



2020 Member Survey Key Findings Report



Human Resources
Professionals
Association

JULY 2020

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Introduction

The Human Resources Professionals Association (HRPA) is a regulatory association in Ontario with more than 24,000 registrants. As a regulator it promotes and protects the public interest by regulating the practice, establishing professional standards of competence and governing professional conduct of Members.

HRPA plays an important role in promoting and protecting the welfare and interests of the human resources profession. Elevating HR professionalism and continuing to advance the status and recognition of the profession is a unifying focus of the Association, its Chapters and Members.



Overview and Methodology

SURVEY OVERVIEW

In May 2019, HRP A released its three-year strategic plan for 2019 to 2021, which outlined four strategic themes:

- **Regulatory Excellence**
Champion and elevate professionalism for the HR profession
- **Operational Effectiveness**
Maintain financial and operational wellbeing that enables our member value proposition
- **Exemplary People Practices**
Design and deploy modern, effective and progressive approaches to human capital management
- **Service Leadership**
Deliver quality services and resources to our network of members, students and volunteers

The information we gather through the Member Survey helps with our mandate under the *Service Leadership* strategic theme by identifying the priority needs of our members. This helps us judiciously manage costs and assign resources to invest in new and improved quality services and that deliver greatest value to our membership.

We also honour our core value of *Transparency* by sharing key survey findings with members and students in a timely and open manner.

METHODOLOGY

HRPA conducted its annual member survey online between May 22 – June 10, 2020 via email distribution to all HRP A members and students. There were 1,843 responses to the survey.

Members and students were asked about key areas of focus for the Association including:

- **Future of the HR Profession**
- **Member Experience – Communication – Social Media**
- **Chapter Experience**
- **Student Experience**
- **Member Learning & Annual Conference**

In each section, questions were repeated from previous years to measure attitudinal change and trends. From qualitative feedback gathered from prior Member Surveys, HRP A identified growing areas of interest and added additional questions about Member Experience.

Results may not provide a total of 100% due to rounding.

The key findings identified in the survey will support HRP A as it advances its Strategic Plan and improves operations, services and professional development.

It is worth noting that some responses may have been influenced by the COVID-19 Pandemic that was in full flight at the time.

Executive Summary

The Annual HRPA Member and Student Survey is one of the most important activities in the Association calendar. It gives us an opportunity to learn about the impact our members are having on their workplaces while also listening to feedback about the services and advocacy needed from the HRPA to advance the HR profession. Most importantly, we can collect significant data and ideas directly from members and students about what we can do to continue to elevate the Profession and the careers of HR practitioners.

You asked, we listened...

Based on the feedback from the last Member and Student Survey, we have invested in carrying out our strategic goals to transition from being a single-mandate member association to a professional regulatory association. This is an ambitious journey, but by committing to this expedition, our members and students can look forward to a constantly rising bar of HR expertise. Some of the key initiatives, already underway, include the following:

- **We have 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.**
- **We are also currently redesigning HRPA's website and we will be adopting a mobile-first approach to our communication channels to improve user experience that better reflects the on-the-go way we work.**

The experiences of HR Professionals in 2020, have been unlike any other time in our history. HR is at the most senior decision-making tables. The stakes have never been higher, but neither have been the rewards. Our chosen profession is maturing and helping Ontario's businesses and organizations move forward, especially during COVID-19. Now is our time.

HRPA must keep pace. We are committed now more than ever to ensure membership matters. In that regard, we are pleased that overall favorability of HRPA, the work HRPA does, and the work Chapters do is moving in a positive direction compared with 2019 results. But we must do more.

In this Key Findings report, we've included the results and also the opportunities of where we can build and grow. For instance, we have learned:

- **Online training and learning is preferred, but select face-to-face moments are still needed;**
- **Members want practical, user-friendly, and timely updates and content;**
- **The needs of members across the Province are not uniform – we need to provide a broad array of services and programs to serve these diverse needs;**
- **Accreditation matters. HRPA needs to work harder to demonstrate the value of our professional designations.**

We are excited to lead the HR Profession in Ontario.

We are committed to growth.

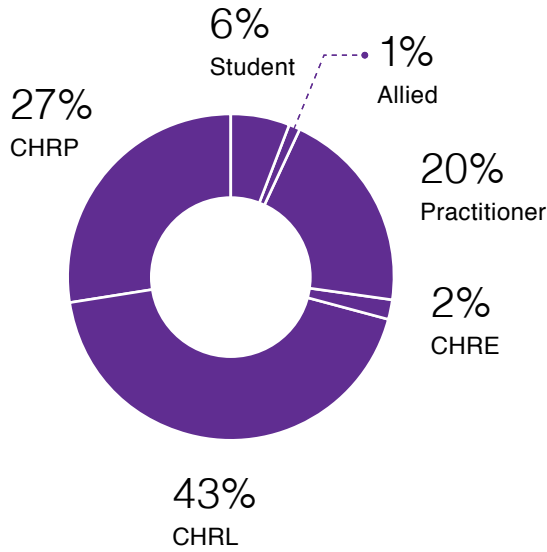
We have our eyes to the future.

Thank you,

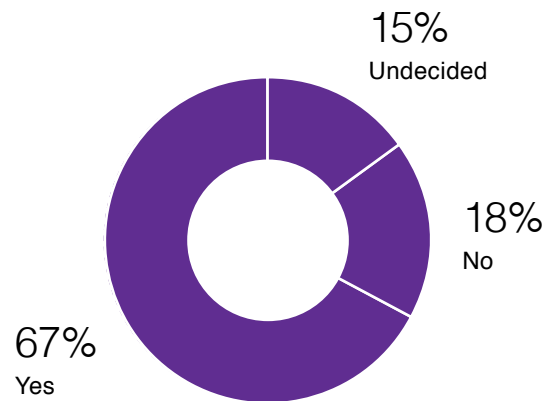
Louise Taylor Green
CEO

Demographics

Q What is your current HRP registration class?

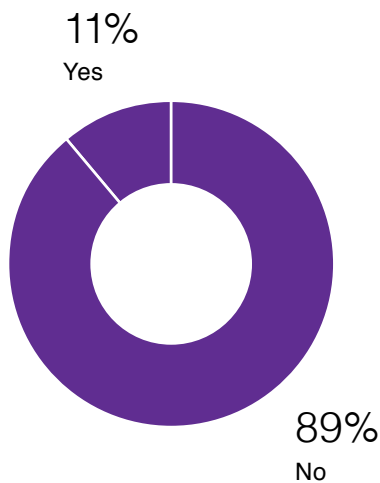


Q Are you currently pursuing an HRP designation or considering doing so at some time in the future? (For Practitioners)

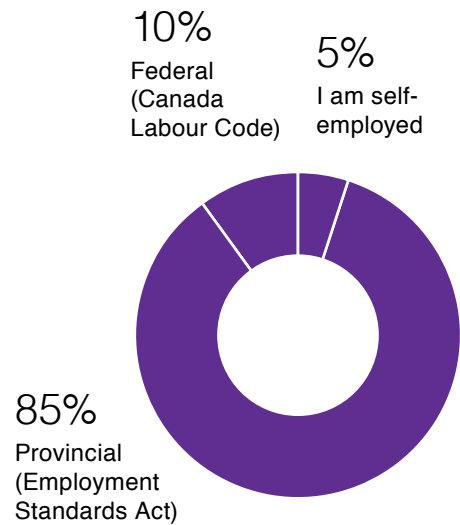


Q Are you an internationally educated HR professional (IEP)?

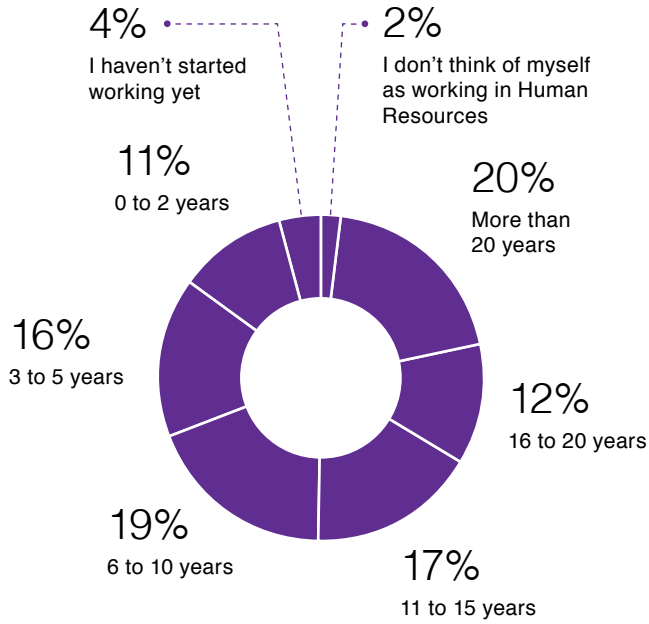
(For the purpose of this question, an IEP is any professional who obtained their entry-level degree, diploma or other relevant certification in a jurisdiction other than Ontario or another Canadian province or territory.)



