



FOR
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Annual Report

Human Resources Professionals Association

2019

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Reflections from the CEO

“ACROSS ALL WE DO FOR OUR CORE STAKEHOLDERS, WE WANT TO ENSURE WE REMAIN FOCUSED ON INSPIRING PROFESSIONALISM FOR THE HR PROFESSION IN ONTARIO.”

LOUISE TAYLOR GREEN
CHRP, CHRL, CHRE
CHIEF EXECUTIVE OFFICER



2019: A PIVOT FROM THINKING TO ACTION

2019 was the year when we transformed our thinking around planning, principles, and best practices into action.

We have – and currently are – experiencing a considerable pivot in our profession where our passion for, and investment in, becoming recognized as a professional regulatory association is now coming to life in all that we do. We no longer just do great work by meeting standards but, as our Mission states, we are now: A regulatory association that sets the standards of HR professionalism.

This significant transformation from thinking to action matters. We have the unique opportunity to positively

impact the working lives of Ontarians as well as the working environments of companies across the province.

I could not be more proud to be part of the Human Resources profession and am truly excited about where we are headed together.

As you know, what motivated our new strategic plan was a desire to improve our profile among members, businesses, students, and the public. Across all we do for our core stakeholders, we want to ensure we remain focused on “Inspiring Professionalism” for the HR profession in Ontario.

Through the three-year plan, this will be achieved by our four strategic goals. These goals guide our priorities and inspire our future direction:

1. **Champion and elevate professionalism for the HR profession.**
2. **Design and deploy modern, effective and progressive approaches to human capital management.**
3. **Maintain financial and operational wellbeing that enables our member value proposition.**
4. **Deliver quality services and resources to our network of members, students, and volunteers.**

Why does this matter? What this means for the public is that they should have confidence that regulated HR professionals will provide the highest standards of professional practice. Further, the public can rely on HRPA as a regulator to hold members accountable for their practice through our Rules of Professional Conduct and statutory committees such as complaints, discipline, appeals and capacity.

For the members of our profession, who rightfully expect their regulatory association to be a leader, innovator and thought leader in advancing the profession, we have been working diligently to improve service delivery and increase collaboration with partners in government, other professional associations, and potential partners. These efforts will provide enhanced access to resources that are essential to HR professionals trying to keep up with heightened demands and a rapidly changing workplace landscape. To these ends, 2019 was a great success for the Association. Some highlights:

- Our Annual Conference and Tradeshow – our flagship networking & learning event for the year – brought thousands of HR professionals and HR solution providers together to find innovative and practical solutions to the real challenges they face.
- Supporting our 27 Chapters across the Province is one of our core priorities. We launched a Chapter Review Task Force to understand the challenges and opportunities Chapters face when delivering professional development, mentoring and networking opportunities to members and students. Through this highly collaborative process, the group made dozens

of process and functional improvements to simplify access to resources while clarifying governance and structural activities.

- We launched an HRPA brand redesign to better understand public perceptions of the HR profession and the impact that HR professionals are making across workplaces.
- We kick-started significant upgrades to our digital capabilities. The MentorCity platform will have increased functionality that will benefit HR students and early career professionals who need access to professional mentoring. We are also adopting a mobile-first approach to our communication channels to improve user experience that better reflects the on-the-go way we work.

Looking ahead, the Ontario workplace will continue to change and shift. Unpredictable economies, increased technological inputs, multiple generations working together, changing labour and staffing models – these and so many other factors place our profession at the centre of business today. It is critical that our voice is heard and we have a seat at the decision making table to ensure both business and workers benefit from our insights and knowledge.

We can do this. Our vision is bold enough to ignite a broader and much deeper awareness of the HR profession and the value that HR professionals bring to business. We will elevate the value and impact the HR profession has on workplaces across Ontario.

The achievements in this report result from the collective efforts of the full HRPA team. I want to express my appreciation to them, and to our Board, for their hard work and commitment to the members and students and the public. Together, we’re reimagining the future of the profession and what it will take to practice HR at the highest level of capability and professionalism.

Message from the Chair

“ WE DEFINED INCLUSION AS THE ACTIONS AND BEHAVIOURS THAT DEMONSTRATE HOW WE VALUE, INCLUDE, INTEGRATE AND TREAT ONE ANOTHER.”



ROBERT (BOB) THOMPSON
CHRP, CHRL
CHAIR OF THE BOARD

On behalf of all of my colleagues who work diligently on the HRP Board, I am pleased to report that the Association is robust and the public is being well served by our dedicated staff, our active province-wide network of Chapters and by our highly professional members and students.

This has been a transformative year for the Association and the Board. As you know, over a year ago under the leadership of our Past Chair Karen Stone and with the attention of our CEO Louise Taylor Green we embarked on an ambitious three-year strategic plan, which focusses on establishing a sound foundational infrastructure of business processes including the modernization of our digital systems. Being mid-

way through this mandate, we continue our work towards four strategic outcomes: financial health and accountability; delighted customers/citizens; efficient and effective processes; and, a motivated and prepared workforce in the Association and across our network of volunteers. We are also keeping in mind our commitment to balance our financial, customer, employee and internal process, programs and projects to ensure that, when taken together, each will advance our mission of being a regulatory association that sets the standards of HR professionalism.

The Board remains committed to continuous improvement in its governance practices. This year, our Governance and Nominating Committee has been

leading this work with its attention to diversity and inclusion. Our Board has flagged this as a top priority; our members and students understand why and the public demands it. In our policy development, we define diversity as anything that can be used as a source of differentiation between groups of people or individuals (diverse perspectives, life and work experiences, values & beliefs, culture, education, ethnicity, abilities, gender identification, religion, sexual orientation, age, etc.). Diversity promotes the inclusion of different perspectives and ideas, mitigates stagnation, and ensures the Association has the opportunity to benefit from all available talent. The promotion of a diverse Board makes the utmost sense for strong governance for the Association and for governors of the profession. We defined inclusion as the actions and behaviours that demonstrate how we value, include, integrate and treat one another. We are well underway in ensuring a more inclusive approach to Board recruitment and selection while maintaining the legislative requirement to an open and democratic election.

Additionally, we have begun work with an external firm to conduct a brand re-design. We have engaged our stakeholders in a meaningful way to better understand their needs and expectations and we anticipate that this will assist us in developing clear compelling value propositions for each of our stakeholder groups and will result in greater public awareness of the Association and the regulation of the Human Resources Profession in Ontario, as well as the importance of the HR Profession and the role and impact that it makes in business and in the workplace. For us to be effective in our roles and for the public to have confidence in our abilities, awareness of our profession is key.

In 2019, we also identified how the Board will oversee the risks identified in the Association's risk register.

Our risk management approach includes a systematic and repeatable process for identifying, assessing, and mitigating risks, while maintaining flexibility to ensure it is able to adapt to the changing needs of the Association. Our three Board committees, (Governance and Nominating, Human Resources and Compensation and Audit and Finance), the CEO and executive leadership team are involved in the risk management process to ensure effective risk management and mitigation at both the operational and strategic levels.

On behalf of the Board I would like to thank our CEO, Louise Taylor Green, the executive leadership team, our employees as well as our over 1,300 volunteers across the province for their exceptional efforts in making HRP a successful regulatory Association.

I would like to thank my fellow Directors for their diligence, and our Members and Students and all our stakeholders for their ongoing trust in the work we do to serve them. We look forward to continuing to build on this commitment and ensuring we remain steadfast in protecting the public interest.

2019 AT A GLANCE



2019 At A Glance

Registration & Membership

 **22,757**

Registered HR Professionals

Practitioners 6,751

Allied Professionals 242

Registered Volunteers 1,311

Students 1,115

87% Registration Retention

Registrant to Staff Ratio 404:1

Total Staff 55

Communications

 **82,900**

Total social audience

2.5 Million
Social media impressions

Network & Volunteering

10 Held a record number of Chapter elections

 **1,423**
Hire Authority Jobs

194 New volunteer opportunities created across Province

3,500+ Active mentoring relationships facilitated through our Chapters 

Professional Development

4,800+ Annual Conference attendees

 **175** Annual Conference speakers

22,500+

The Association

The Human Resources Professionals Association (HRPA) is a regulatory Association in Ontario with over 22,500 members and students. Through the fulfillment of its objectives, 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 primary interest.



