACTIVE MENTORING
RELATIONSHIPS FACILITATED
THROUGH THE CHAPTERS**



**CHAPTERS HOSTED JOINT
EVENTS TO IMPROVE
PROGRAM OFFERINGS TO
MEMBERS AND STUDENTS**



**EXECUTIVE NIGHT – The Subtle Art
of Happiness** hosted by Grand Valley
and Guelph

JOINT LAW CONFERENCE
hosted by Niagara and
Hamilton

EASTERN ONTARIO CONFERENCE
hosted by Quinte and District, Kingston,
Cornwall, Brockville, and Peterborough

**STUDENT NETWORKING
EVENT** hosted by Peel
and Halton

Our Volunteers

AS ALWAYS, HRP A OWES much of its success in 2018 to the dedication and talent of our many volunteers. Every year, hundreds of volunteers make invaluable contributions to the success of our Chapters, our Committees, our Annual Conference & Tradeshow, and much more.

Awards of Distinction

The Awards of Distinction are an annual awards program designed to recognize individuals who demonstrate dedication to advancing the HR profession in Ontario. HRP A granted two Awards of Distinction for 2018. Both Chantal Fraser and Philip Wilson were recognized with the HRP A Honourary Life Award. The Honourary Life Award is a prestigious award granted to HRP A members in recognition of their outstanding contributions made to the Association regionally and/or provincially.



RECIPIENTS



CHANTAL FRASER



PHILIP WILSON

Our Committees



■ BOARD COMMITTEES

Audit & Finance

(C) John Hannah | CEC, CHRP, CHRL, CHRE
 (VC) (OIC) Christine Langevin | C.Dir, CPA, CMA, CFE
 Stephen Fletcher | MBA, CHRP, CHRL
 Bonnie Seidman | HCS, CHRP, CHRL, CHRE
 Karen Stone | MCE, CHRE
 Louise Taylor Green | MBA, CMC, PCC, CHRP, CHRL, CHRE
 (Staff Support) Gary Monk | CPA, CMA

Governance & Nominating

(C) Bob Thompson | MBA, LL.B, LL.M., CHRP, CHRL
 (VC) Annette van't Spyker | MBA, LL.M., CHRE
 (OIC) Sue Corke
 Girish Ganesan | CHRP, CHRL
 Bonnie Seidman | HCS, CHRP, CHRL, CHRE
 Karen Stone | MCE, CHRE
 Louise Taylor Green | MBA, CMC, PCC, CHRP, CHRL, CHRE
 (Staff Support) Louise Tagliacozzo

Human Resources & Compensation

(C) Les Dakens | CHRE
 (VC) Patricia Johns | CHRP, CHRL
 Bonnie Seidman | HCS, CHRP, CHRL, CHRE
 Karen Stone | MCE, CHRE
 Louise Taylor Green | MBA, CMC, PCC, CHRP, CHRL, CHRE
 (OIC) Rebecca Zaretsky | J.D.
 (Staff Support) Andrew Doppler | CHRE

■ STATUTORY COMMITTEES

Appeal

CHRL Members

(C) Melanie Kerr | CHRP, CHRL
 Drew Dilkens | CHRP, CHRL
 Krista Hind | CHRP, CHRL
 Dawn Newlands | CHRP, CHRL
 Jane Sinclair | CHRP, CHRL
 Sindi Vidovic | CHRP, CHRL
 Ingrid Wilson | CHRP, CHRL

Public Representatives

(VC) Maureen Quinlan
 Kathryn Bird
 David Logan
 Barbara MacIntyre
 Kimberly Pepper
 Jodi Steeves

Complaints

CHRL Members

(C) Rahim Shamji | CHRP, CHRL
 Jackie Cabildo | CHRP, CHRL
 Jackie Chavarie | CHRP, CHRL
 Stacey Hummel | CHRP, CHRL

Alicia Johnson | CHRP, CHRL
 Namita Kanishkan | CHRP, CHRL
 Christine LeBlanc | CHRP, CHRL

Public Representatives

(VC) Jennifer Cooper
 Michael Burokas
 Alexandra Madolciu
 Janet Treasure
 Steven Van Alstine
 Trish Volker

Discipline

CHRL, CHRE Members

(C) Stephanie Izzard | CHRP, CHRL
 Jean-François Belanger | CHRL
 Bob Canuel | CHRP, CHRL, CHRE
 Elizabeth Horlock | CHRE
 Lisa Maclean | CHRP, CHRL

Public Representatives

(VC) Lynne Latulippe
 Ken Alexander
 Sean Doyle
 Steven Lewis

Capacity

Same as Discipline

Review

CHRL Members

Karen Armstrong | CHRP, CHRL
 Stephen Dryburgh | CHRL
 Sharon Jobity | CHRP, CHRL
 Graham Stanclik | CHRP, CHRL
 Julia Thorne | CHRL

Public Representatives

(C) Susan Bryson
 Damienne Lebrun
 Karelyn Murray
 Devon Saunders

C = Chair CE = Chair Elect Co-C = Co-Chair PC = Past Chair VC = Vice Chair OIC = Order in Council Appointees

■ STANDING COMMITTEES

Academic Standards, Degree

(C) Carolyn Capretta | CHRL
Julie Aitken Schermer
Helena Keirstead | CPA
Jennifer Komar
Joanna Pitek
Kate Toth | CHRL

Academic Standards, Diploma

(C) John Hardisty | CHRL
(VC) Preiti Momaya | CHRL
Lori-Lee Flanagan | CHRL
Jean Pierre Petrin | CHRL
Cathy Snyder | CHRL
Michelle White | CHRL

