

Annual Report

Human Resources Professionals Association



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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

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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 HRPA 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 midway 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 HRPA 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

Registration & Membership

Registered HR Professionals

Practitioners

Allied Professionals Registered Volunteers Students 6,751 242 1,311 1,115

87%

Registration Retention

Registrant to Staff Ratio Total Staff

[™] 404:1 55

Communications

82,900 Total social audience

2.5 Million Social media impressions

HRPA ANNUAL REPORT 2019



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Network & Volunteering

10 Held a record number of Chapter elections



194

4,80

New volunteer opportunities created across Province

3,500+ Active mentoring relationships facilitated through our Chapters

Professional Development

Annual Conference attendees

Annual Conference speakers

2019 AT A GLANCE

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.

THE ASSOCIATION



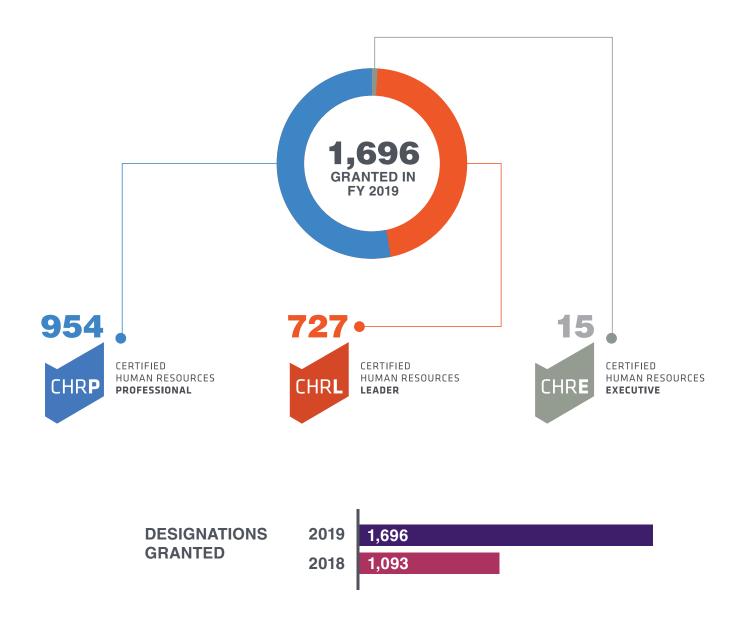




THE ASSOCIATION – OUR ACHIEVEMENTS

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.

Downloads 1,007

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.

Program was offered in 2019

Overall satisfaction based on survey of attendees



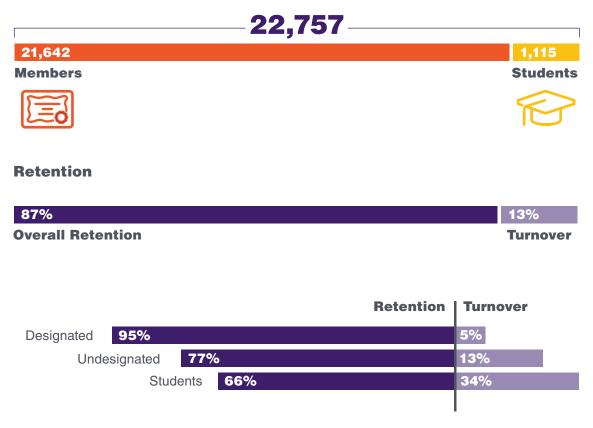
Job views 11,344



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



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 HRPA's thriving network of 27 Chapters across Ontario, members and students experience outstanding professional networking, mentorship and professional development. Chapters are the crucial link between HRPA's mission, vision and our members and students. Together, HRPA 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.



In 2019, HRPA held its first Annual HR Student Case Competition on Saturday, March 23, 2019. The event was hosted by HRPA's 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

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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.

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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



Tanva 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 CHRE (VC) (OIC) Sue Corke** Karen Stone | MCE, CHRE CHRP, CHRL, CHRE LL.M., CHRP, CHRL Ph.D., C.Psych., CHRP, CHRL

*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'Dwver **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-Francois Belanger | CHRL Bob Canuel | CHRP, CHRL, CHRE Elizabeth Horlock | CHRE Lisa Maclean | CHRP, CHRL



Governance & Nominating

(C) Anette van't Spyker | MBA, LL.M.,

- John Hardisty | MBA, CHRP, CHRL (OIC) Robert Maich* | LL.B., J.D. Louise Taylor Green | MBA, CMC, PCC, Robert (Bob) Thompson | MBA, LL.B., (Staff Support) Claude Balthazard |
- (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

Members of the Public

Ken Alexander Sean Dovle Steven Lewis

Capacity

Same as Discipline

Review

CHRP, CHRL, CHRE Members Karen Armstrong | CHRP, CHRL Stephen Dryburgh | CHRL Sharon Jobity | CHRP, CHRL Graham Stanclik | CHRP, CHRL Julia Thorner | CHRL

Members of the Public

(C) Susan Bryson Damienne Lebrun Karelyn Murray **Devon Saunders**

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 I 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 Ielean Tait | CHRP, CHRL Patricia Verkley | CHRP, CHRL Karen Weiler | CHRP. CHRL Alyssa Young | CHRP, CHRL