Our Achievements

ANNUAL CONFERENCE

January 30 – February 1, 2019

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 2019 Annual Conference and Trade Show theme was Work Climate: Positive Climate Change at Work.

4,800+ Annual Conference attendees

Annual Conference speakers **175**

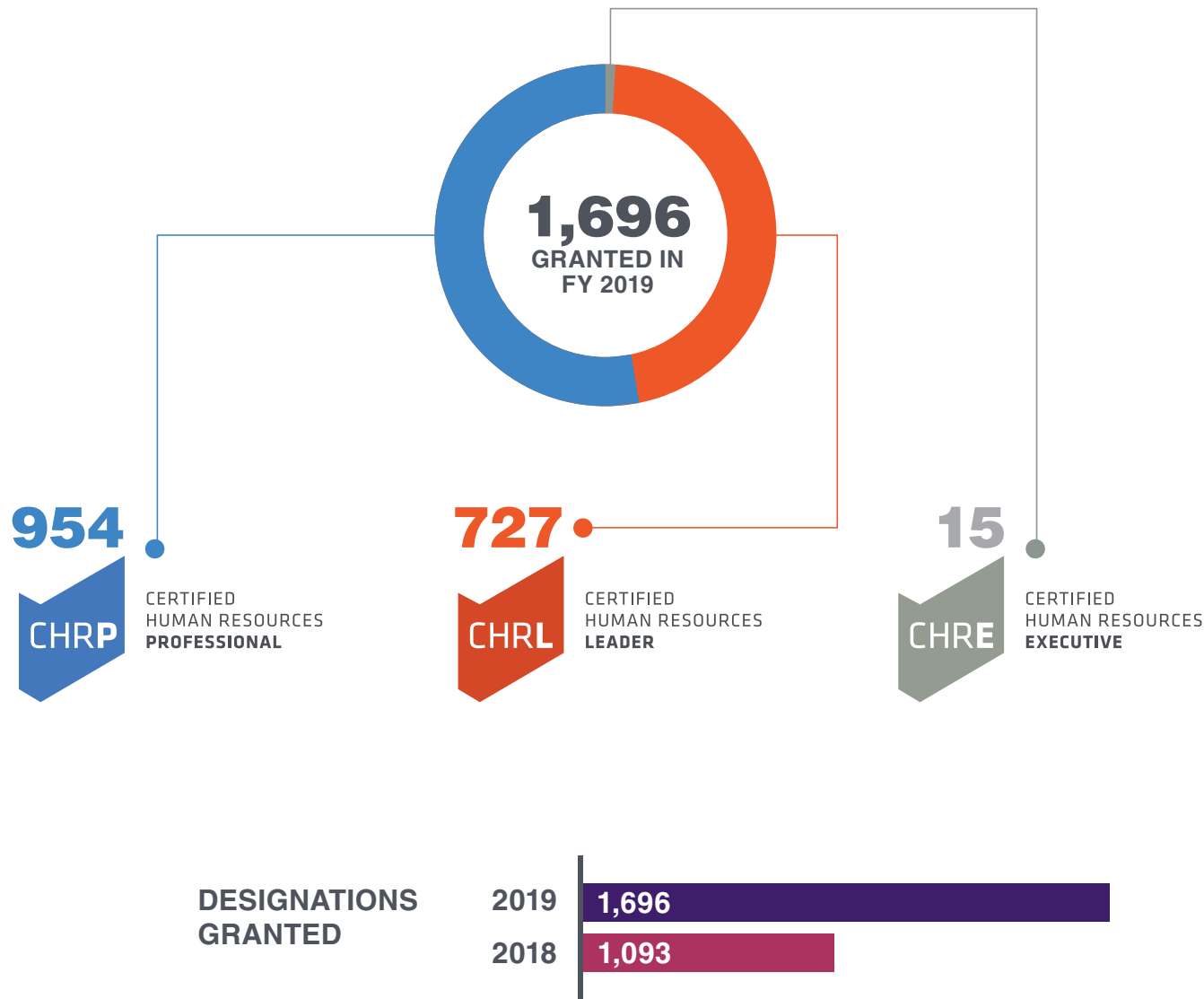
138 Sessions pre-approved for CPD credit

261 Exhibitors

Sessions represented in hours **155**

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.



HIRE AUTHORITY APP

HRPA was pleased to announce the launch of the Hire Authority mobile app exclusively available to HRPA members and students in September 2019.

The objective of the app is to provide our jobseekers with a tool to access all Hire Authority jobs and resources from their mobile devices. The Hire Authority iTunes app is phase 1 of a new plan to provide mobile friendly jobseeker services. In order to support all members and students, Hire Authority will be launching an Android app on the Google Play store in 2020. In the short period of time that the new app was launched in 2019, the app has seen significant engagement with HRPA's jobseeker audience.



WORKPLACE INVESTIGATIONS CERTIFICATE

With the new legal duties surrounding workplace harassment investigations, it has become crucial to conduct legally sound investigations. This important program equips participants with the ability to recognize, investigate and report the findings of complex workplace investigations, essential in today's workplaces.

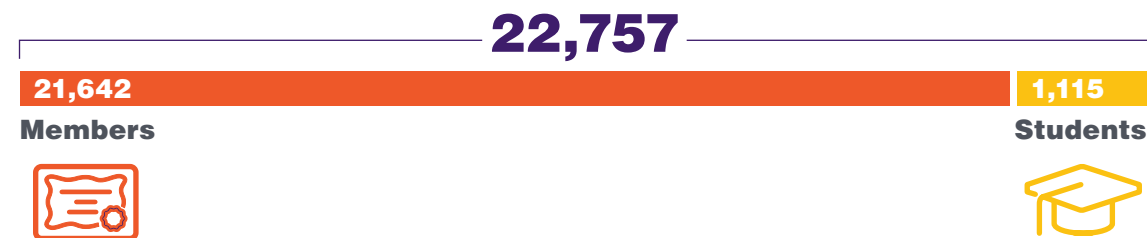


Our Members & Students

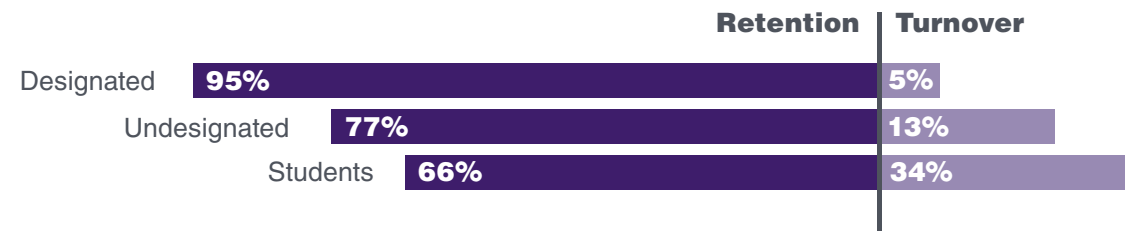
We strive to enable our members and students to provide the best possible HR practice through thought leadership, rules of professional conduct, regulations and learning programs. Supporting members and students with knowledge, skill development and professional mastery in their practice of human resources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