CHRE Review

(C) Bob Canuel | CHRP, CHRL, CHRE
Ruth Brothers | CHRP, CHRL, CHRE
Dennis Concordia | CHRE
Gordon Cumming | CHRP, CHRL, CHRE
Gayle Fisher | CHRE
Michael Harwood | CHRE
Elizabeth Horlock | CHRE
Steve Jackson | CHRP, CHRL, CHRE
Marwa Jazi | CHRE
Paul McGowan | CHRP, CHRL, CHRE
Anthony Papa | CHRP, CHRL, CHRE
Rajeswari Ramanan | CHRE
Mary Silverthorn | CHRP, CHRL, CHRE
Sandra Smith | CHRE
Flora Sousa | CHRP, CHRL, CHRE
Fernando Vescio | CHRP, CHRL, CHRE
Tanya Watton | CHRP, CHRL, CHRE

CHRL Exam Validation

Jennifer Borges | CHRP, CHRL
Annette Dhanasar | CHRP, CHRL
Debbie Hynes | CHRP, CHRL
Christine Kelsey | CHRL
Jennifer King | CHRP, CHRL
Nancy Richard | CHRP, CHRL
Kristin Rivait | CHRP, CHRL
Lisa Scian | CHRP, CHRL
Laurie Torno | CHRP, CHRL

CHRP Exam Validation

Sunday Ajao | CHRP, CHRL
Roxanne Chartrand | CHRP, CHRL
Claire Chester | CHRP, CHRL
Tanya Gopaul | CHRP, CHRL

Jean Lazarus | CHRP, CHRL
Suman Seth | CHRP, CHRL
Kriss Stone | CHRP, CHRL
Ileean Tait | CHRP, CHRL
Karen Weiler | CHRP, CHRL
Alyssa Young | CHRP, CHRL

Continuing Professional Development

(C) Vito Montesano | CHRP, CHRL
(VC) Amy Benoit | CHRP, CHRL
Sarah Bhairo | CHRP
Courtney Devlin | CHRP
Ashley Eidt | CHRP
Serenela Felea | CHRP, CHRL
Shelley Haney | CHRP, CHRL
Lynette James | CHRP, CHRL
Janet Magee | CHRP, CHRL
Sarah McCormack | CHRP
Jennifer Nguyen | CHRP
Aaron Poort | CHRP
Jonathon Pukila | CHRP
Glen Thordarson | CHRP, CHRL
Josephine Yeung | CHRP

Experience Assessment

(C) Mark Seymore | CHRP, CHRL
(VC) Michelle Rathwell | CHRP, CHRL
Elizabeth Blunden | CHRP, CHRL
Nadine Buchanan | CHRP, CHRL
Holly Butera | CHRP, CHRL
Vanessa Chan | CHRL
Stacy Glass | CHRP, CHRL
Mala Greenbaum | CHRP, CHRL
Jennifer Hanna | CHRL
Nicole Harris | CHRP, CHRL
Josephine Ho | CHRP, CHRL
Lorri Kennis | CHRP, CHRL
Joanne Kranyak | CHRP, CHRL
Dahlia Levitin | CHRP, CHRL
Maria Caterina Logozzo | CHRP, CHRL
James Marchese | CHRP, CHRL
Josie Martinello | CHRP, CHRL
Guy Poirier | CHRP, CHRL
Ravinder Sanghera | CHRP, CHRL
Jill Saunders | CHRP, CHRL
Tarunpreet Singh | CHRP, CHRL
Surbhi Sud | CHRP, CHRL
Samantha Vigrow | CHRP, CHRL
James Wickham | CHRP, CHRL
Anjana Yachamanani | CHRP, CHRL

Experience Assessment (Ad hoc Members)

Kathleen Anderson | CHRP, CHRL
Dorothy Arvisais | CHRP (ret), CHRL (ret)
Elizabeth Austin | CHRP, CHRL
Umang Bindra | CHRP, CHRL
Sonia Boyle | CHRP, CHRL
Jackie Cabildo | CHRP, CHRL
Roxanne Chartrand | CHRP, CHRL
Maria Cruz | CHRP, CHRL
Neil Culp | CHRP, CHRL
Tom Demerino | CHRP, CHRL
Lisa Fryer | CHRP, CHRL
Andrea Hampton | CHRP, CHRL
John Hardisty | CHRP, CHRL
Colleen McBride | CHRP, CHRL
Preiti Momaya | CHRP, CHRL
Darla Pirillo | CHRP, CHRL
Anu Pooni | CHRP, CHRL
Geoff Ramey | CHRP, CHRL, CHRE
Jeremy Schreder | CHRP, CHRL
Robert van der Western | CHRP, CHRL
Julie Yandt | CHRP, CHRL
Erick Yuja | CHRP, CHRL

Registration

CHRL Members

(C) Frank Tancredi | CHRP, CHRL
(VC) Agnes Ciesla | CHRP, CHRL
Andrew Belanger | CHRP, CHRL
Elizabeth Blunden | CHRP, CHRL
Joy Gendall | CHRP, CHRL
Nancy Lau | CHRP, CHRL
Lindsay Monaghan | CHRP, CHRL
Marianne de Munnik | CHRP, CHRL
April O'Connell | CHRP, CHRL
Margaret Smith | CHRP (ret), CHRL (ret)
Rachel Wong | CHRP, CHRL

Public Representatives

Kristen Couch
Rosemarie Mercury
Jeff Ross
Michelle Samaroo

CHRO Council

(Co-C) Jennifer Fitzsimmons | CHRE
(Co-C) Julie Giraldi | CHRE
Brett Abram | CHRE
Marla Allan | CHRE
Cynthia Bordin | CHRE
Leigh Brown

■ STANDING COMMITTEES (cont.)

CHRO Council (cont.)