Continuing Professional Development

(C) Vito Montesano I 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 I CHRP, CHRL Geneviève Macaulay | CHRP, CHRL James Marchese | CHRP, CHRL Giuseppa (Josie) Martiniello I CHRP, CHRL

Preite Momaya | CHRP, CHRL Vanessa Ng Chan I 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 Zarnettl 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 Chervl 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 Balgue | CHRP, CHRL Liz Fea | CHRP Nicole Gulli Trina Skagen

Barrie

(C) Lesley Harrington | CHRP, CHRL (PC) Caitlin Jermey | CHRP, CHRL Sheryl Flannagan I 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

Jamie Kramer | CHRP Ingrid Wilson | CHRP, CHRL Andrew J. Yu | CHRP, CHRL

Annual Conference Programs

(C) Brian McDonald Shannon Conway Su Diana Brianne 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 Ogunleve | 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

HRPA ANNUAL REPORT 2019

Idowu Adekola Nafiu I CHRP, CHRL Patrick J. Gauch | CHRP, CHRL

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 I 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 I CHRP Adam Walsh

Hamilton

(C) Leah Heywood | CHRP, CHRL (CE) Reanna Klamot | CHRP Laureta Berisha I 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 I CHRP, CHRL Vanessa Newcombe I CHRP, CHRL Kyle Pratt I CHRP, CHRL Natalie Varey I CHRP Crystal Veal I CHRP, CHRL

Niagara

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

North Bay

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

Northeastern Ontario

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

Northwestern Ontario

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

Ottawa

(C) Cheryl Banks (CE) Carol Ann Samhaber I CHRP, CHRL Jacqueline Boudreau I CHRP Karley Bureau I CHRP, CHRL Sarah Eaton I CHRP, CHRL Maurice Le Maire I CHRP, CHRL MacKenzie Smith | CHRP Erin Taillefer | CHRP, CHRL

Peel

(C) Flavia Iuston-Blair I CHRP, CHRL (PC) Linda Ford Deanne Cormier Robert Gearing I CHRP, CHRL Sunil Khambaswadkar I CHRP, CHRL, CHRE Alexander Lutchin Melanie Oleskiw I CHRP, CHRL Rhonda Paris Rima Toor I CHRP, CHRL Anjana Vasudevan I 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 I CHRP, CHRL (PC) Chantal Fraser Dan Baglole Delilah Chartrand I CHRP, CHRL Teresa Hale Ebbers I CHRP, CHRL Michelle Michaud I CHRP Paige Summers I CHRP

Sarnia

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

Sudbury

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

Toronto

(C) Cindy Kennedy | CHRP, CHRL Zufar Akhunov | CHRL Hussain Haider Ali | CHRP, CHRL Barrie Goodman I CHRP, CHRL Andria Matadial I CHRP, CHRL Elizabeth McSavaney I CHRP, CHRL Joanne Melanson I CHRP, CHRL Hendrik Nieuwland Trevor Stewart Moneca Yardley I CHRP, CHRL

West Toronto

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

Windsor

(C) Sara Ouellette I CHRP, CHRL (PC) Diana Sarkis I CHRP, CHRL Susanne Earle I CHRP, CHRL Brittany Rife (Seguin) I CHRP, CHRL Diane Robbins I CHRP, CHRL Allison Rusling Chris Worth I 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, HRPA 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.



Registration and Certification

Members Designated

Applications for inital registration processed

Referrals to Registration

> **On-time** renewal rate

1,361 Students registered in online program

Committee

Comprehensive Knowledge Exam 1 Passed

Comprehensive

Passed



CHRP **Employment Law Exam passed**

CHRL Employment Law Exam passed

Validation of **Experience (VOE)** applications

CHRE applications approved

Quality Assurance



93% CPD requirement compliance rate

CPD audit compliance rate

Events pre-approved for CPD credit

Complaints and Discipline

Complaints recieved

Complaints rate (per 1000 registrants)

Appeals

Appeals filed

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**

Stakeholder & Education

Appeal 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.

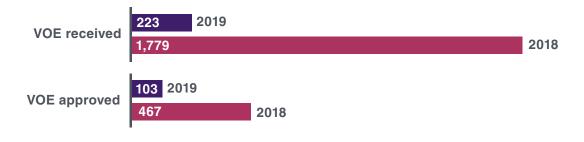




The Experience Assessment Committee received a surge in Validation of Experience (VOE) applications as a result of the November 30, 2018 deadline to be grandfathered in to CHRL with new requirements coming in effect. Members with successful VOE applications submitted before the deadline would not be 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.

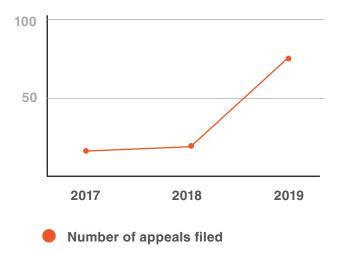
ANNUAL SUMMARY OF EAC ACTIVITY IN 2019



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:

> 1.448 **Third Party** Providers

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.