Total Registration



Retention



Student Success track

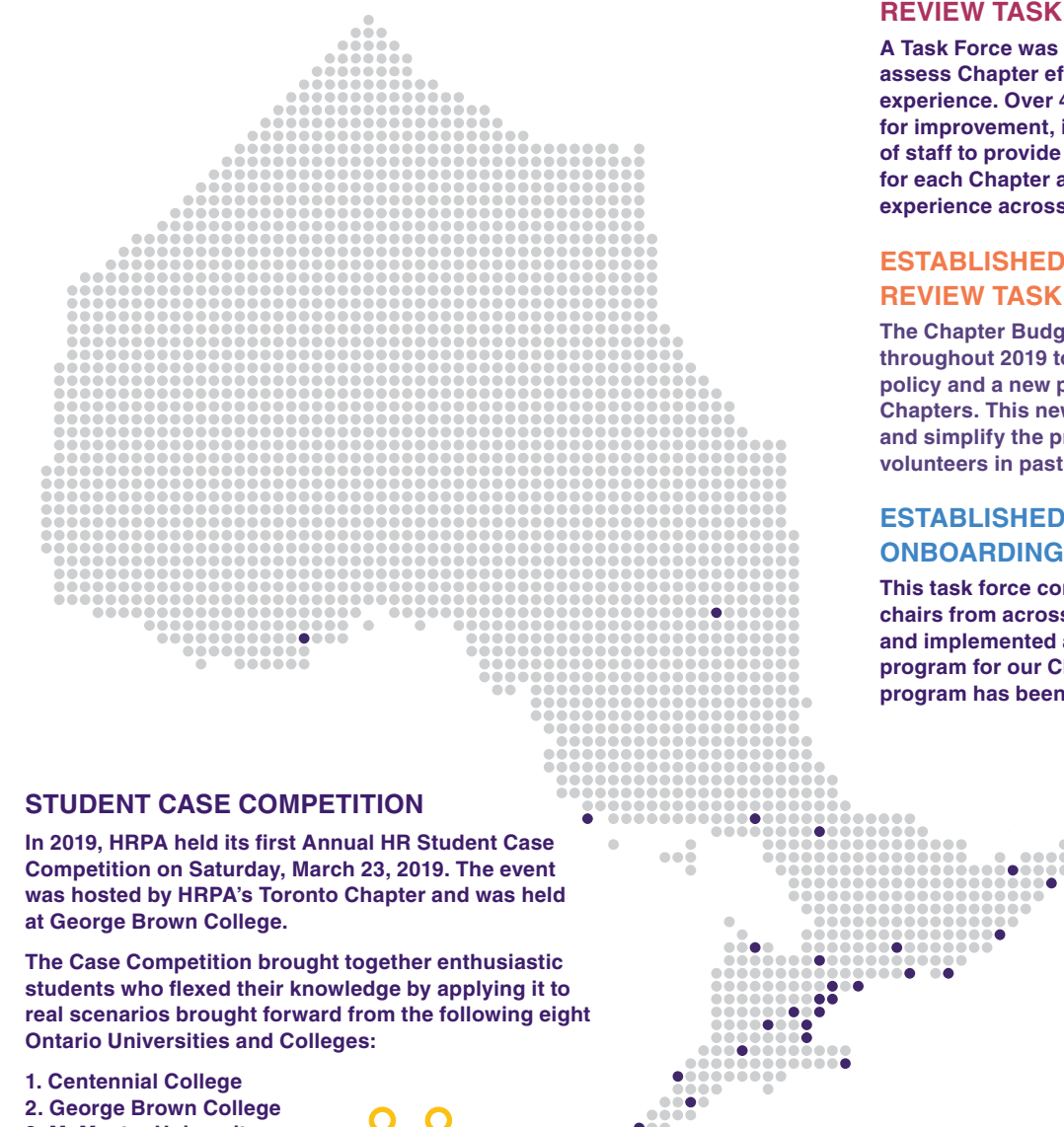
HRPA held its first Annual Student Success event on February 1, 2019 at the Annual Conference.

The event was designed for soon-to-be HR graduates. The Student Success Track prepared students with the practical tools, resources, and know-how they need to launch their professional journey in human resources. Students learned how to market their skills, develop a powerful professional network, and proactively manage their career.

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 members and students. 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.



ESTABLISHED A CHAPTER REVIEW TASK FORCE

A Task Force was established to review and assess Chapter effectiveness and the member experience. Over 48 initiatives were identified for improvement, including redeployment of staff to provide a dedicated administrator for each Chapter and ensure a consistent experience across the province.

ESTABLISHED A CHAPTER BUDGET REVIEW TASK FORCE

The Chapter Budget Review Task Force worked throughout 2019 to develop a Chapter Spending policy and a new process for fund allocation for Chapters. This new process will improve equity and simplify the process that was challenging to volunteers in past years.

ESTABLISHED A CHAPTER ONBOARDING TASK FORCE

This task force comprised of former Chapter chairs from across the province has developed and implemented a successful blended learning program for our Chapter board directors. The program has been highly successful.



STUDENT CASE COMPETITION

In 2019, HRPAs held its first Annual HR Student Case Competition on Saturday, March 23, 2019. The event was hosted by HRPAs Toronto Chapter and was held at George Brown College.

The Case Competition brought together enthusiastic students who flexed their knowledge by applying it to real scenarios brought forward from the following eight Ontario Universities and Colleges:

1. Centennial College
2. George Brown College
3. McMaster University
4. Ryerson
5. Seneca College
6. Sheridan College
7. University of Windsor
8. Wilfrid Laurier University



Our Volunteers

As with every other year, HRPA owes much of its success this year 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. We are proud to highlight some of the incredible dedication and work that has been done by the Association's volunteers.

Awards of Distinction

The Awards of Distinction are an annual awards program designed to recognize individuals who demonstrate dedication to advancing the Human Resources profession in Ontario. HRPA granted three awards of Distinction for 2019.

Leland Davies received the Honorary Life award, an award granted to HRPA members in recognition of their outstanding contributions made to the Association regionally and/or provincially.

Both Tanya Sinclair and Ronald Alexandrowich were recognized with the Distinguished Human Resources Professional award (DHRP). This prestigious award acknowledges academics who have made an exceptional contribution to the HR profession. These individuals have contributed to and helped advance human resources through research, the innovation and promotion of ideas, by supporting the broader community, and by exceeding in teaching excellence.

RECIPIENTS



Ronald Alexandrowich



Leland Davies



Tanya Sinclair



Our Committees



BOARD COMMITTEES

Audit & Finance

(C) (OIC) Christine Langevin** | C.Dir, CPA, CMA, CFE
 (VC) John H. Hannah | CEC, CHRP, CHRL, CHRE
 Kevin Hawkins | CHRP, CHRL
 Louise Taylor Green | MBA, CMC, PCC, CHRP, CHRL, CHRE
 Robert (Bob) Thompson | MBA, LL.B., LL.M., CHRP, CHRL
 (Staff Support) Gary Monk | CPA, CMA

Governance & Nominating

(C) Anette van't Spyker | MBA, LL.M., CHRE
 (VC) (OIC) Sue Corke**
 John Hardisty | MBA, CHRP, CHRL
 (OIC) Robert Maich* | LL.B., J.D.
 Karen Stone | MCE, CHRE
 Louise Taylor Green | MBA, CMC, PCC, CHRP, CHRL, CHRE
 Robert (Bob) Thompson | MBA, LL.B., LL.M., CHRP, CHRL
 (Staff Support) Claude Balthazard | Ph.D., C.Psych., CHRP, CHRL
 (Staff Support) Louise Tagliacozzo

Human Resources & Compensation

(C) Patricia (Patty) Johns | CHRP, CHRL
 (VC) Stephen Fletcher | MBA, CHRP, CHRL
 Gene Jamieson | CHRP, CHRL
 (OIC) Paul J. Madgett*
 Louise Taylor Green | MBA, CMC, PCC, CHRP, CHRL, CHRE
 Robert (Bob) Thompson | MBA, LL.B., LL.M., CHRP, CHRL
 (OIC) Rebecca Zaretsky | J.D.
 (Staff Support) Andrew Doppler | CHRE

*OIC appointment commenced in 2019 **OIC appointment concluded in 2019

STATUTORY COMMITTEES

Appeal

CHRP, CHRL Members
 (C) Melanie Kerr | CHRP, CHRL
 Sandra Chiodo | CHRP, CHRL
 Drew Dilkens | CHRP, CHRL
 Krista Hind | CHRP, CHRL
 Dawn Newlands | CHRP, CHRL
 Iryna Rizzuto | CHRP, CHRL
 Theresa Ryall | CHRP, CHRL
 Jane Sinclair | CHRP, CHRL
 Sindi Vidovic | CHRP, CHRL
 Ingrid Wilson | CHRP, CHRL
Members of the Public
 (VC) Maureen Quinlan
 David Logan
 Melissa Lujan
 Barbara McIntyre
 Edward O'Dwyer
 Kimberly Pepper
 Jodi Steeves

Complaints

CHRP, CHRL Members
 (C) Rahim Shamji | CHRP, CHRL

Jackie Cabildo | CHRP, CHRL
 Jackie Chavarie | CHRP, CHRL
 Fergus Griffin | CHRP, CHRL
 Stacey Hummel | CHRP, CHRL
 Alicia Johnson | CHRP, CHRL
 Namita Kanishkan | CHRP, CHRL
 Christine LeBlanc | CHRP, CHRL
 Eva Liu | CHRP, CHRL