Kelly Davis | CHRE
John Duncan | CHRE
Cheryl Fullerton | CHRE
Scott Goodman
Brian Henry
Larry Indovina | CHRL
Cheryl Kerrigan
Norm Sabapathy | CHRE
Claire Silvester | CHRE
Karen Trenton | CHRE

Board Nominating Committee

(C) Jill Birch | PhD
Idowu Adekola Nafiu
Jamie Kramer

Annual Conference Programs

(C) Brian McDonald
(VC) Deta Constantine | CHRL
Mike Buckle
Christine Fennell | CHRP, CHRL
Ray Joyce | PhD
Joanne Kane | CHRL
Brianne North | CHRL
Maureen O'Leary-Pickard | CHRL
Gerald Wu | CHRL

Awards of Distinction Judges' Panel

(C) Jennifer Tozer | CHRP, CHRL
(PC) Rosanne Lasowski | CHRP, CHRL
Janet Brooks | CHRP, CHRL, CHRE
Daniella Cogliano | CHRP
Tony Kerekes | CHRP, CHRL
Dorena Quinn
Heather Roberts | CHRP, CHRL
Erick Yuja | CHRP, CHRL

■ CHAPTER BOARDS

Algoma

(C) Lisa Salvini | CHRP, CHRL
(CE) Darla Pirillo | CHRP, CHRL
Marisa Bague | CHRP
Elizabeth Fea | CHRP
Nicole Gulli
Trina Skagen

Barrie

(C) Caitlin Jermy | CHRP, CHRL
(CE) Lesley Harrington | CHRP, CHRL
Amy Frost-Tribe | CHRP
Rhonda Lavigne | CHRP, CHRL
Andrea MacLean | CHRP
Sherry Patterson | CHRP
Sue Skawinski | CHRP, CHRL

Brockville & District

(C) Becky Phillips | CHRP, CHRL
(CE) Tracey Bickle | CHRP, CHRL
Brandi Charmin | CHRP
Amanda Hogan
Casie Jones | CHRP, CHRL

Chatham-Kent

(C) Samantha Stevens | CHRP, CHRL
(CE) Nicole Papps | CHRP, CHRL
Tracey Arnold | CHRP, CHRL
Sarah Fernandes | CHRP, CHRL
Katelyn Hanuszak | CHRP
Elise Marentette | CHRP, CHRL
Taryn Zimmer | CHRP

Cornwall

(C) Hannah Barkley | CHRP, CHRL
Jeremy Bojarski | CHRL
Caroline Dexter | CHRP, CHRL
Dawn Jerome | CHRP, CHRL
Akshu Sarkaria | CHRP, CHRL

Durham

(C) Ernest Ogunleye | CHRP, CHRL
(CE) Catherine Claridge | CHRP, CHRL
(PC) Morgan Kerby
Licinia Bennett | CHRP, CHRL
Jenn Janca | CHRP, CHRL
Tisha Lorincz | CHRP, CHRL
Leyland Muss | CHRP, CHRL
Gladys Saenz
Don Sinclair | CHRP, CHRL

Grand Valley

(C) Darren Becks | CHRP, CHRL
(PC) Matthew Mihailovich
Shawna Bourke-Heimpel | CHRP, CHRL
Maria Dyce | CHRP
Erin Kampferseck | CHRP, CHRL
Erin Poirier | CHRP, CHRL
Margaret Sullivan Williams | CHRP, CHRL

Gray Bruce

(C) Melissa Clancy | CHRP, CHRL
(PC) Joyce Benninger | CHRP, CHRL
Audrey Bross | CHRP, CHRL

Lacy Fisher | CHRP, CHRL
Jason Hemstock | CHRP, CHRL

Guelph & District

(C) Sandra Casarin
(PC) Brandy Douglas | CHRP, CHRL
Evan Campbell
Caroline Gillies | CHRP, CHRL
Kerrie Klassen | CHRP, CHRL
Amanda Stokes | CHRP, CHRL
Jaqueline Vinovich | CHRP

Halton

(C) Lynn Besse | CHRP, CHRL
Ilona Gonsalves | CHRP, CHRL
Nadia Jamal
Sofia Lombo | CHRP
Rabi Mostafa | CHRP
Adam Szabo | CHRP
Adam Walsh

Hamilton

(C) Leah Heywood | CHRP, CHRL
Laureta Berisha | CHRP
Yvette Drake
Valerie Henschel | CHRP, CHRL
Diana Kay
Reanna Klamot | CHRP
Ellana Venn | CHRL

■ CHAPTER BOARDS (cont.)

Kingston & District

(C) Kayla Kent | CHRP, CHRL
Cheri Adam | CHRP, CHRL
Andrew Gill
Maggie O'Connor | CHRP
Peter Phillips
Lauren Shoniker

London District

(C) Krista Wakefield-Tryon | CHRP, CHRL
(CE) Andie Cecchetto | CHRP, CHRL
Ana Ivanic | CHRP, CHRL
Vanessa Newcombe | CHRP, CHRL
Kyle Pratt | CHRP, CHRL
Natalie Varey | CHRP
Crystal Veal | CHRP, CHRL

Niagara

(C) Mary Dobbie | CHRP, CHRL
(PC) Neil Culp | CHRP, CHRL
Shari Bertulli | CHRP
Andrea Daisley | CHRP, CHRL
Sarah Fisher | CHRP
Kathryn Greczkowski | CHRP, CHRL

North Bay

(C) Megan Johnson | CHRP, CHRL
(CE) Katerina Kmet | CHRP, CHRL
Madison Buckley
Lucie Laperrière | CHRP, CHRL
Lori Lee Michaud | CHRP, CHRL
Melanie Shaye | CHRP, CHRL

Northeastern Ontario

(C) Lisa Wilson | CHRP, CHRL
Susan Chenier | CHRP, CHRL
Natalie Dorval | CHRP, CHRL
Esther Langevin | CHRP, CHRL
Rachel Levis | CHRP, CHRL
Ginette Morin-Trudel | CHRP

Northwestern Ontario

(C) Anna Grassia | CHRP, CHRL
(PC) Jill Symington | CHRP, CHRL
Karolane Blais
Robert Jankovic | CHRP, CHRL
Jordan Vezeau