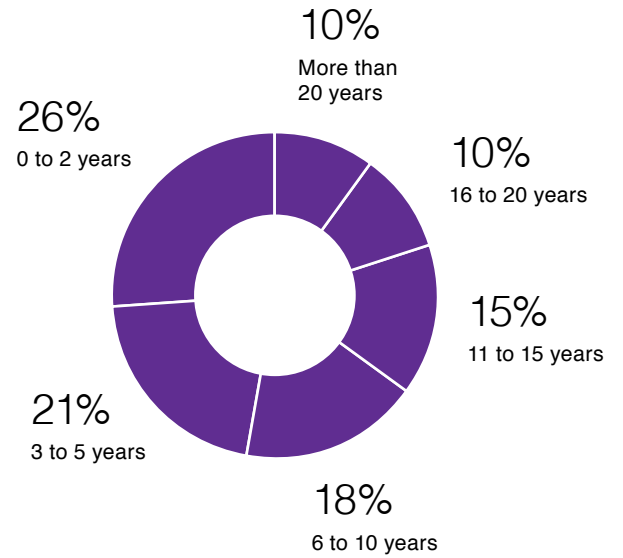
Q Is your workplace federally or provincially regulated?



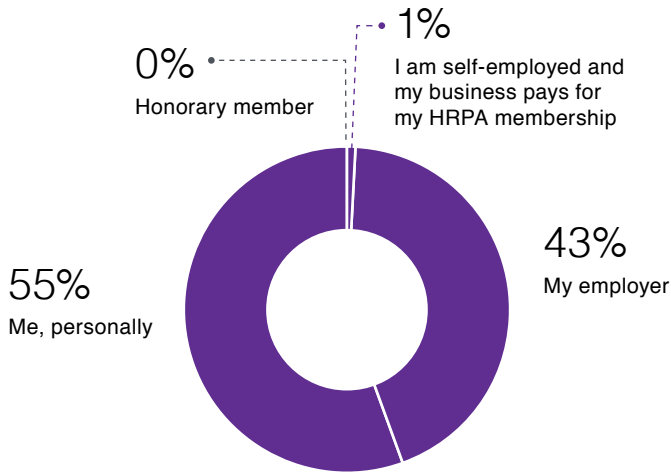
Q How many years have you worked in HR?



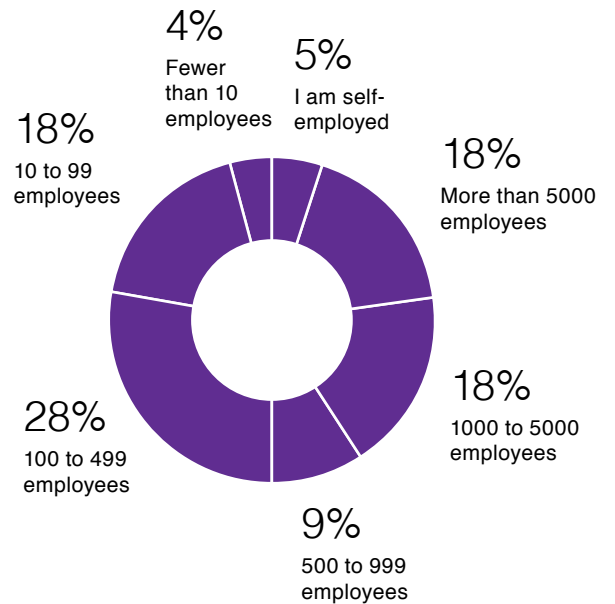
Q How many years have you been an association member or student registrant?



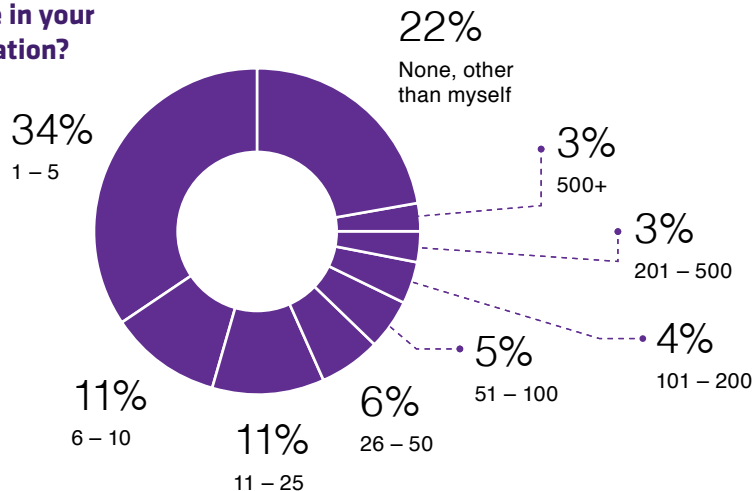
Q Who pays for your membership or registration dues?



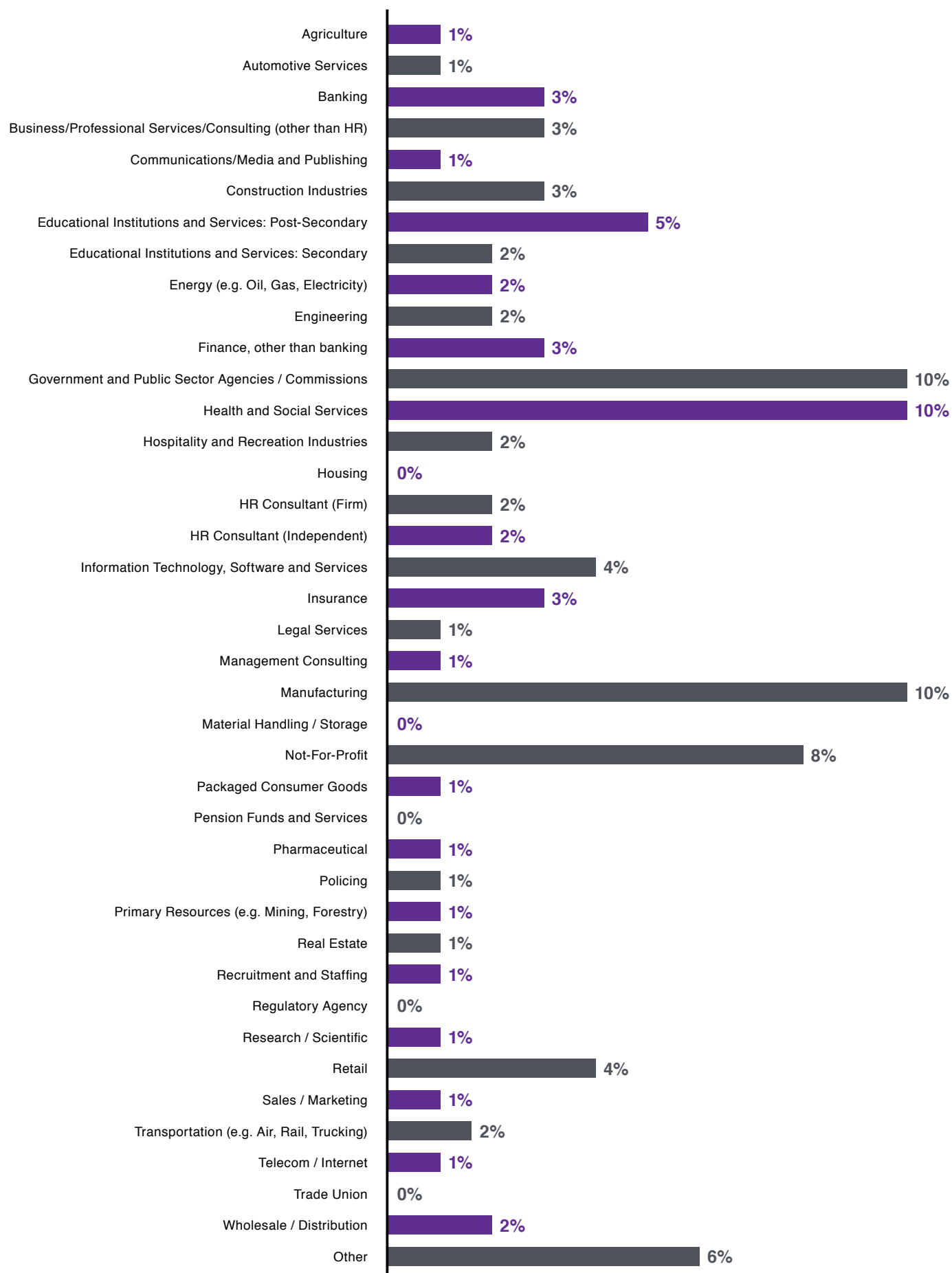
Q Approximately what is the size of your most recent organization?