Members of the Public

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

Discipline

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

Members of the Public

Ken Alexander
 Sean Doyle
 Steven Lewis

Capacity

Same as Discipline

Review

CHRP, CHRL, CHRE Members
 Karen Armstrong | CHRP, CHRL
 Stephen Dryburgh | CHRL
 Sharon Jobity | CHRP, CHRL
 Graham Stanlik | CHRP, CHRL
 Julia Thorner | CHRL
Members of the Public
 (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 CHRP, CHRL Members

(C) Carolyn Capretta | CHRP, CHRL
Kate Toth | CHRP, CHRL

Registrants

(VC) Julie Aitken Schermer | PHD
Jennifer Komar | PHD

Members of the Public

Helena Keirstead | CPA
Joanna Pitek | PHD

Academic Standards, Diploma CHRP, CHRL Members

(C) Michelle White | CHRP, CHRL
Lori-Lee Flanagan | CHRP, CHRL
Jean Pierre Petrin | CHRP, CHRL
Cathy Snyder | CHRP, CHRL, CPA

CHRE Review

CHRP, CHRL, CHRE Members

(C) Bob Canuel | CHRP, CHRL, CHRE
Janet Brooks | CHRP, CHRL, CHRE
Ruth Brothers | CHRP, CHRL, CHRE
Brenda Brown | CHRE (ret)
Dennis Concordia | CHRE
Karen Cullen | CHRP, CHRL, CHRE
Gordon Cumming | CHRP, CHRL,
CHRE
Gayle Fisher | CHRE
Bruce Fraser | CHRP, CHRL, CHRE
Michael Harwood | CHRE
Elizabeth Horlock | CHRE
Steve Jackson | CHRP, CHRL, CHRE
Marwa Jazi | CHRE
Rahmin Mamdani | CHRP, CHRL,
CHRE
Paul McGowan | CHRP, CHRL, CHRE
Anthony Papa | CHRP, CHRL, CHRE
Rajeswari Ramanan | CHRE
Maura Richardson | CHRE
Mary Silverthorn | CHRP, CHRL, CHRE
Deborah Singh | CHRP, CHRL, CHRE
Sandra Smith | CHRE
Flora Sousa | CHRP, CHRL, CHRE
Joanne Trotter | CHRP, CHRL, CHRE
Fernando Vescio | CHRP, CHRL, CHRE
Tanya Watton | CHRP, CHRL, CHRE
David Weiss | CHRP, CHRL, CHRE,
Jenny Winter | CHRE

CHRL Exam Validation

Valentin Bachner | CHRL
Nadine Bellhouse | CHRP, CHRL
Jennifer Borges | CHRP, CHRL
Annette Dhanasar | CHRP, CHRL
Debbie Hynes | CHRP, CHRL
Christine Kelsey | CHRL
Jennifer King | CHRP, CHRL
Karen Pantaleo | 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
Patricia Verkley | 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
Alexandra Vander Doelen | CHRP

Registration

(C) Frank Tancredi | CHRP, CHRL
(VC) Agnes Ciesla | CHRP, CHRL
Andrew Belanger | CHRP, CHRL
Elizabeth Blunden | CHRP, CHRL
Risa Caplan | CHRP (ret), CHRL (ret)

Diane Daley | CHRP
Joy Gendall | CHRP, CHRL
Nancy Lau | CHRP, CHRL
Lindsay Monaghan | CHRP, CHRL
Marianne de Munnik | CHRP
April O'Connell | CHRP
Margaret Smith | CHRP (ret), CHRL (ret)
Rachel Wong | CHRP, CHRL
Cindy Zarnett | CHRP, CHRL
Members of the Public
Kristen Couch
Rosemarie Mercury
Jeff Ross
Michelle Samaroo

Experience Assessment

(C) Mark Seymour | CHRP, CHRL
(VC) Michelle Rathwell | CHRP, CHRL
Elizabeth Blunden | CHRP, CHRL
Nadine Buchanan | CHRP, CHRL
Holly Butera | CHRP, CHRL
Risa Caplan | CHRP (ret), CHRL (ret)
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 (ret), CHRL (ret)
Maria Caterina Logozzo | CHRP, CHRL
Geneviève Macaulay | CHRP, CHRL
James Marchese | CHRP, CHRL
Giuseppa (Josie) Martiniello | CHRP,
CHRL
Preite Momaya | CHRP, CHRL
Vanessa Ng Chan | CHRL
Guy Poirier | CHRP, CHRL
Ravinder Sanghera | CHRP, CHRL
Jillian Saunders | CHRP, CHRL
Tarunpreet Singh | CHRP, CHRL
Surbhi Sud | CHRP, CHRL
Samantha Vigrow | CHRP, CHRL
James Wickham | CHRP, CHRL
Anjana Yachamanani | CHRP, CHRL
Cindy Zarnett | CHRP, CHRL
Dahlia Zephrani | CHRP, CHRL

CHRO Council

Brett Abram | CHRE
Marla Allan | CHRE
Cynthia Bordin | CHRE
Leigh Brown

● STANDING COMMITTEES (cont.)

Kelly Davis | CHRE
John Duncan | CHRE
Jennifer Fitzsimmons | CHRE
Cheryl Fullerton | CHRE
Julie Giraldi | CHRE
Brian Henry
Larry Indovina | CHRL
Cheryl Kerrigan
Norm Sabapathy | CHRE
Claire Silvester | CHRE
Karen Trenton | CHRE

Board Nominating Committee

(C) Jill Birch | PhD

● CHAPTER BOARDS

Algoma

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

Barrie

(C) Lesley Harrington | CHRP, CHRL
(PC) Caitlin Jermy | CHRP, CHRL
Sheryl Flannagan | CHRP, CHRL
Amy Frost-Tribe | CHRP
Rhonda Lavigne | CHRP, CHRL
Sherry Patterson | CHRP
Sue Skawinski | CHRP, CHRL

Brockville

(C) Tracey Bickle | CHRP, CHRL
Brandi Charmin | CHRP, CHRL
Cyndi Phillips
Rebecca Phillips | CHRP, CHRL
Craig Roche | CHRP

Chatham-Kent

(C) Nicole Papps | CHRP, CHRL
(PC) Samantha Stevens | 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

Idowu Adekola Nafiu | CHRP, CHRL
Patrick J. Gauch | CHRP, CHRL
Jamie Kramer | CHRP
Ingrid Wilson | CHRP, CHRL
Andrew J. Yu | CHRP, CHRL

Annual Conference Programs

(C) Brian McDonald
Shannon Conway
Su Diana
Brianna Edwards | CHRP, CHRL
Christine Fennell | CHRP, CHRL
Nisha Govind | CHRP, CHRL
Ray S. Joyce | PHD

(CE) Dawn Jerome | CHRP, CHRL
Nicole Bissonette
Morgan Chambers
Caroline Dexter | CHRP, CHRL

Durham

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

Grand Valley

(C) Darren Becks | CHRP, CHRL
(CE) Shawna Bourke-Heimpel | CHRP,
CHRL
Nancy Lau | CHRP, CHRL
Kathryn Meehan
Beatriz Millon
Erin Poirier | CHRP, CHRL
Margaret Sullivan Williams | CHRP,
CHRL

Grey Bruce

(C) Melissa Clancy | CHRP, CHRL
(CE) Jason Hemstock | CHRP, CHRL
Audrey Bross | CHRP, CHRL
Lacy Fisher | CHRP, CHRL
Leanne Gowing | CHRP, CHRL

Guelph

(C) Sandra Casarin
(CE) Evan Campbell

Jim Stewart | CHRP, CHRL
Gerald Wu | CHRP, 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

Caroline Gillies | CHRP, CHRL
Kerri Klassen | CHRP, CHRL
Amanda Stokes | CHRP, CHRL
Jaqueline Vinovich | CHRP
Carol Wehner | CHRP, CHRL

Halton

(C) Rabi Mostafa | CHRP
(PC) Lynn Besse | CHRP, CHRL
Ilona Gonsalves | CHRP, CHRL
Nadia Jamal
Nancy Klassen | CHRP, CHRL
Adam Szabo | CHRP
Adam Walsh

Hamilton

(C) Leah Heywood | CHRP, CHRL
(CE) Reanna Klamot | CHRP
Laureta Berisha | CHRP
Valerie Henschel | CHRP, CHRL
Rosy Montini | CHRP, CHRL
Marina Schellenberg
Jerry Velluto | CHRP

Kingston

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

London District

(C) Andie Cecchetto | CHRP, CHRL
(PC) Krista Wakefield-Tryon | CHRP,

● CHAPTER BOARDS (cont.)