COMPLAINTS

2018



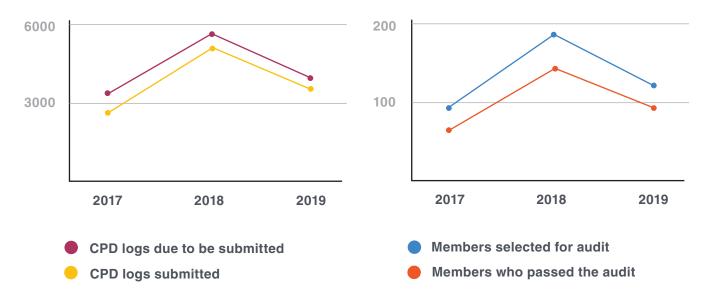


QUALITY ASSURANCE

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:





5.5%

Compliance with the requirement to notify **Registrar of bankruptcies and insolvency** events (3 reported)

38%

Compliance with the requirement to obtain professional liability insurance and notify the Registrar of such for members in independent practice

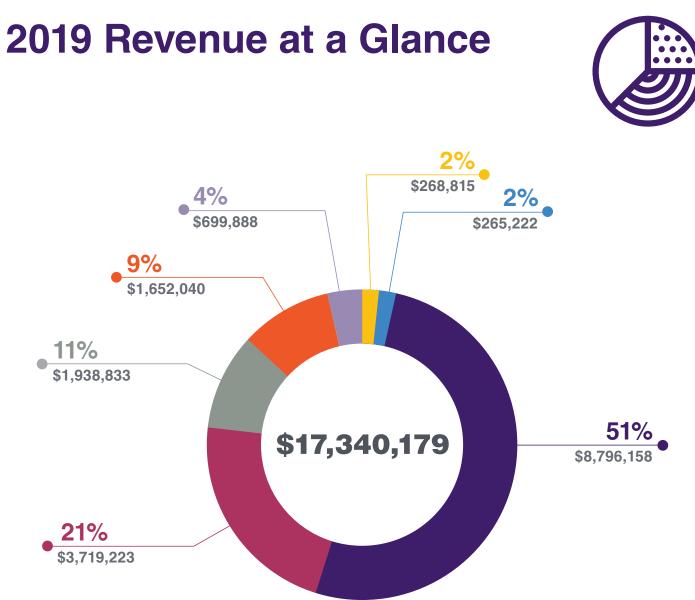


Compliance with the continuing professional development (CPD) requirement for designated members

Logs submitted

Logs due



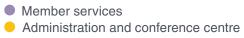




Financials

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.

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



• 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 yearend. 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 rentfree 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
ASSETS CURRENT Cash Short-term investments Accounts receivable Prepaid expenses Long-term investments Capital assets, net Security deposit		
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		
Assessments in such that a second state in the second state of the		
Accounts payable and accrued liabilities	\$ 1,678,796	\$ 1,343,713
	\$ 1,678,796 7,210,178	
Deferred revenue		7,039,242
	7,210,178	7,039,242 8,382,955
Deferred revenue	7,210,178 8,888,974	7,039,242 8,382,955 478,175
Deferred revenue Deferred rent	7,210,178 8,888,974 371,914	7,039,242 8,382,955 478,175
Deferred revenue Deferred rent NET ASSETS	7,210,178 8,888,974 371,914	7,039,242 8,382,955 478,175 8,861,130
Deferred revenue Deferred rent NET ASSETS Invested in capital assets	7,210,178 8,888,974 371,914 9,260,888	7,039,242 8,382,955 478,175 8,861,130 2,165,420
Deferred revenue Deferred rent NET ASSETS Invested in capital assets Internally restricted	7,210,178 8,888,974 371,914 9,260,888 2,003,153	7,039,242 8,382,955 478,175 8,861,130 2,165,420 2,314,828
Deferred revenue Deferred rent NET ASSETS Invested in capital assets Internally restricted Contingency fund	7,210,178 8,888,974 371,914 9,260,888 2,003,153 8,558,407	7,039,242 8,382,955 478,175 8,861,130 2,165,420 2,314,828 7,962,629
	7,210,178 8,888,974 371,914 9,260,888 2,003,153 8,558,407 4,526,576	\$ 1,343,713 7,039,242 8,382,955 478,175 8,861,130 2,165,420 2,314,828 7,962,629 200,000 12,642,877

SUMMARY CONSOLIDATED **STATEMENT OF OPERATIONS**

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

REVENUE
Registration dues
Annual conference
Member learning
Office of the registrar
Member services
Administration and conference centre
Chapter programs

Annual conference
Office of the registrar
Chapter programs
Communications and public relations
Member learning
Governance
Conference centre

	2019	2018
REVENUE	\$ 8.796.158	
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 HRPA's 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) 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



Gary Monk CPA, CMA Vice President, Finance and Information Technology Marta Pawych CMM Vice President, Annual Conference

and Sponsorship



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



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



Louise Tagliacozzo Vice President, Corporate Affairs 35





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