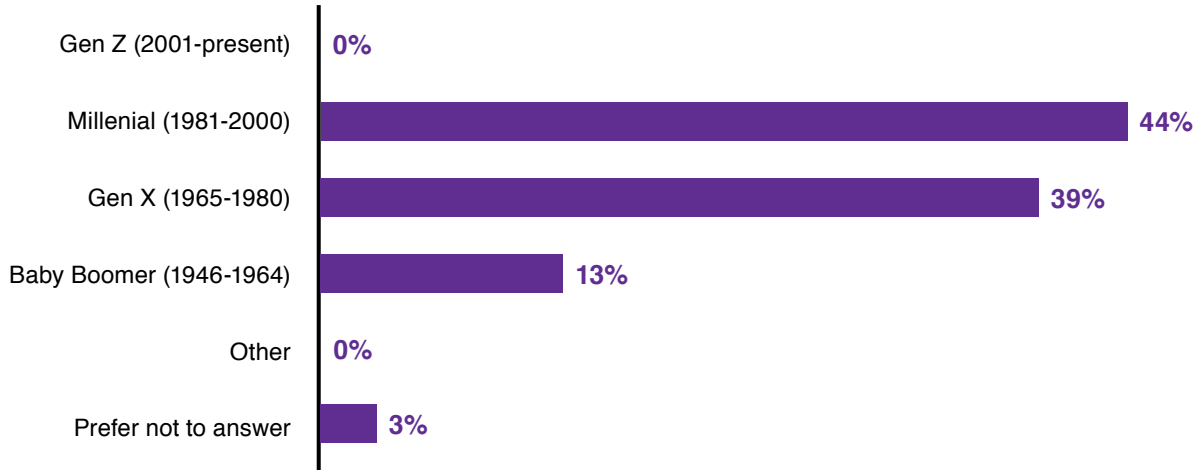
Q Approximately how many HR professionals are in your most recent organization?



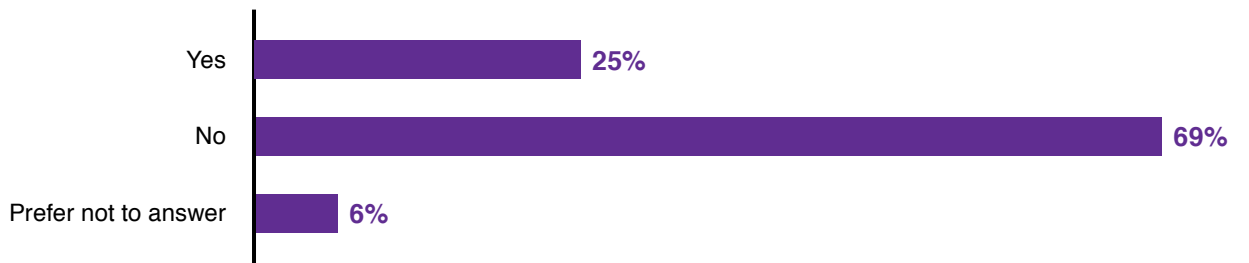
Q In what sector does your organization operate?



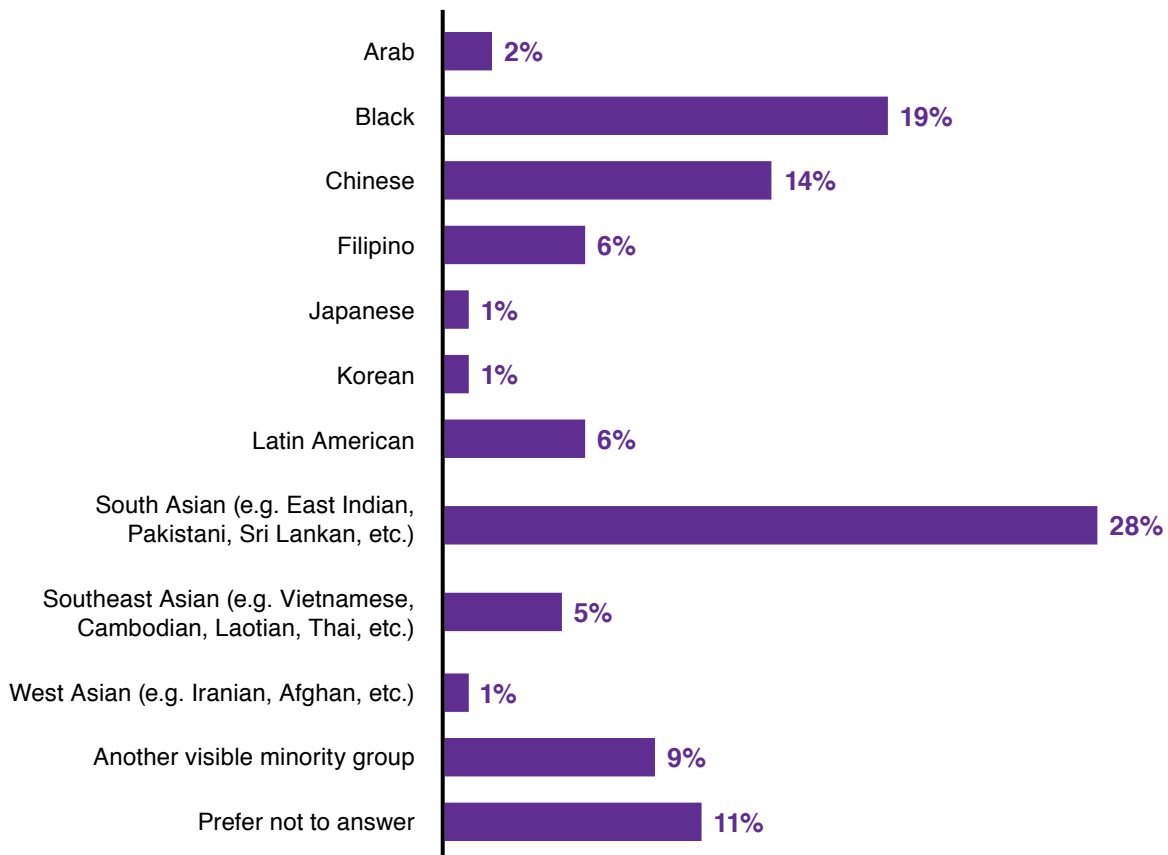
Q In which generation do you belong?



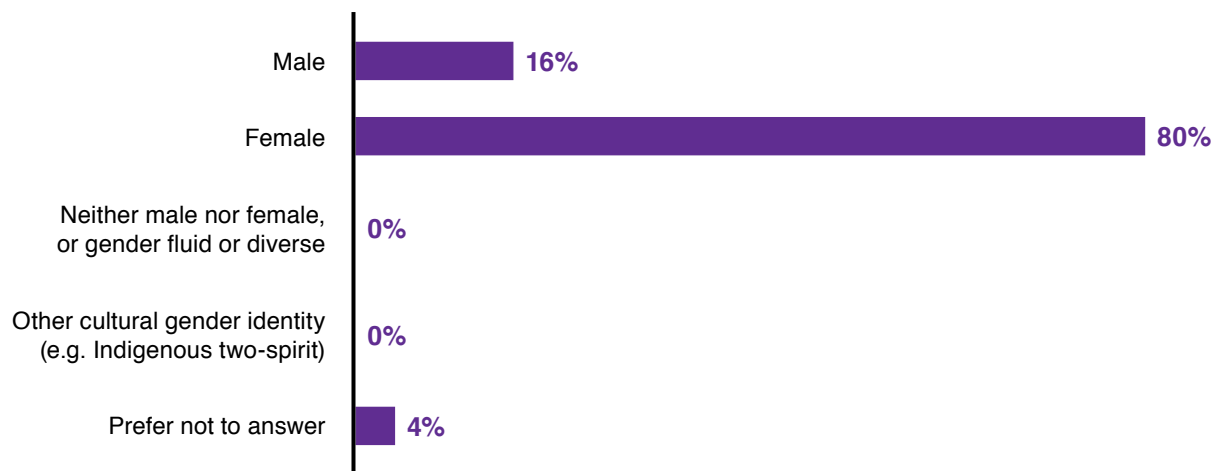
Q Do you identify as a member of a visible minority?



Q Please select the options that you identify with:



Q How would you describe your current gender identity?



Q Do you identify as a person with a disability?



Future of the HR Profession

I. KEY FINDINGS

HRPA is on the right path in terms of leading and positively influencing the HR sector. Expanding the portfolio of learning and training opportunities will help member engagement and support.

In 2020, HRPA made progress in elevating our reputation.