CHRL

Lauren Manna | CHRP, CHRL
Vanessa Newcombe | CHRP, CHRL
Kyle Pratt | CHRP, CHRL
Natalie Varey | CHRP
Crystal Veal | CHRP, CHRL

Niagara

(C) Mary Dobbie | CHRP, CHRL
(CE) Andrea Daisley | CHRP, CHRL
Shari Bertulli | CHRP
Charlotte Butko
Mila Dembowy | CHRP
Tracey-Dawn Giovannone | CHRP, CHRL
Lisa Purnell | CHRP, CHRL

North Bay

(C) Marsha O'Connor | CHRP, CHRL
(PC) Megan Johnson | CHRP, CHRL
Madison Buckley | CHRP
Beckie Gallardi | CHRP, CHRL
Katerina Kmet | CHRP, CHRL
Lucie Laperrière | CHRP, CHRL
Lori Lee Michaud | CHRP, CHRL

Northeastern Ontario

(C) Lisa Wilson | CHRP, CHRL
(CE) Esther Langevin | CHRP, CHRL
Susan Chenier | CHRP, CHRL
Julie Clancy | CHRP
Brett Lalonde | CHRP, CHRL
Rachel Levis | CHRP, CHRL
Ginette Morin-Trudel | CHRP

Northwestern Ontario

(C) Anna Grassia | CHRP, CHRL
(PC) Jill Symington | CHRP, CHRL
Karen Ball | CHRP, CHRL
Karolane Blais
Jodi Connor
Brandon Dove

Ottawa

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(CE) Carol Ann Samhaber | CHRP, CHRL
Jacqueline Boudreau | CHRP
Karley Bureau | CHRP, CHRL
Sarah Eaton | CHRP, CHRL
Maurice Le Maire | CHRP, CHRL

MacKenzie Smith | CHRP
Erin Taillefer | CHRP, CHRL

Peel

(C) Flavia Iuston-Blair | CHRP, CHRL
(PC) Linda Ford
Deanne Cormier
Robert Gearing | CHRP, CHRL
Sunil Khambaswadkar | CHRP, CHRL, CHRE
Alexander Lutchin
Melanie Oleskiw | CHRP, CHRL
Rhonda Paris
Rima Toor | CHRP, CHRL
Anjana Vasudevan | CHRP

Peterborough

(C) Sara Bragg | CHRP, CHRL
(CE) Alison Garbutt
(PC) Debbie Timperio | CHRP, CHRL
Jennifer Brown | CHRL
Jo-Anne Merry | CHRP

Quinte

(C) Pam Massicotte | CHRP, CHRL
(PC) Chantal Fraser
Dan Baglole
Delilah Chartrand | CHRP, CHRL
Teresa Hale Ebbers | CHRP, CHRL
Michelle Michaud | CHRP
Paige Summers | CHRP

Sarnia

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

Sudbury

(C) Julia Demianiuk | CHRP, CHRL
Lisa O'Bonsawin | CHRP, CHRL
Suzan O'Bbumsawin
Trina Pharand | CHRP, CHRL
Callan Rogers | CHRP
Danielle Tremblay | CHRP

Toronto

(C) Cindy Kennedy | CHRP, CHRL
Zufar Akhunov | CHRL
Hussain Haider Ali | CHRP, CHRL

Barrie Goodman | CHRP, CHRL
Andria Matadial | CHRP, CHRL
Elizabeth McSavaney | CHRP, CHRL
Joanne Melanson | CHRP, CHRL
Hendrik Nieuwland
Trevor Stewart
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

(C) Sara Ouellette | CHRP, CHRL
(PC) Diana Sarkis | CHRP, CHRL
Susanne Earle | CHRP, CHRL
Brittany Rife (Seguin) | CHRP, CHRL
Diane Robbins | CHRP, CHRL
Allison Rusling
Chris Worth | 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
Kaneez Jaffer | CHRP, CHRL
Carolynn Jaye | CHRP, CHRL
Victoria Moskovskaya | CHRP, CHRL
Shelby Samuels | CHRP, CHRL
Diana Valler | CHRP, CHRL
Robin Wilner | CHRP, CHRL

Registrar's Report

As a professional regulatory body, HRP A promotes and protects 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



Registration and Certification

68% Members Designated

3,028 Applications for initial registration processed

24 Referrals to Registration Committee

76% On-time renewal rate

1,361 Students registered in online program

376 Comprehensive Knowledge Exam 1 Passed

483 Comprehensive Knowledge Exam 2 Passed

394 CHRP Employment Law Exam passed

521 CHRL Employment Law Exam passed

103 Validation of Experience (VOE) applications

14 CHRE applications approved

Quality Assurance

3,419 CPD logs processed

93% CPD requirement compliance rate

79% CPD audit compliance rate

1,959 Events pre-approved for CPD credit

Events pre-approved for CPD credit

Complaints and Discipline

12 Complaints received

0.53 Complaints rate (per 1000 registrants)

Appeals

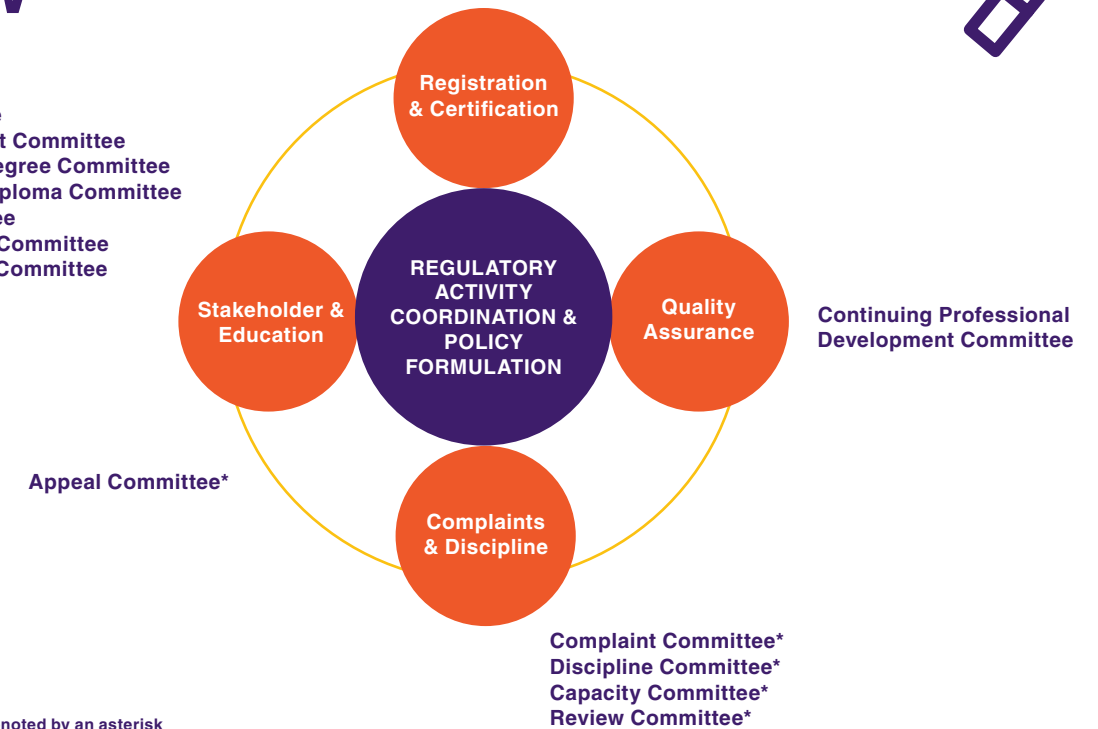
75 Appeals filed

71 Referrals to Appeal Committee

Function-by-Function Review



Registration Committee
Experience Assessment Committee
Academic Standards Degree Committee
Academic Standards Diploma Committee
CHRE Review Committee
CHRP Exam Validation Committee
CHRL Exam Validation Committee



* Statutory Committees are denoted by an asterisk

REGISTRATION & CERTIFICATION

Registration

In 2019, 24 applications were referred to the Registration Committee, which is an increase from the 22 referrals in the previous year. The cases referred to the Registration Committee in 2019 have become more complex in nature and support from Independent Legal Counsel has been required.