Ottawa

(C) Cheryl Banks
Brenda Kirkwood | CHRP, CHRL
Anthony Lawley | CHRP, CHRL
Maurice Le Maire | CHRP, CHRL
MacKenzie Smith | CHRP
Erin Taillefer | CHRP, CHRL

Peel

(C) Linda Ford
(CE) Flavia Iuston-Blair | CHRP, CHRL
(PC) Bessie Wang | CHRP, CHRL
Robert Gearing | CHRP, CHRL
Lauren Gerow
Shady Hana | CHRP, CHRL, PhD
Alexander Lutchin
Olga Moldovan
Melanie Oleskiw | CHRP, CHRL
Rhonda Paris
Anjana Vasudevan | CHRP

Peterborough

(C) Sara Bragg | CHRP, CHRL
(PC) Debbie Timperio | CHRP, CHRL
Alison Garbutt
Teri Lawrence | CHRL
Sarah Shedden | CHRP, CHRL

Quinte & District

(C) Chantal Fraser
(CE) Tina Hineman | CHRP, CHRL
Teresa Hale Ebberts | CHRP, CHRL
Pam Massicotte | CHRP, CHRL
Michelle Michaud | CHRP
Elizabeth Nicholas | CHRP, CHRL
Maureen Rump | CHRP, CHRL

Sarnia & District

(C) Lisa Isaac | CHRP, CHRL
Carina Best | CHRL
Sheri Donkers | CHRP
Elizabeth Forman | CHRP, CHRL
Elvira Popova | CHRP
Michelle Pozdyk | CHRP, CHRL

Sudbury

(C) Wayne Scott | CHRP, CHRL
(CE) Sara Polano-Newell | CHRP
Julia Demianiuk | CHRP, CHRL

Catherine McGuire | CHRP, CHRL
Jean-Pierre Petrin | CHRP, CHRL
Trina Pharand | CHRP, CHRL
Adam Richardson | CHRP
Anne-Marie Wilkie

Toronto

(C) Cindy Kennedy | CHRP, CHRL
(PC) Patrick Gauch | CHRP, CHRL
Zufar Akhunov | CHRL
Mona Bratanescu | CHRP
Barrie Goodman | CHRP, CHRL
Hussain Haider Ali | CHRP, CHRL
Andria Matadial | CHRP, CHRL
Joanne Melanson | CHRP, CHRL
Hendrik Nieuwland
Jennifer Pierce | CHRE
Moneca Yardley | CHRP, CHRL

West Toronto

(C) Anne Yashar | CHRP, CHRL
Sarah Dubrano | CHRP, CHRL
Michael Greenwood
Natalie Maiola | CHRP, CHRL
Ann Tavares | CHRP, CHRL
Angela Vincenzo | CHRP

Windsor & District

(C) Diana Sarkis | CHRP, CHRL
(CE) Sara Ouellette | CHRP, CHRL
Susanne Earle | CHRP, CHRL
Diane Robbins | CHRP, CHRL
Allison Rusling-Bigelow
Brittany Seguin | CHRP
Inna Turkova | CHRP, CHRL