- **64% of respondents indicated HRPA has a positive reputation, compared with 56% in 2019.**
- **59% confirmed that HRPA provides influential leadership to the HR profession, compared with 45% in 2019.**

Members suggested the HRPA should prioritize its efforts on providing practical supports for members:

- **The top four suggested areas of focus for the next three years are: “How-to” guides or HR best practice guidance (18%), on-demand resources (e.g. webinars, thought leadership papers, surveys) (14%), professional development events/conferences (12%), and subject matter expertise (11%).**

Members believe the HR Profession’s greatest strengths and weaknesses are well defined:

- **Strengths: Labour and employee relations (18%), workforce planning and talent management (16%), and professional practices (12%).**
- **Weaknesses: HR metrics, reporting and financial management (22%), strategy (18%), and organizational effectiveness (12%).**

Member benefits matter:

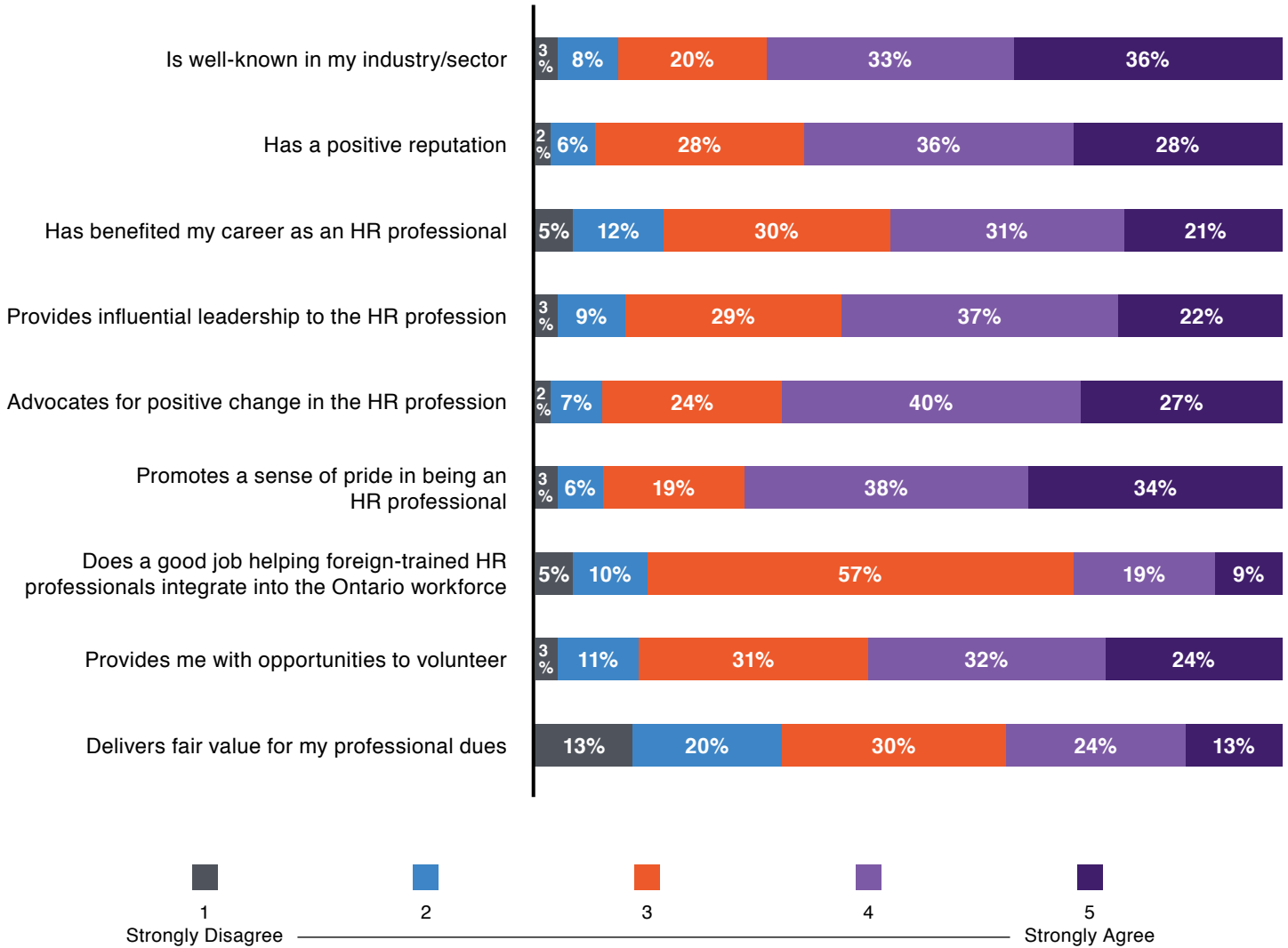
- **Members would like to see further service and discount offers for learning and development (34%), health and wellness (29%), shopping and entertainment (20%).**

Opportunities & Implications:

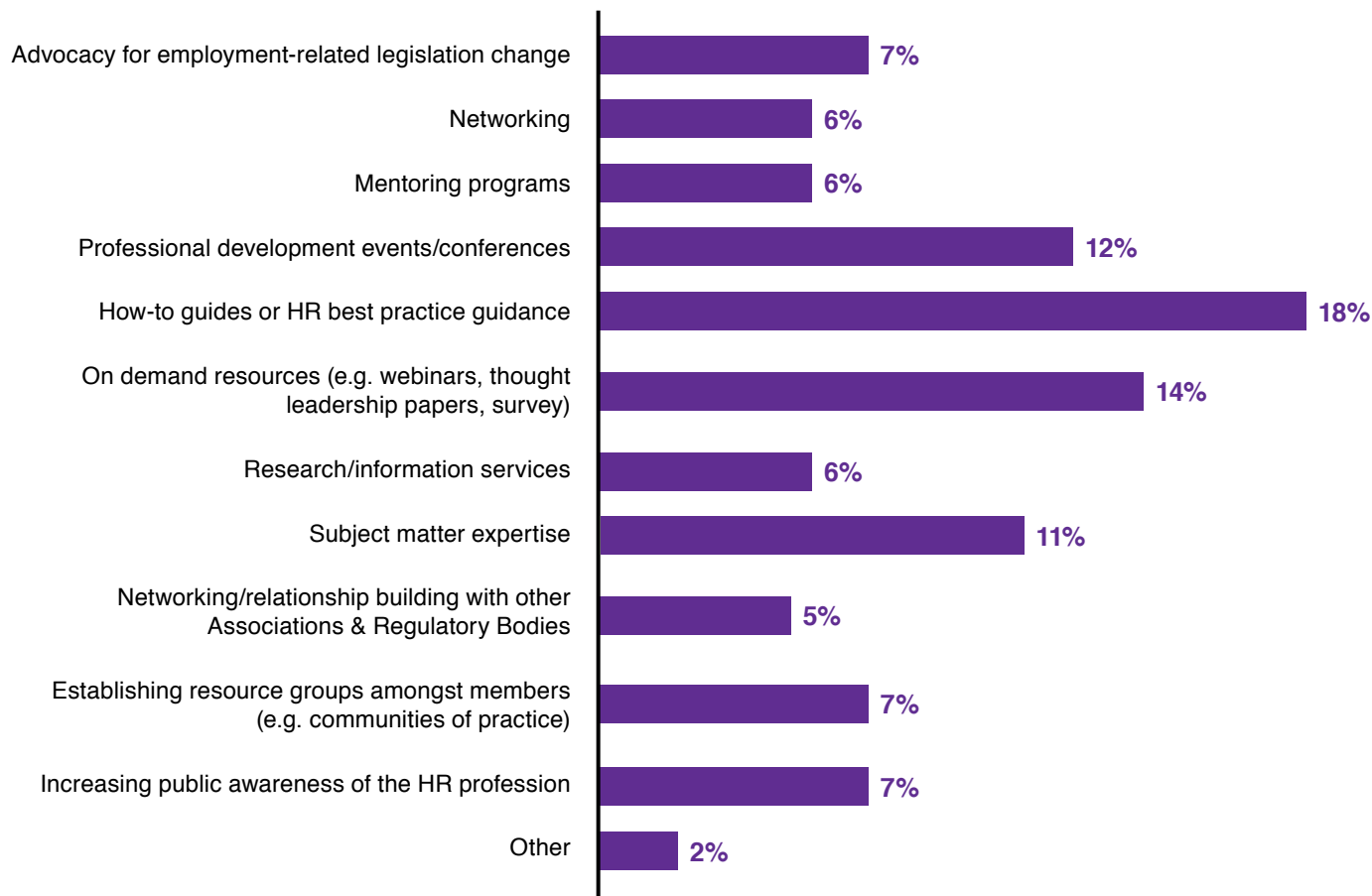
- **There is opportunity to gain further member support by leading on professional development, and providing best-practices and insights – all in real-time.**
- **HRPA can focus on making members more aware of existing services and discount offers.**

II. DETAILED RESULTS

Q As a Regulatory Association, the HRPA...