Exams

In 2019 there were 3 administrations of the CKE1 (Feb, June, and October), CKE2 (March, June/July, and November), the CHRP Employment Law Exams (January, May, and September) and the CHRL Employment Law Exam (January, May, and September).

There were also 3 sittings of the Challenge Exams (January, May, September). There were 247 total exams administered with a pass rate of 63%.

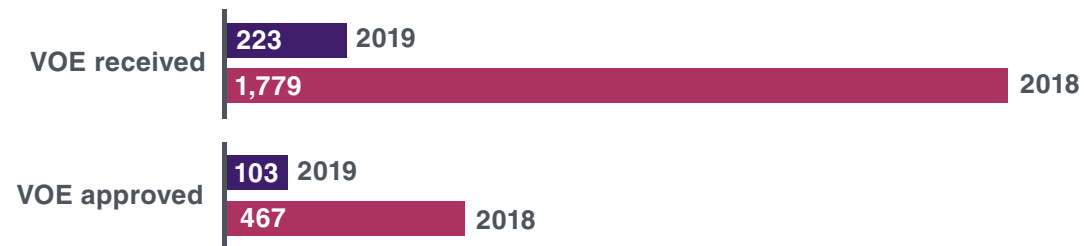
In 2019, there were a total of 2,396 exams administered, an increase from 2,246 in 2018.

EXPERIENCE ASSESSMENT

The Experience Assessment Committee received a surge in Validation of Experience (VOE) applications as a result of the November 30, 2018 deadline to be grandfathered in to CHRL with new requirements coming in 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).

The Experience Assessment Committee continued to process November 2018 applications well into Q1 2019. The number of submissions returned to normal over the rest of 2019.

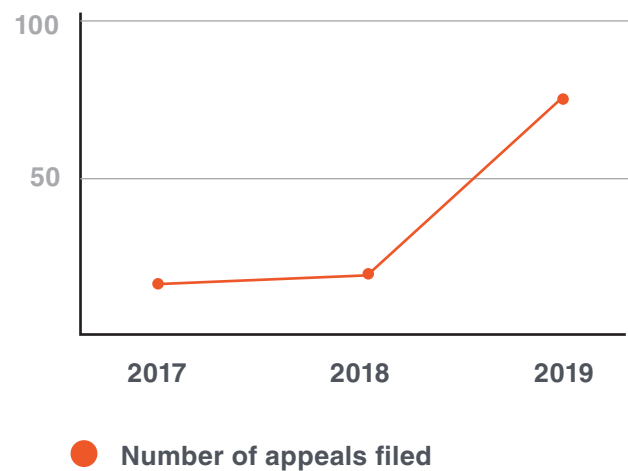
ANNUAL SUMMARY OF EAC ACTIVITY IN 2019



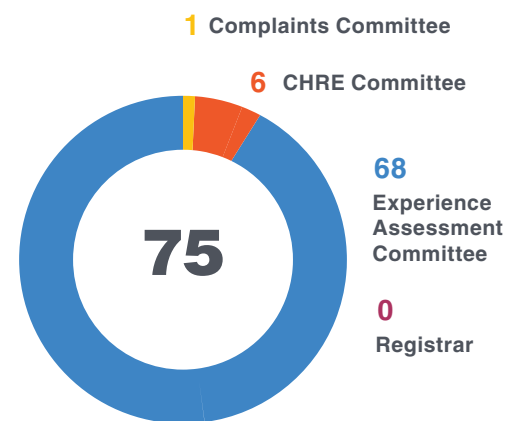
APPEAL

75 appeals were filed in 2019, in comparison with 16 in 2018 and 15 in 2017. Sixty-eight of the seventy-five appeals filed in 2019 were regarding decisions of the Experience Assessment Committee. This was a direct result of the November 2018 grandfathering deadline for Validation of Experience applications.

ANNUAL SUMMARY OF APPEAL ACTIVITY IN 2019

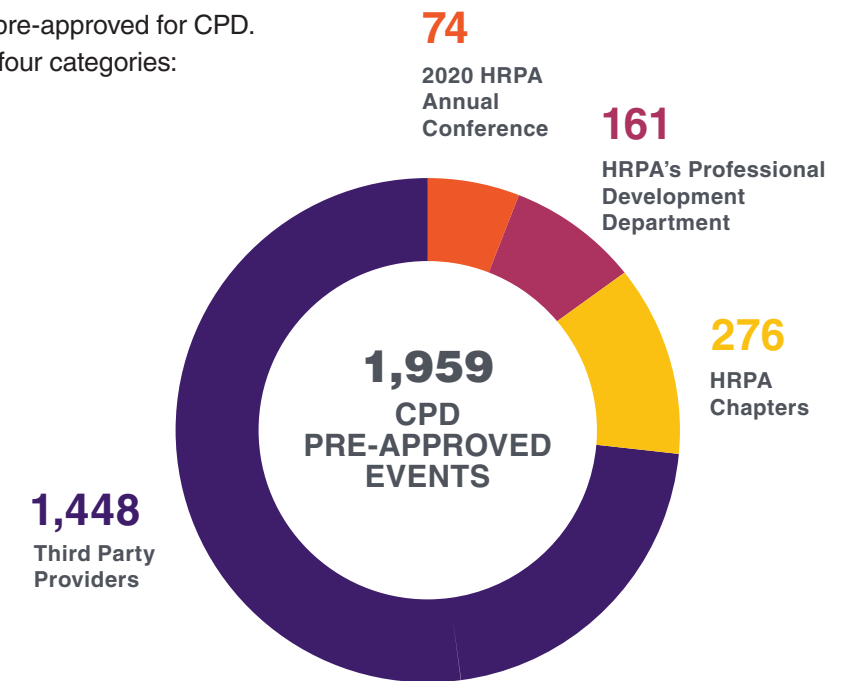


BREAKDOWN OF APPEALS



CONTINUING PROFESSIONAL DEVELOPMENT

In 2019, a total of 1,959 events were pre-approved for CPD. The events can be broken down into four categories:



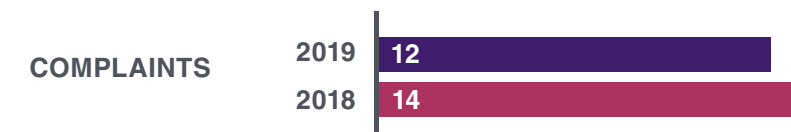
COMPLAINTS & DISCIPLINE

In 2019 there were a total of 12 complaints registered with HRPA and all were closed in an average time of 157 days.

There was one referral to the Discipline Committee in 2019. This was the first time a panel decision included requiring the registrant to pay costs to HRPA.

The Review Committee successfully dealt with a backlog of cases from prior years, as well as new cases disclosed in 2019. At the end of Q4 the committee had no outstanding cases.

Although complaints are not public, the Office of the Registrar publishes brief descriptions of the allegations. These brief descriptions of allegations are published in the quarterly Registrar's Reports and in the bi-monthly Regulatory Affairs newsletter both of which are posted on the HRPA website. The allegations of professional misconduct touch upon many issues. The mishandling of harassment complaints, breaches of confidentiality, and bullying and harassment of employees are common sources of complaints.