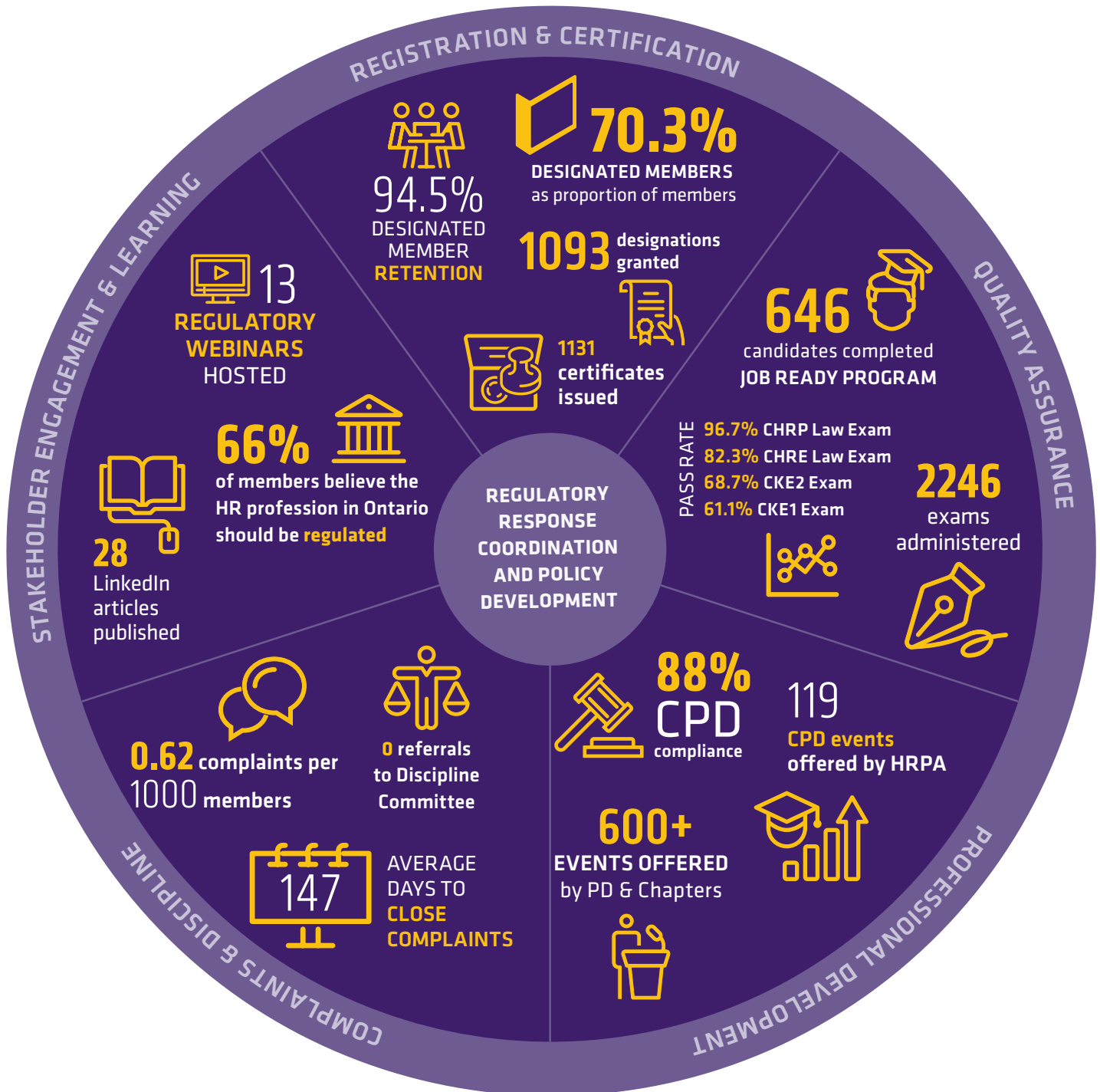
York Region

(C) Renee Rotman | CHRP, CHRL
(CE) Jackie Cabildo | CHRP, CHRL
Adriana Carlin | CHRP
Jackie Chavarie | CHRP, CHRL
Grace Davidian | CHRP, CHRL
Silvia Domingues | CHRP, CHRL
Carolynn Jaye | CHRP, CHRL
Victoria Moskovskaya | CHRP, CHRL
Shelby Samuels | CHRP, CHRL
Robin Wilner | CHRP, CHRL

Registrar's Report

AS A PROFESSIONAL REGULATORY BODY, HRPA's mandate is to promote and protect the public interest by governing and regulating the practice of members of the Association and firms in accordance with the *Registered Human Resources Professionals Act, 2013* and the by-laws.

OOTR Activity by the Numbers



Function-by-Function Review

In 2018 we updated the functional diagram to more closely align with the statutory objects of HRPAs as set out in our *Act*.



Registration & Certification

Validation of Experience

The big story in certification in 2018 was the influx of Validation of Experience (VOE) applications. In 2017 HRPAs received 439 VOE applications; in 2018 we received 1830, representing a 417% year-over-year increase. This was almost certainly due to the November 30, 2018 submission deadline to be grandfathered in to CHRL requirements coming in to effect. Members with successful VOE applications submitted before the deadline would not be subject to new designation requirements such as passing the Employment Law Exam (ELE).

Exams

Three sittings of each of the certification exams—CHRP Employment Law Exam (ELE 1), CHRL Employment Law Exam (ELE 2), CKE 1, CKE 2—were held in FY 2018.

Challenge exams were held three times throughout the year. 184 challenge exams were written, with a total pass rate of 61.96%.



Quality Assurance

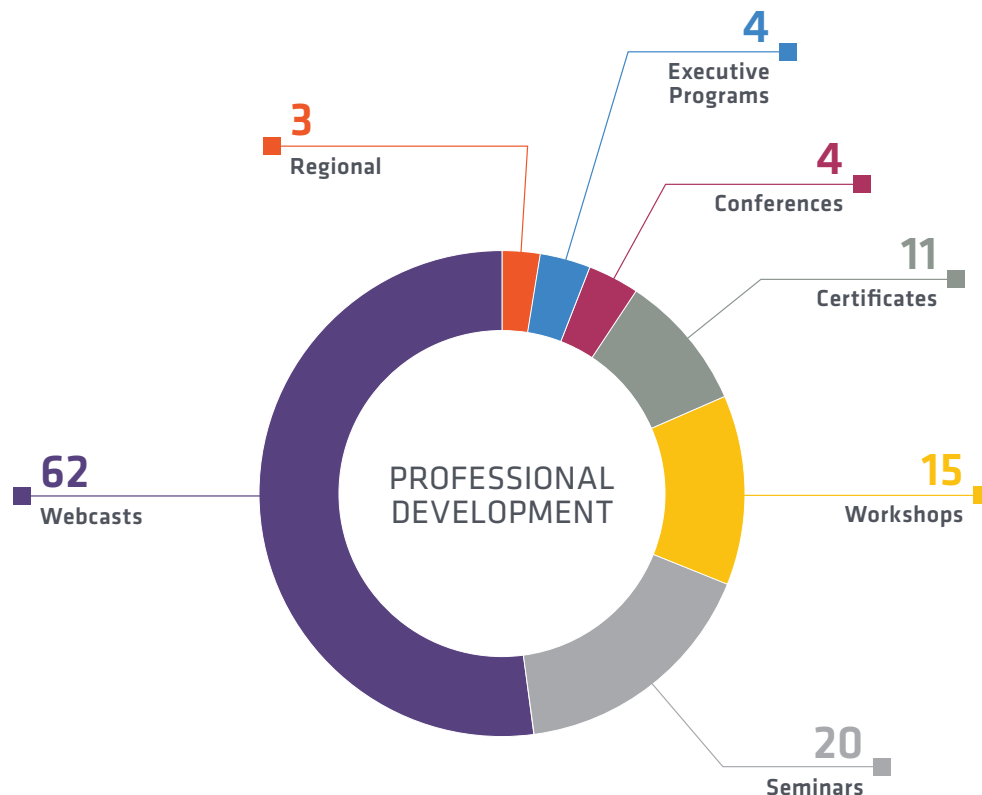
The Continuing Professional Development (CPD) compliance rate was 88%. This is steady compared to the rate of 87.5% for 2017. 184 members were randomly selected for the 2018 CPD Audit. Out of the members selected: 10 did not renew or resigned; 148 successfully passed; 9 were granted an extension; and 17 did not comply with the audit request. Of the 17 who did not comply: 10 members were revoked for non-renewal and non-submission of the CPD log and supporting documents; 3 submitted the CPD log but did not submit the necessary supporting documents; and 4 were revoked for non-submission of CPD log and were renewed as practitioner members. The audit was finalized in December 2018 with an 80% pass rate.