Q In what areas would you like to see HRPA place priority over the next three years? (Select up to four)



Q What challenges do you see currently facing the HR profession?

- Change management, adapting/staying current with trends, new legislation, and technology
- Workforce changes due to COVID-19; supporting employees through the changes e.g. remote work, health and safety
- Showing the value of HR; becoming a strategic business partner within an organization

“ Understanding changes to the workplace as a result of COVID19. As no one had ever faced this before, there were a lot of things we’ve had to try out and be creative with but I believe this will continue to be a challenge but also learning opportunity for HR professionals while COVID19 is still a concern.”

”

Member Experience: Communication & Social Media

I. KEY FINDINGS

Members provided valuable insight regarding frequency and content of HRPAs communications as well as their readership habits.

Feedback was positive regarding frequency of communications.

- **59% of members said they were satisfied or very satisfied with the frequency of the emails they receive, compared to 48% last year.**
- **91% of members stated they were happy to receive the newsletter once per week.**

Members were clear about the kind of content that matters most and how they like to receive it.

- **84% of respondents said the offerings provided by our new HR Professional Insider met their needs.**
- **Of the information that respondents receive by email, 42% said the most valued are legislative updates.**

The kinds of communications members are most interested in receiving are:

- **Government policy and legislation updates (22%)**
- **Guidance on professional HR practice (18%)**
- **HRPA learning and networking events (16%)**
- **HR Profession articles (15%)**

The three most valued content pieces members receive now are:

- **Legislative updates (42%)**
- **Professional development events (27%)**
- **Chapter information (15%)**

Social Media communications may not be reaching our intended audience.

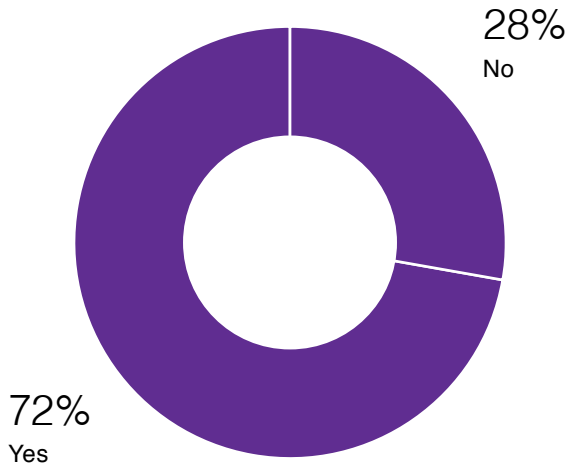
- **LinkedIn is the preferred social media channel at 47%.**
- **61% of respondents indicated they do not access HRPAs content via social media at all, compared to 66% last year.**
- **When members access the HRPAs website, 72% use their desktop and 73% use Chrome, and when they use their mobile device, 65% use Apple and 34% use Android.**

Opportunities & Implications:

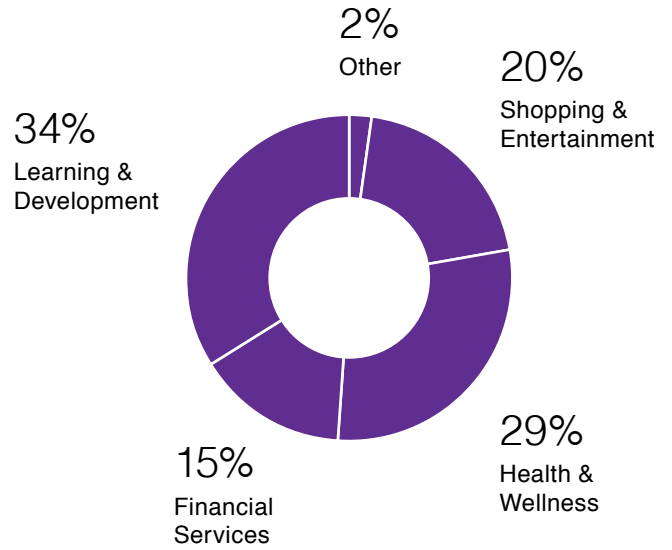
- **HRPA can enhance membership engagement by recognizing the preferred media channels of its members when planning communications, and delivering more of the content that our members value. HRPAs may also consider campaigns to encourage members to follow its social media channels to increase engagement and amplify its messages.**

II. DETAILED RESULTS

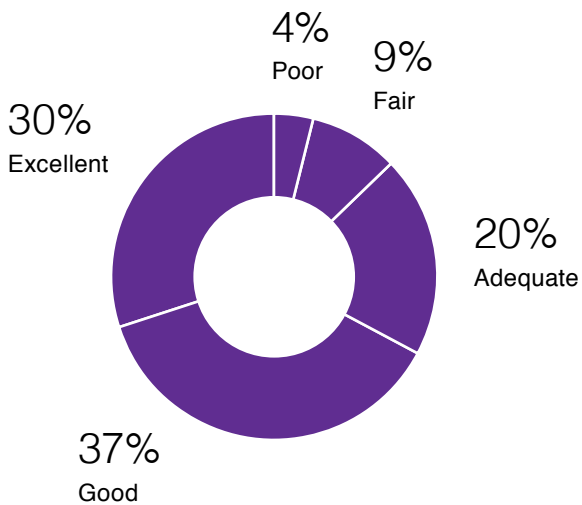
Q Are you aware of HRPAs member services and discount offers?



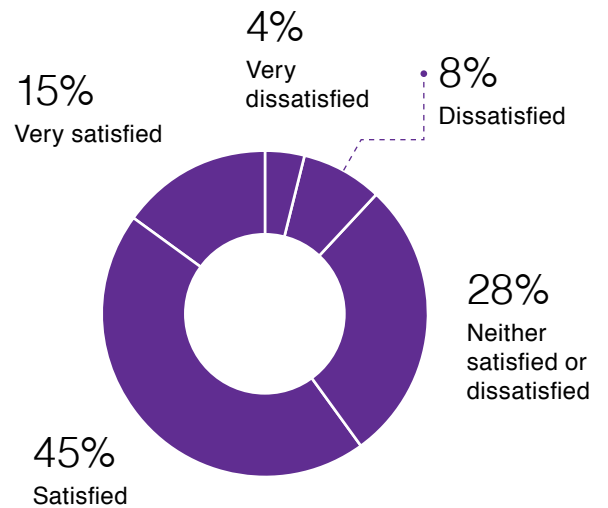
Q Which areas would you be most interested in seeing additional member services and discount programs? (Select up to 3)



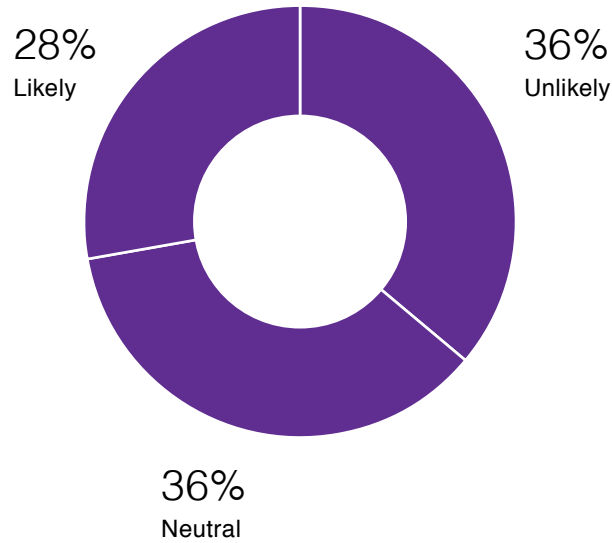
Q How was your overall customer experience interacting with HRPAs Staff in the past year?



Q How satisfied are you belonging to HRPAs as a member?



Q On a scale from 0-10, how likely are you to recommend HRPAs membership to a peer or colleague in the HR profession?



Q How can HRPAs improve your member experience?

- More or different learning opportunities and resources; and more free or discounted resources and professional development (e.g. Webinars, events)
- Lower membership fees; offer more member benefits, value for money
- More volunteer opportunities and/or activities for member/student engagement or networking

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There should be more professional development included into the membership. The cost of membership is high. Requirements for maintaining designation is also high.