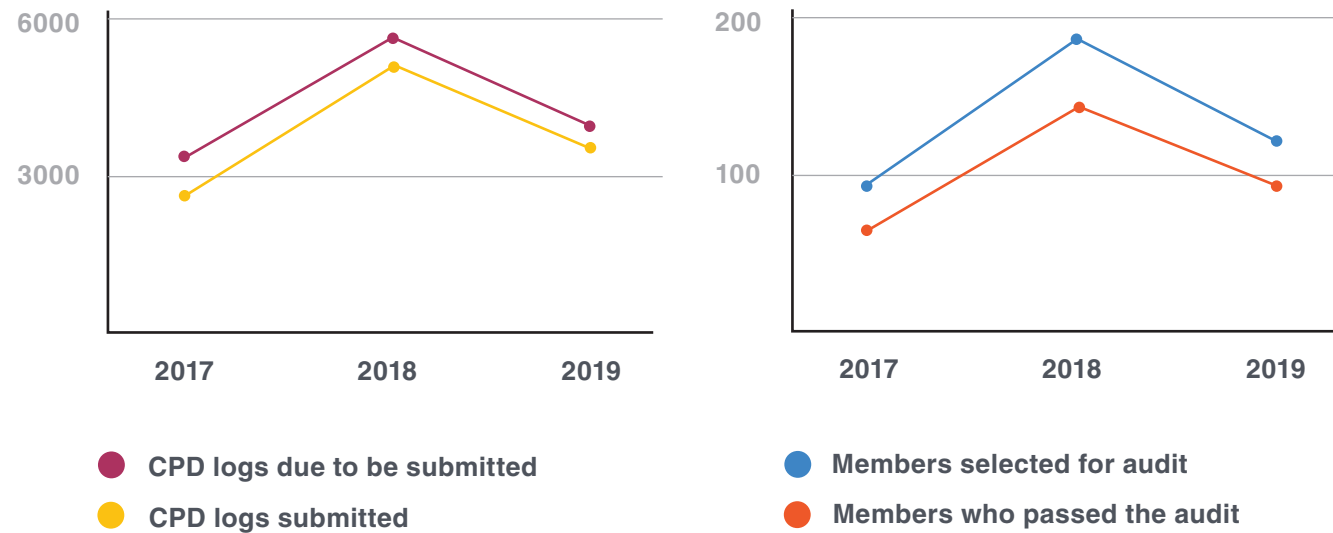


QUALITY ASSURANCE

Continuing Professional Development

The 2019 CPD audit took place on June 26, 2019. A total of 121 members were selected at random for the audit in April 2019. The audit was finalized on October 8, 2019 and achieved a 79.13% pass rate.

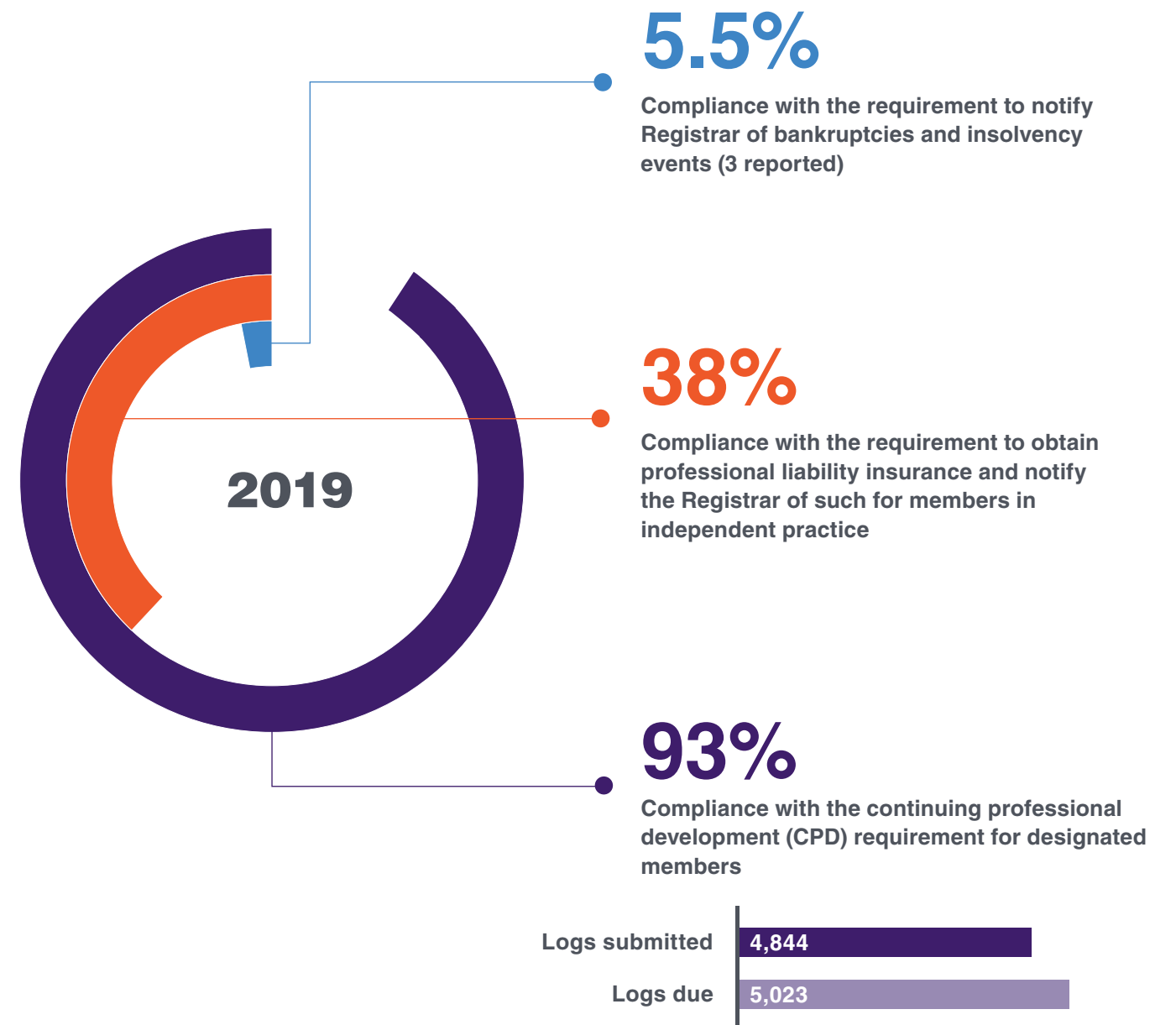
ANNUAL SUMMARY OF CPD ACTIVITY IN 2019



Compliance Update



In 2019, three compliance items were tracked by the Office of the Registrar and regularly reported on to the Board. They were:

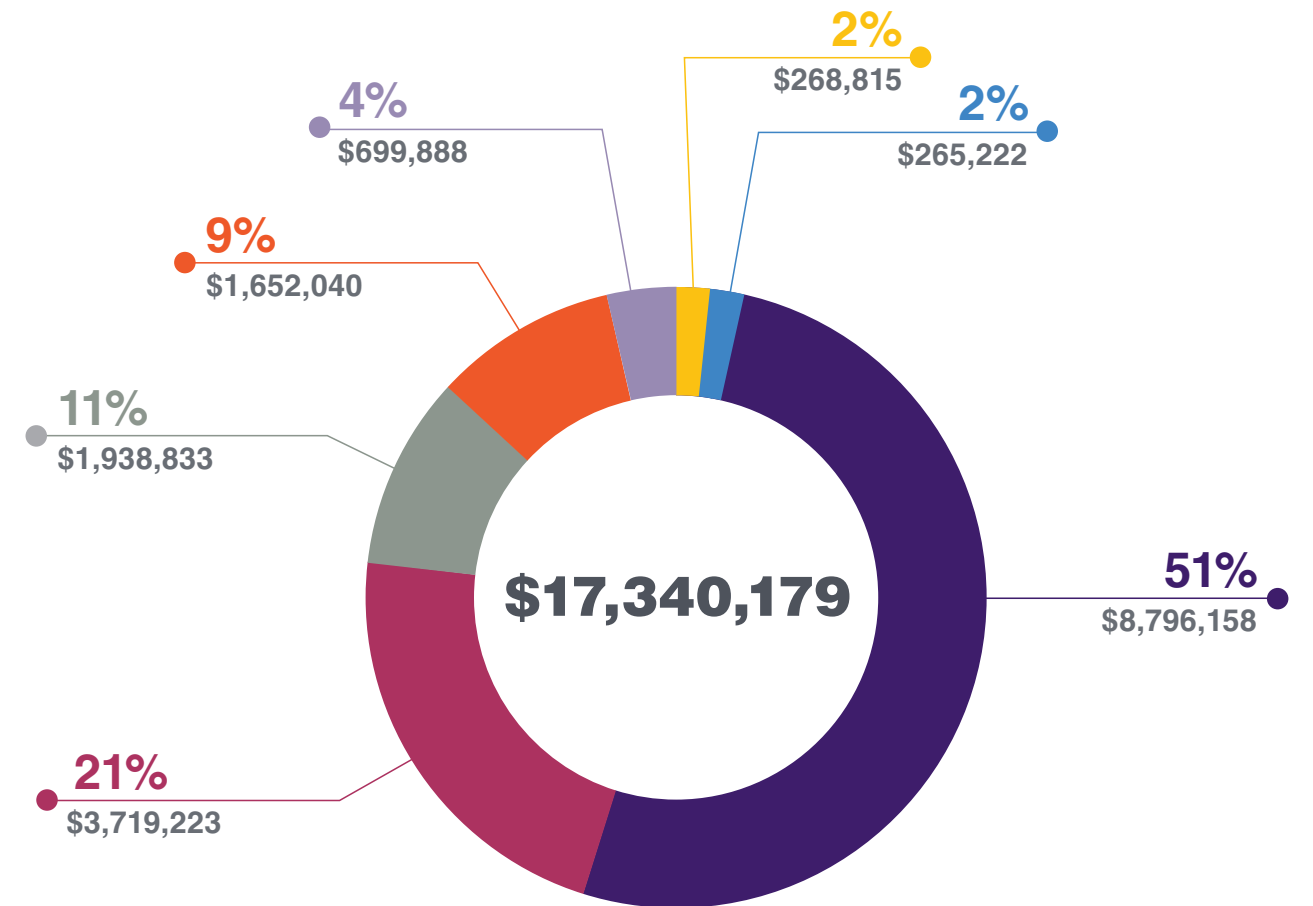


Quarterly Registrar's Reports are available at: hrpa.ca/registrarsreport

Financials

HRPA ended fiscal year 2019 with a surplus of \$3,200,259 compared to a surplus in fiscal year 2018 of \$920,489. Operating revenue for the year decreased by 0.2 per cent over the previous year, or \$28,747, while expenses decreased by 7.9 per cent, or \$1,333,736. Net investment income for the year increased by 241 per cent over the previous year, or \$974,783. Overall, HRPA increased its net assets position to \$15,843,136.

2019 Revenue at a Glance



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

- Registration dues
- Annual conference
- Member learning
- Office of the Registrar
- Member services
- Administration and conference centre
- Chapter programs

BALANCE SHEET

Following are highlights of some key variances in the year-over-year balances:

- Cash and short-term investments were higher than the previous year, due to stronger cash flows during the year.
- Accounts receivable were higher than the previous year, mainly due to higher accounts receivable related to the annual conference tradeshow.
- Prepaid expenses were lower than the previous year due to significantly lower prepaid costs associated with the annual conference.
- Long-term investments were higher than the previous year due to the transfer of funds to the portfolio, along with extremely strong market returns during the year.
- Capital assets decreased due to amortization of assets, along with fewer capital assets purchased than in the previous year.
- 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 higher than the previous year, due in most part to timing of amounts owing at year end, including costs related to the rebranding project.
- 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 higher than the previous year due mainly to higher 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.
- Part of net assets have been internally restricted for capital budget purposes, including amounts pertaining to various technology related upgrades and improvements, conference centre enhancements, and general office improvements, along with three special, one-time projects. 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.

STATEMENT OF OPERATIONS

Registration dues

Higher registration dues in fiscal 2019 were due mainly to an increase in membership renewal revenue.

Annual conference

Lower revenue was mainly due to a decrease in the number of registrants for the 2019 annual conference. Expenses increased over the previous year due to higher costs in various areas, including higher rental costs due to additional conference space, higher food costs, and higher speaker related costs.

Member learning

Revenue from member learning increased slightly due to more certificate programs offered during the year. Expenses decreased mainly due to the cancellation of some executive programs in 2019, as well as lower costs associated with research projects.

Office of the Registrar

Revenue from regulatory-related activities is higher due to a significant increase in revenue associated with the increase in the number of Validation of Experience applications. In addition, there was a higher number of exam prep program enrolments for both the CKE and ELE exams. Expenses were slightly higher in this area due to an increase in staff support.

Member services

Lower revenue was mainly due to a decrease in revenue from Hire Authority along with lower advertising revenue associated with the digital magazine.

Administration and Conference Centre

Slightly lower revenue in this area due to a decrease in rentals for conference centre. Expenses under this area were higher than the previous year, due to an increase in general operating costs, including staff support, associated with the conference centre.

Chapter programs

Revenue and expenses in this area were lower than the previous year due to fewer events being held, including cancellation of certain events due to low attendance.

Communications and public relations

Expenses were lower in this area due to a significant decrease in costs associated with corporate and member recruitment marketing during the year.

Governance

Expenses were lower in this area due to lower legal and consulting costs.

Investment Income

Investment income increased significantly compared to the previous year, due to very favourable market conditions in 2019.

SUMMARY CONSOLIDATED BALANCE SHEET

November 30, 2019, with comparative information for 2018

ASSETS	2019	2018
CURRENT		
Cash	\$ 736,151	\$ 362,261
Short-term investments	5,289,198	4,999,858
Accounts receivable	638,249	486,853
Prepaid expenses	689,050	1,009,144
	7,352,648	6,858,116
Long-term investments	15,498,223	12,230,471
Capital assets, net	2,003,153	2,165,420
Security deposit	250,000	250,000
	\$ 25,104,024	\$ 21,504,007
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	\$ 1,678,796	\$ 1,343,713
Deferred revenue	7,210,178	7,039,242
	8,888,974	8,382,955
Deferred rent	371,914	478,175
	9,260,888	8,861,130
NET ASSETS		
Invested in capital assets	2,003,153	2,165,420
Internally restricted	8,558,407	2,314,828
Contingency fund	4,526,576	7,962,629
Unrestricted	755,000	200,000
	15,843,136	12,642,877
	\$ 25,104,024	\$ 21,504,007

SUMMARY CONSOLIDATED STATEMENT OF OPERATIONS

Year ended November 30, 2019, with comparative information for 2018

	2019	2018
REVENUE		
Registration dues	\$ 8,796,158	\$ 8,528,175
Annual conference	3,719,223	3,804,174
Member learning	1,938,833	1,913,362
Office of the registrar	1,652,040	1,505,186
Member services	699,888	997,321
Administration and conference centre	268,815	298,010
Chapter programs	265,222	322,698
	17,340,179	17,368,926
EXPENSES		
Annual conference	3,652,811	3,515,993
Office of the registrar	3,648,585	3,607,566
Chapter programs	2,973,167	3,387,912
Communications and public relations	2,331,008	3,067,953
Member learning	1,866,746	2,205,630
Governance	523,921	606,436
Conference centre	522,933	461,417
	15,519,171	16,852,907
Excess of revenue over expenses before investment income	1,821,008	516,019
Investment income	1,444,962	465,195
Investment management fees	(65,711)	(60,727)
Net investment income	1,379,251	404,468
Excess of revenue over expenses	\$ 3,200,259	\$ 920,487

Copies of the complete 2019 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) Robert (Bob) Thompson | MBA, LL.B, LL.M, CHRP, CHRL

(PC) Karen Stone | MCE, CHRE

(OIC) Sue Corke**

Stephen Fletcher | MBA, CHRP, CHRL

John H. Hannah | CEC, CHRP, CHRL, CHRE

John Hardisty | MBA, CHRP, CHRL

Kevin Hawkins | CHRP, CHRL

Gene Jamieson | CHRP, CHRL

Patricia (Patty) Johns | CHRP, CHRL

(OIC) Christine Langevin** | C. Dir., CPA, CMA, CFE

(OIC) Paul J. Madgett*

(OIC) Robert Maich* | LL.B, J.D.

Louise Taylor Green | MBA, CMC, PCC, CHRP, CHRL, CHRE

Annette van't Spyker | MBA, LL.M., CHRE

(OIC) Rebecca Zaretsky | J.D.

*OIC appointment commenced in 2019

**OIC appointment concluded in 2019

HRPA Executive Leadership Team



Louise Taylor Green
MBA, CMC, PCC, CHRP,
CHRL, CHRE
Chief Executive Officer



J. Scott Allinson
Vice President,
Public Relations &
Communications



Claude Balthazard
PhD, C.Psych, CHRP, CHRL
Registrar and Vice
President, Regulation



Andrew Doppler
CHRE
Vice President,
Human Resource and
Learning (Interim)



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



Marta Pawych
CMM
Vice President,
Annual Conference
and Sponsorship



Louise Tagliacozzo
Vice President,
Corporate Affairs

2019



Human Resources
Professionals
Association