Professional Development

HRPA is committed to supporting the continuing professional development of our members through a broad array of professional development programs offered in-person, online and through our Chapters.

CPD APPROVED EVENTS IN 2018





Complaints & Discipline

Overall between December 1, 2017 and November 30, 2018, there were 14 complaints registered with HRP – the highest number of complaints in one year to date. It should be noted that of the 14 complaints registered, two complainants registered complaints against multiple members (five in total). This may be a factor in the increased number of complaints received. Although the number of complaints increased, the number of complainants did not.

COMPLAINTS



There were no new referrals to the Discipline Committee in 2018.



Stakeholder Engagement & Education

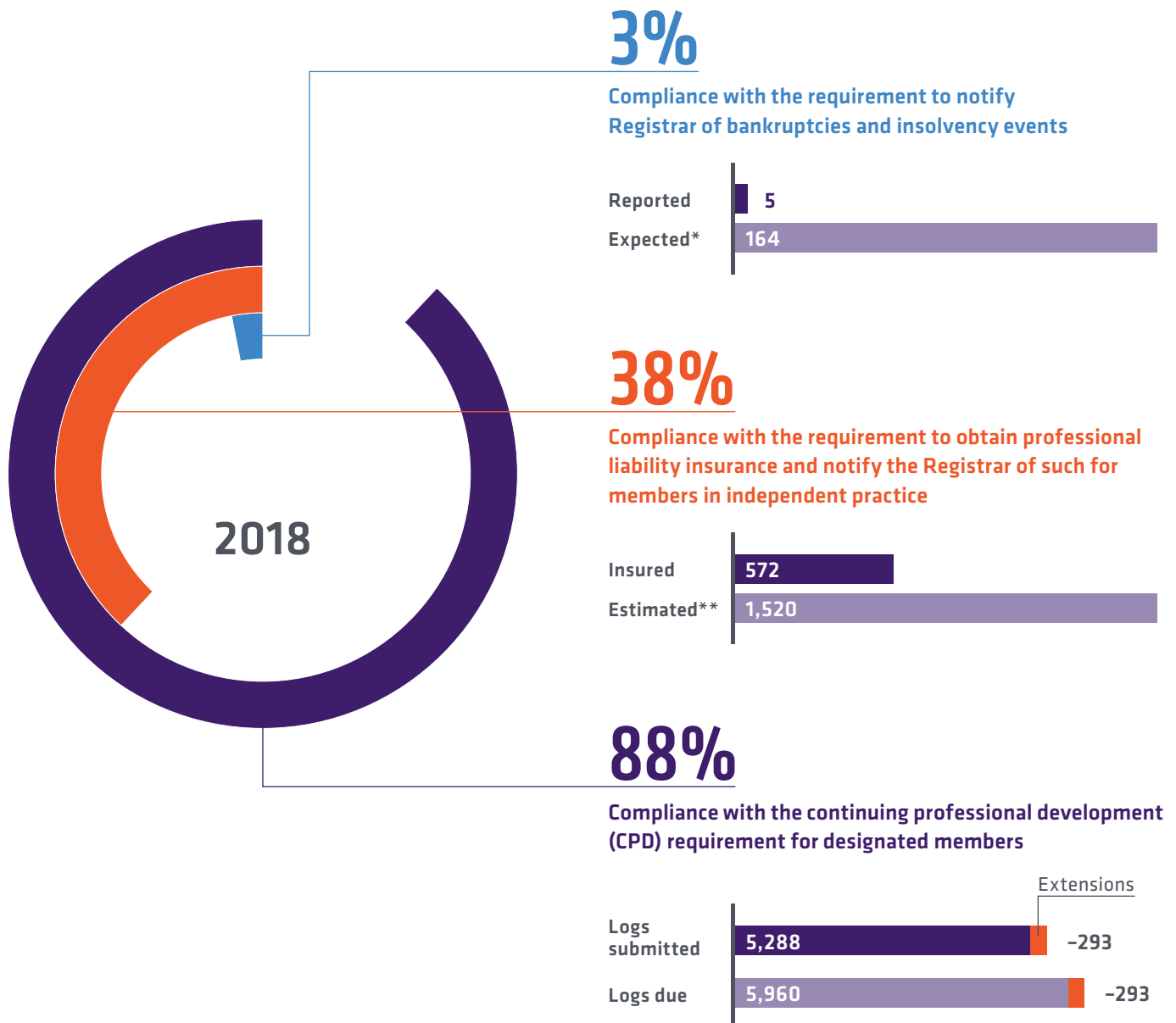
The Office of the Registrar hosted 13 webinars under the *Understanding Regulation* and *How To* series. Webinar topics included designation requirements, compliance, professionalism, and complaints and discipline. The total number of webinar participants for the year was 1213.

The Regulatory Affairs newsletter was published on a quarterly basis, as outlined in the bylaws.

28 articles were published in the OOTR LinkedIn series for 2018.