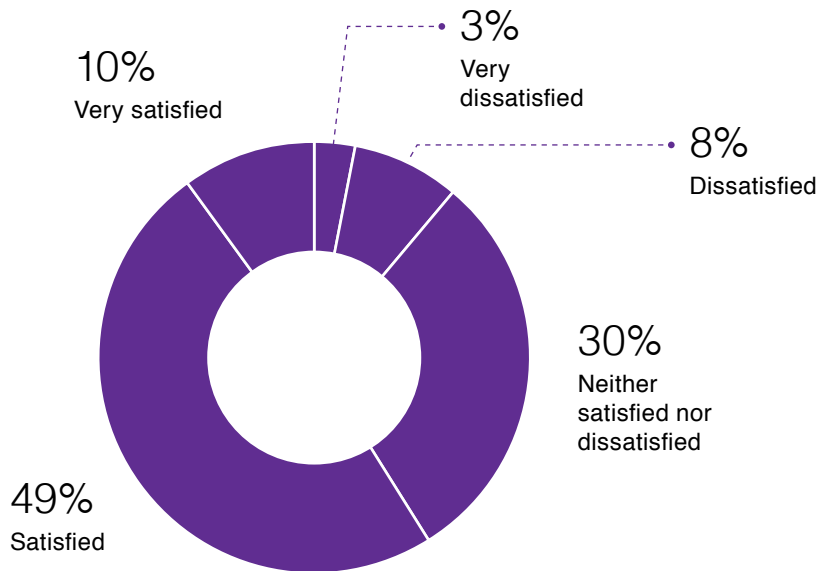
Provide more network and complimentary CPD events. Moreover, more opportunities for mentorship and volunteer events to help build experience vital for job application requirements.

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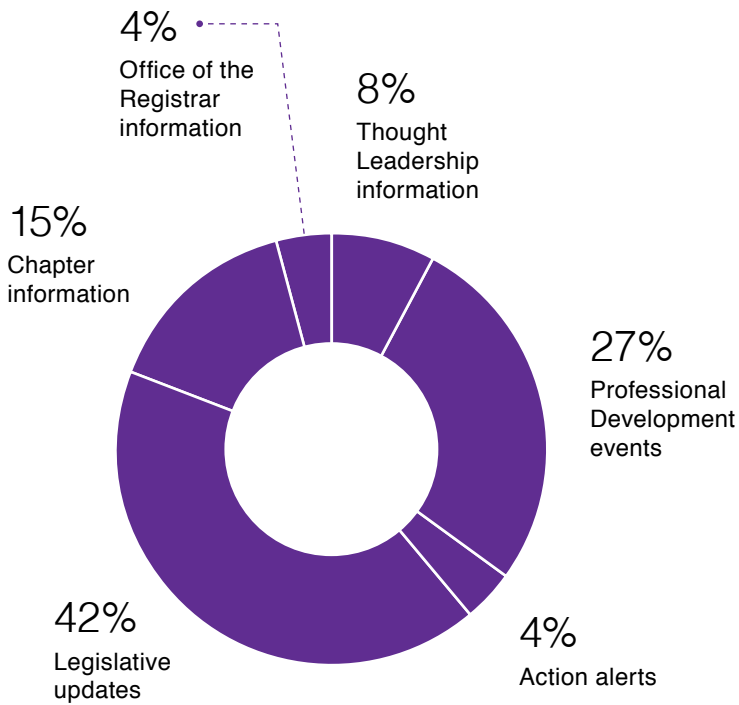
Q What kind of communications content from HRPAs are you most interested in receiving? (Select up to 3)



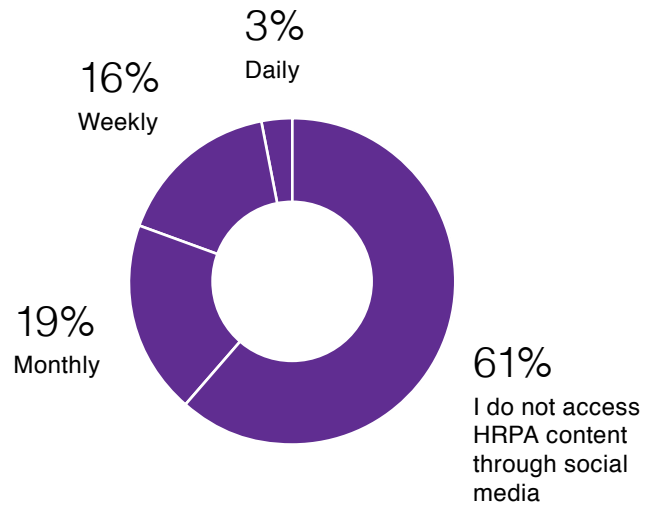
Q How satisfied are you with the frequency of our email updates?



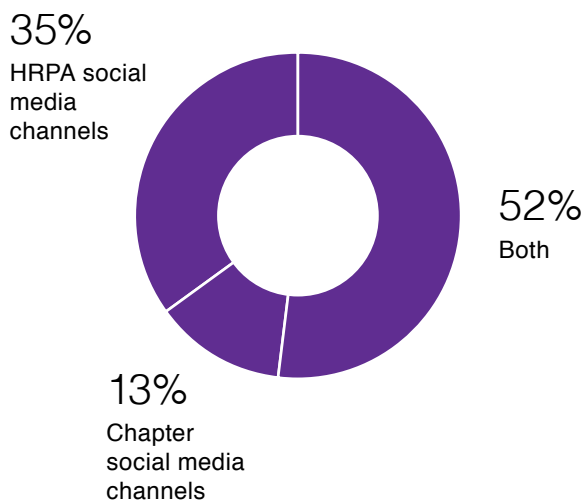
Q Of the HRPAs organizational information that you receive by email, what is the most valued by you?



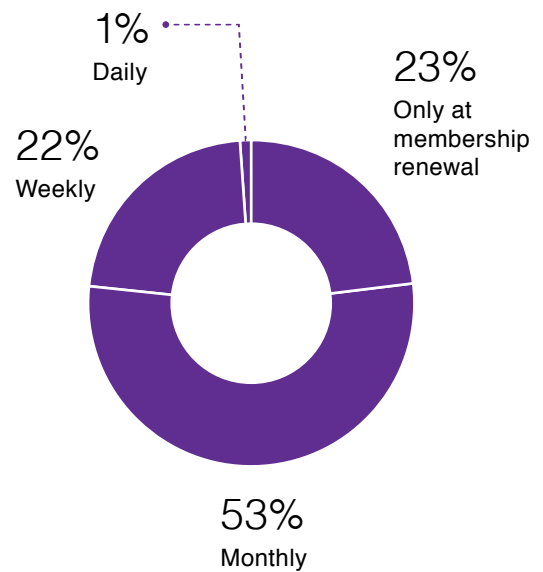
Q How often do you access HRPAs social media channels?



Q When accessing social media channels, do you access...



Q How often do you access the HRPAs website?



Chapter Experience

I. KEY FINDINGS

Members provided candid feedback about what is working with Chapter engagement and where further improvements can be made.

Members rated overall Chapter performance and relevance better than in 2019.

- **46% of respondents gave their Chapters a positive rating about their overall Chapter experience.**

The ways members engage with Chapters vary.

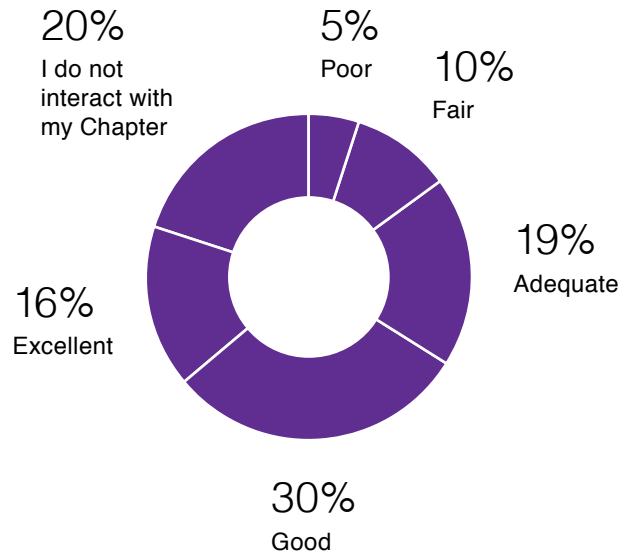
- **Of the Chapter programs offered over the last year, Chapter PD events were the most popular with only 38% of respondents not attending.**
- **When members were asked to comment about specific Chapter services and events, views and opinions were extremely varied from across Ontario. There is little consistency.**
- **91% of members surveyed did not volunteer with their Chapter.**

Opportunities & Implications:

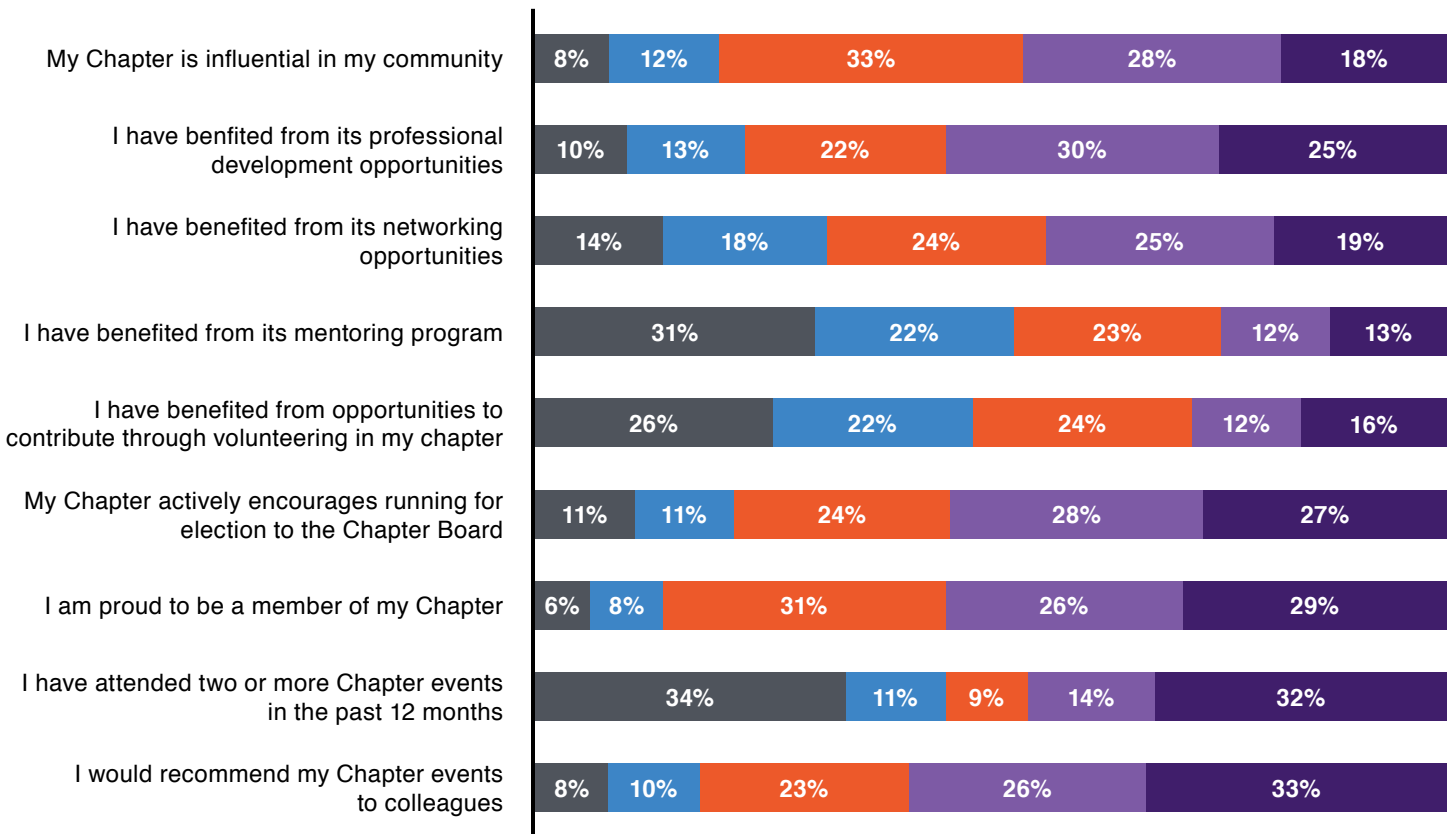
- **By providing more centralized support and guidance, there is an opportunity to ensure more consistent and improved member experiences with their Chapters. Continued efforts need to be made to engage members at a local level.**
- **Improvement in volunteer participation is expected as a result of the rebranding and re-launch of HRPAs Online Communities, formally known as iVolunteer. All members will now be able to use the Communities feature to stay in touch with their fellow HRPAs members, network with HR professionals, discuss best practices, explore upcoming events, and volunteer through an expanded offering of new and existing volunteer opportunities.**

II. DETAILED RESULTS

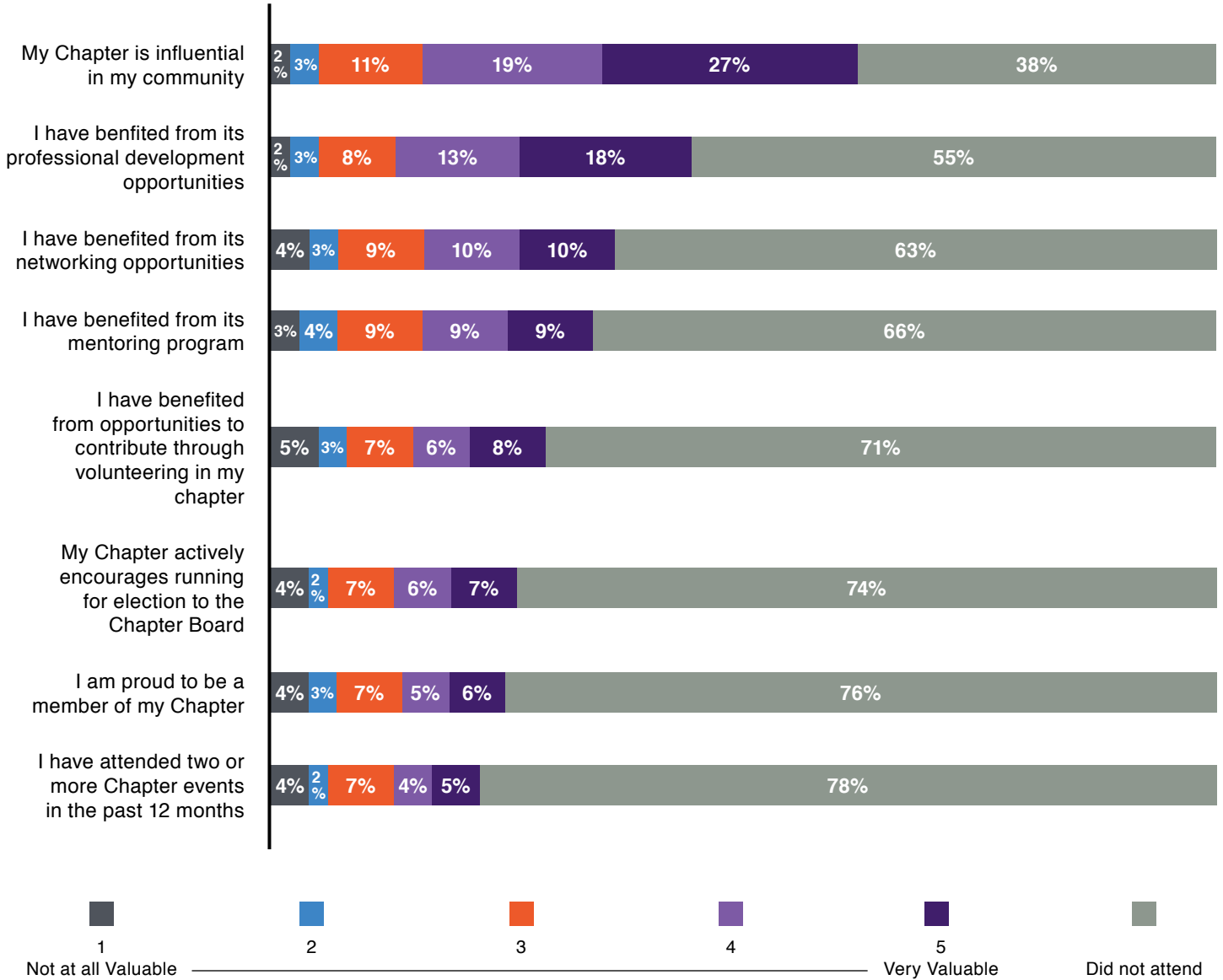
Q How would you rate your Chapter experience?



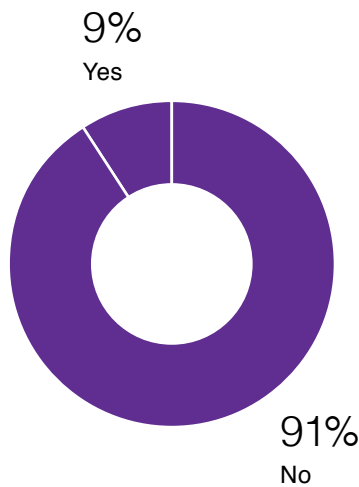
Q Please share your opinion of the job your local Chapter is doing.



Q Please tell us how you felt about each of the programs and events you attended over the last year:



Q Do you currently volunteer for your Chapter?



Student Experience

I. KEY FINDINGS

Students are the future of the HR profession. The Association, together with its Chapters, should continue to find ways to understand the needs of this cohort.