Compliance Update

Three compliance items tracked by the OOTR and regularly reported to the Board are:



*based on self-report in the 2018 HRPAs Member and Student Survey

**estimated number of members and students in independent practice

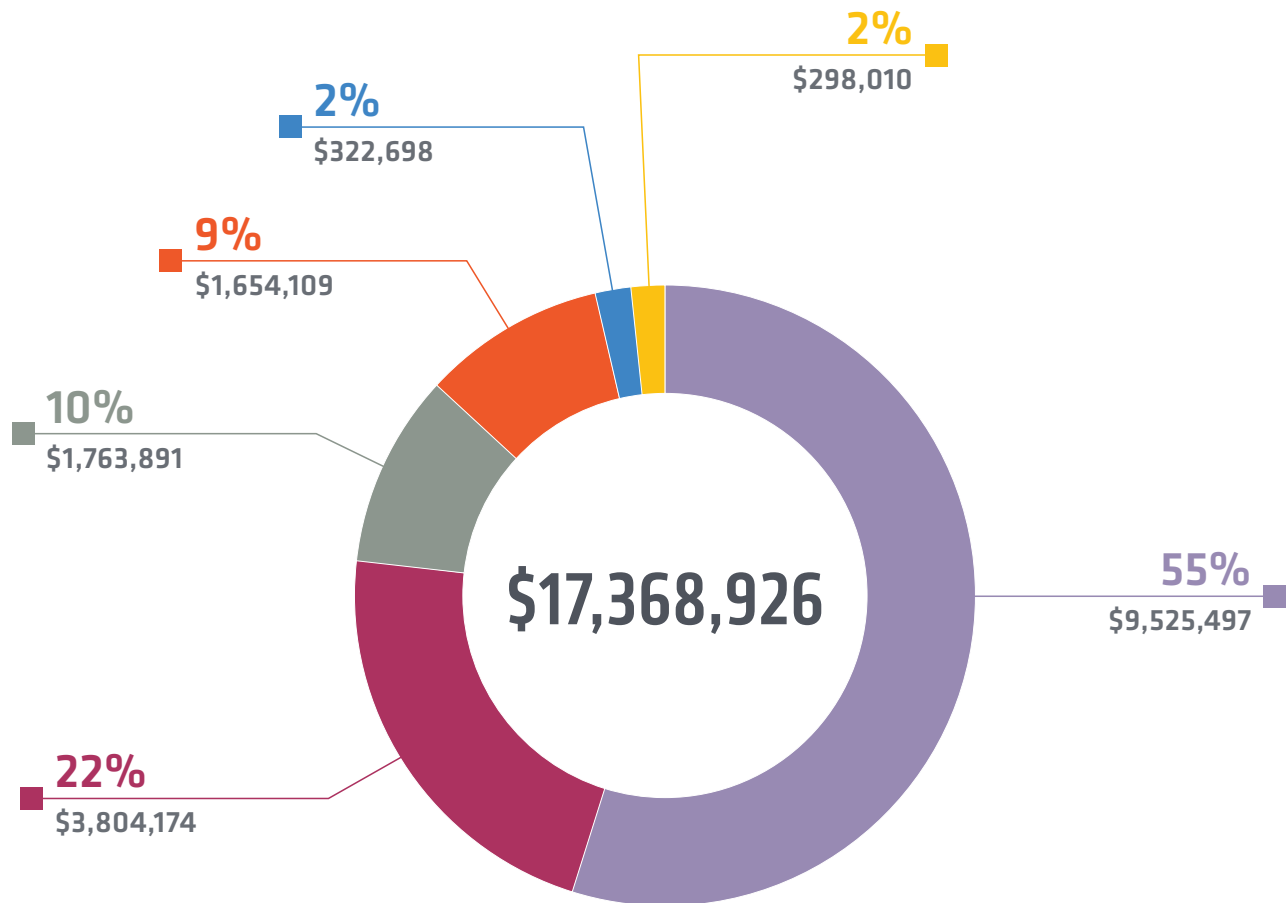
Quarterly Registrar's Reports are available at: hrpa.ca/registrarreport

Financials

Financial Overview – FY18

HRPA ended fiscal year 2018 with a surplus of \$920,487 compared to a surplus in fiscal year 2017 of \$479,700. Operating revenue for the year increased by 6.4 per cent over the previous year, or \$1,043,156, while expenses decreased by 0.5 per cent, or \$85,258. Net investment income for the year decreased by 63.0 per cent over the previous year, or \$687,627. Overall, HRPA increased its net assets position to \$12,642,877.

2018 Revenue at a Glance



HRPA's revenue consists of various streams captured under the following functional areas:

- Membership and member services
- Annual conference
- Regulatory affairs
- Professional development and support programs
- Chapter activities
- Administration and conference centre

THE FOLLOWING SECTIONS ARE HIGHLIGHTS OF SOME KEY VARIANCES YEAR-OVER-YEAR.

Balance Sheet

■ **SHORT TERM INVESTMENTS** were higher than the previous year, due to a transfer of funds from the investment portfolio during 2018 for cash-flow purposes.

■ **ACCOUNTS RECEIVABLE** were higher than the previous year, due to higher credit card settlements receivable at year-end, along with higher royalties receivable from certain partners.

■ **PREPAID EXPENSES** relate to the Annual Conference, insurance, software maintenance, licenses and other costs having future benefits; overall, the total of these amounts were just slightly higher than the previous year due to increased payments related to the Annual Conference.

■ **LONG-TERM INVESTMENTS** were lower than the previous year due to the transfer of funds to the operating account during 2018 for cash-flow purposes.

■ **CAPITAL ASSETS** decreased due to amortization of assets.

■ **SECURITY DEPOSIT** relates to an initial deposit that was required as part of 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 in 2023, with interest as provided for in the lease agreement.

■ **ACCOUNTS PAYABLE AND ACCRUED LIABILITIES** were lower than the previous year, due in most part to fewer accruals required at year-end.

■ **DEFERRED REVENUE** pertains to amounts collected for the Annual Conference, membership dues and other programs and services being held after year-end. Overall, the total for these amounts were slightly lower than the previous year due mainly to lower Annual Conference registrations received by year-end.

■ **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.

■ **NET ASSETS** have been restricted for capital budget purposes, including amounts pertaining to various technology related upgrades and improvements, conference centre enhancements and general office improvements. 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 2018-2019, the Association's reserve is at approximately 60.4 per cent of annual operating costs.

Statement of Operations

Membership and Member Services

Higher membership revenue in fiscal 2018 was due mainly to an increase in membership renewal revenue, along with increases in revenue from Hire Authority and advertising from the digital magazine. Total expenses under this area are in-line with the previous year.

Annual Conference

Higher revenue was mainly due to an increase in the number of registrations for the 2018 conference. Expenses increased over the previous year due to higher tradeshow costs, additional staging requirements, higher marketing costs and an increase in speakers.

Regulatory Affairs

Revenue from regulatory-related activities increased, due to a significant increase in the number of Validation of Experience Applications, an increase in the number of CKE and ELE exam writers and higher number of exam prep program enrolments. Expenses increased due to higher costs associated with the CKE exams, along with higher consulting related costs required in this area during the year associated with enhancing our regulatory activities.

Professional Development and Support Programs

Revenue from professional development events increased due to higher registrations for seminars and certain certificate programs. Expenses increased due mainly to an increase in costs associated with the higher activity in seminars and certificate programs.

Chapter Activities and Relations

Revenue decreased over the previous year in this area due to lower revenue from sponsorships and advertising revenues, along with lower event registration revenue due to lower attendance for some paid events and timing of some bi-annual conferences. Expenses increased in this area due mainly to higher operating costs, including staff time, associated with activities in this area during the year.

Administration and Conference Centre

Revenue increased in this area due to an increase in rentals associated with the conference centre. Expenses under this area were lower than the previous year, due to a decrease in operating costs, including staff time, associated with operating the conference centre.

Board and Board Committees

Expenses under this area decreased due to the departure of the previous CEO in 2017 and a replacement being in place in June 2018.

Public Affairs and Research

Revenue was lower in this area due to sponsorship funding received in 2017 related to the *Intelligence Revolution* report that was completed in 2017. Expenses are lower under this area due to an overall decrease in activity in 2018.

Investment Income

Investment income decreased compared to the previous year, due to less favourable market conditions during 2018 than during 2017.

SUMMARY CONSOLIDATED BALANCE SHEET

As at November 30, 2018, with comparative information for 2017

	2018	2017
ASSETS		
CURRENT ASSETS		
Cash	362,261	370,450
Short-term investments	4,999,858	2,419,446
Accounts receivable	486,853	395,350
Prepaid expenses	1,009,144	983,698
	\$ 6,858,116	\$ 4,168,944
Long-term investments	12,230,471	13,890,129
Capital assets, net	2,165,420	2,564,825
Security deposit	250,000	250,000
	\$ 21,504,007	\$ 20,873,898
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	1,343,713	1,497,408
Deferred revenue	7,039,242	7,069,663
	\$ 8,382,955	\$ 8,567,071
Deferred rent	\$ 478,175	\$ 584,437
NET ASSETS		
Invested in capital assets	2,165,420	2,564,825
Internally restricted	2,314,828	2,337,093
Contingency fund	7,962,629	6,780,472
Unrestricted	200,000	40,000
	\$ 12,642,877	\$ 11,722,390
	\$ 21,504,007	\$ 20,873,898

SUMMARY CONSOLIDATED STATEMENT OF OPERATIONS

Year ended November 30, 2018, with comparative information for 2017

	2018	2017
REVENUE		
Membership and member services	9,525,497	9,019,153
Annual conference	3,804,174	3,755,438
Regulatory affairs	1,763,891	1,339,737
Professional development and support programs	1,654,109	1,472,764
Chapter activities	322,698	419,773
Administration and conference centre	298,010	268,905
Public affairs and research	547	50,000
	\$ 17,368,926	\$ 16,325,770
EXPENSES		
Annual conference	3,699,940	3,477,734
Chapter activities and relations	3,208,658	3,070,969
Membership, member services, and marketing	3,169,986	3,162,666
Regulatory affairs	2,890,648	2,743,076
Professional development and support programs	2,346,114	2,243,479
Board and board committees	611,900	828,358
Public affairs and research	524,086	904,389
Conference centre	401,575	507,494
	\$ 16,852,907	\$ 16,938,165
Excess (deficiency) of revenue over expenses before investment income	\$ 516,019	\$ (612,395)
Investment income	465,195	1,158,933
Investment management fees	(60,727)	(66,838)
Net investment income	\$ 404,468	\$ 1,092,095
Excess of revenue over expenses	\$ 920,487	\$ 479,700

Copies of the complete 2018 audited financial statements, including the auditor's report, are available at the HRPAs office or can be requested by emailing finance@hrpa.ca

HRPA Board of Directors

(C) **KAREN STONE** | MCE, CHRE
 (VC) **BONNIE SEIDMAN** | HCS, CHRP, CHRL, CHRE
 (OIC) **SUE CORKE**
LES DAKENS | CHRE
STEPHEN FLETCHER | MBA, CHRP, CHRL
GIRISH GANESAN | CHRP, CHRL
JOHN HANNAH | CEC, CHRP, CHRL, CHRE
PATRICIA JOHNS | CHRP, CHRL
 (OIC) **CHRISTINE LANGEVIN** | C.Dir, CPA, CMA, CFE
LOUISE TAYLOR GREEN | MBA, CMC, PCC, CHRP, CHRL, CHRE
BOB THOMPSON | MBA, LL.B, LL.M, CHRP, CHRL
ANNETTE VAN'T SPYKER | MBA, LL.M., CHRE
 (OIC) **REBECCA ZARETSKY** | J.D.

HRPA Senior Management Team

LOUISE TAYLOR GREEN | MBA, CMC, PCC, CHRP, CHRL, CHRE
 Chief Executive Officer

J. SCOTT ALLINSON
 Vice President, Public Affairs

CLAUDE BALTHAZARD | PhD., C.Psych, CHRP, CHRL
 Vice President, Regulatory Affairs and Registrar

GARY MONK | CPA, CMA
 Vice President, Finance and Information Technology
Served as Interim CEO until June 2018

MARTA PAWYCH | CMM
 Vice President, Annual Conference and Sponsorship

LOUISE TAGLIACCOZZO
 Director, Board Relations and Administration



ANNUAL REPORT 2018

hrpa.ca/ar2018