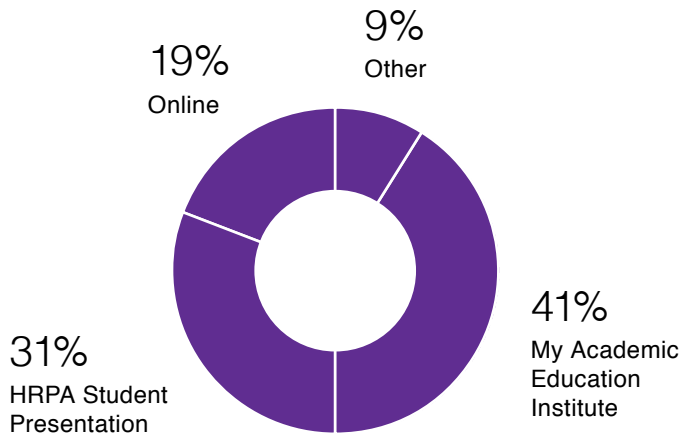
- **When asked how they learned about the HRPA, 41% of students said they became aware through their academic institution and 31% through HRPA student presentations.**
- **89% of student respondents were pursuing their designation, with 69% pursuing their CHRP and 31% pursuing their CHRL.**
- **56% of students have not yet attended a Chapter event.**
- **12% are undecided if they will renew their membership, with 86% likely or very likely to renew.**

Opportunities & Implications:

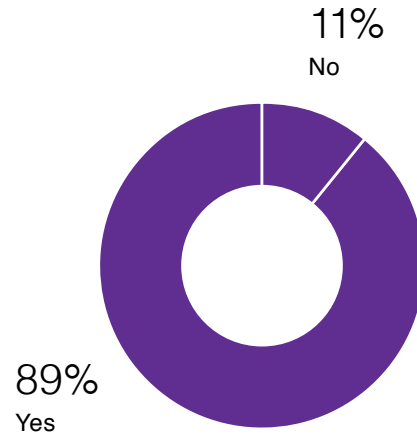
- **After graduation and designations are achieved, HRPA and Chapters have the opportunity to engage with students directly to ensure long-term interest and membership. Being a support system during the transition from HR student to HR Professional will strengthen long-term bonds with the Association.**
- **HRPA has a vested interest in the growth and development of students and we are continuously looking to improve the student journey and experience. Examples of our investment into the student to professional path include hosting case competitions, facilitating coffee chats, offering student success events during our annual conference, enabling our online student community and student LinkedIn page, resume clinics, as well as curating various mentoring and networking opportunities.**

II. DETAILED RESULTS

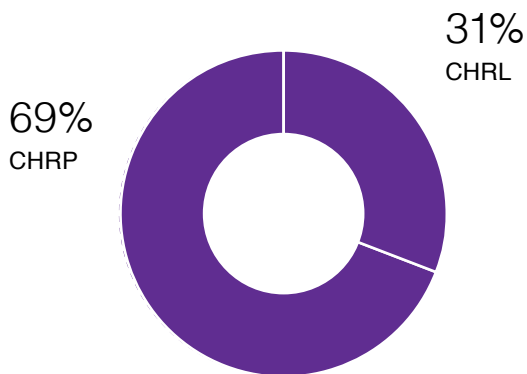
Q How did you hear about us?



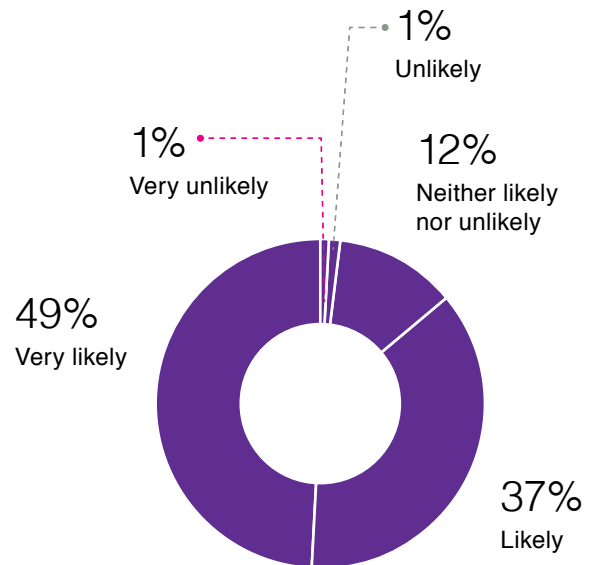
Q Are you pursuing your designation?



Q Which designation are you pursuing?



Q How likely are you to renew your HRPA membership?



Q What have been the best parts of your experience as an HRPA student?

“

Networking opportunities

Information and learning content

Financial (low cost of student membership)

”

Member Learning & Annual Conference

I. KEY FINDINGS

Members confirm they look to the HRPAs for best practices, the best thinking, and ways to give their career a boost. Their time and budgets are tight, so members shared what's working and what needs improving as we look at future learning and training initiatives.

Those who attend the training and learning programs and the Annual Conference rate them well; especially learning that leads to a certificate. Many members find fees a barrier to participation.

- **When asked if they had attended the HRPAs Annual Conference, held in January 2020, 84% said no. When asked why not, 46% said it was too costly and 19% stated they did not have time.**
- **When asked about their last experience at the Annual Conference and how beneficial it was to them, 75% stated it was beneficial to their continuing PD needs.**
- **When asked if respondents attended any learning sessions offered by HRPAs over the last year, 62% said yes.**
- **Members who attended HRPAs programs were most favourable to the HR Law Conference; the Annual conference; online programs, webcasts, and webinars; and classroom-based programs.**
- **78% of members said they are more likely to attend a learning session if it leads to a certificate or if it has academic credit value with an accredited institution.**

When members do invest in their careers, they spend it with HRPAs.

- **51% of members invested between \$1-\$999 and 20% invested between \$1,000-\$1,999 in their professional development last year. Most of that investment was with HRPAs – 59% of members invested between \$1-\$1,999 in HRPAs learning programs.**
- **47% of members cover the costs of their own training.**

Currently, online training opportunities are preferred. This may have been influenced by COVID-19.

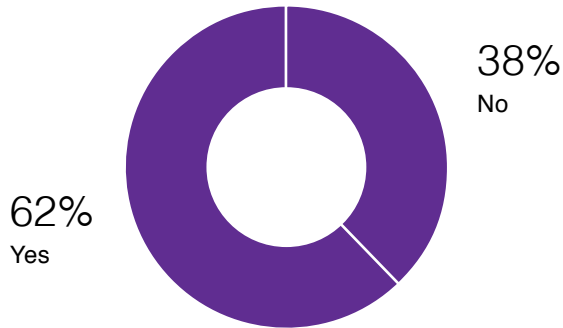
- **When asked their preferred methods for attending professional development training, members said they prefer blended learning (a combination of in-person and virtual) (30%), e-Learning (26%), and instructed-led sessions (online or virtual) (25%).**

Opportunities & Implications:

- **HRPAs can increase participation and member engagement by considering more low-cost and digital learning and training opportunities. Increasing participation in PD events and conferences could materially improve overall satisfaction among members.**

II. DETAILED RESULTS

Q Did you attend any learning sessions offered by HRPAs over the last year?



Q Why did you not attend any HRPAs learning sessions over the last year?

“

Time constraints and work conflicts

Too costly

No interest

”

Q Beyond your continuing professional development requirements, are there any other professional learning needs that you would like to see addressed by HRPAs?

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Employment law and legislation updates

HR Analytics

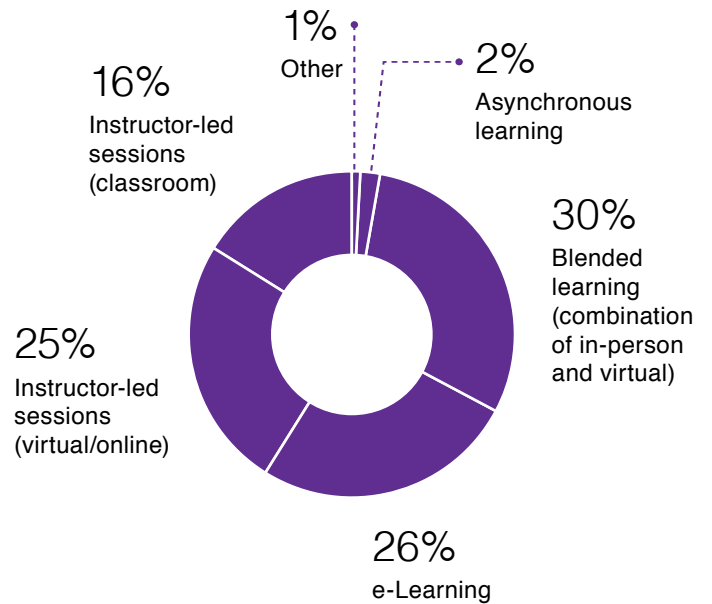
Technology and HRIS

Wellness, Health and Safety

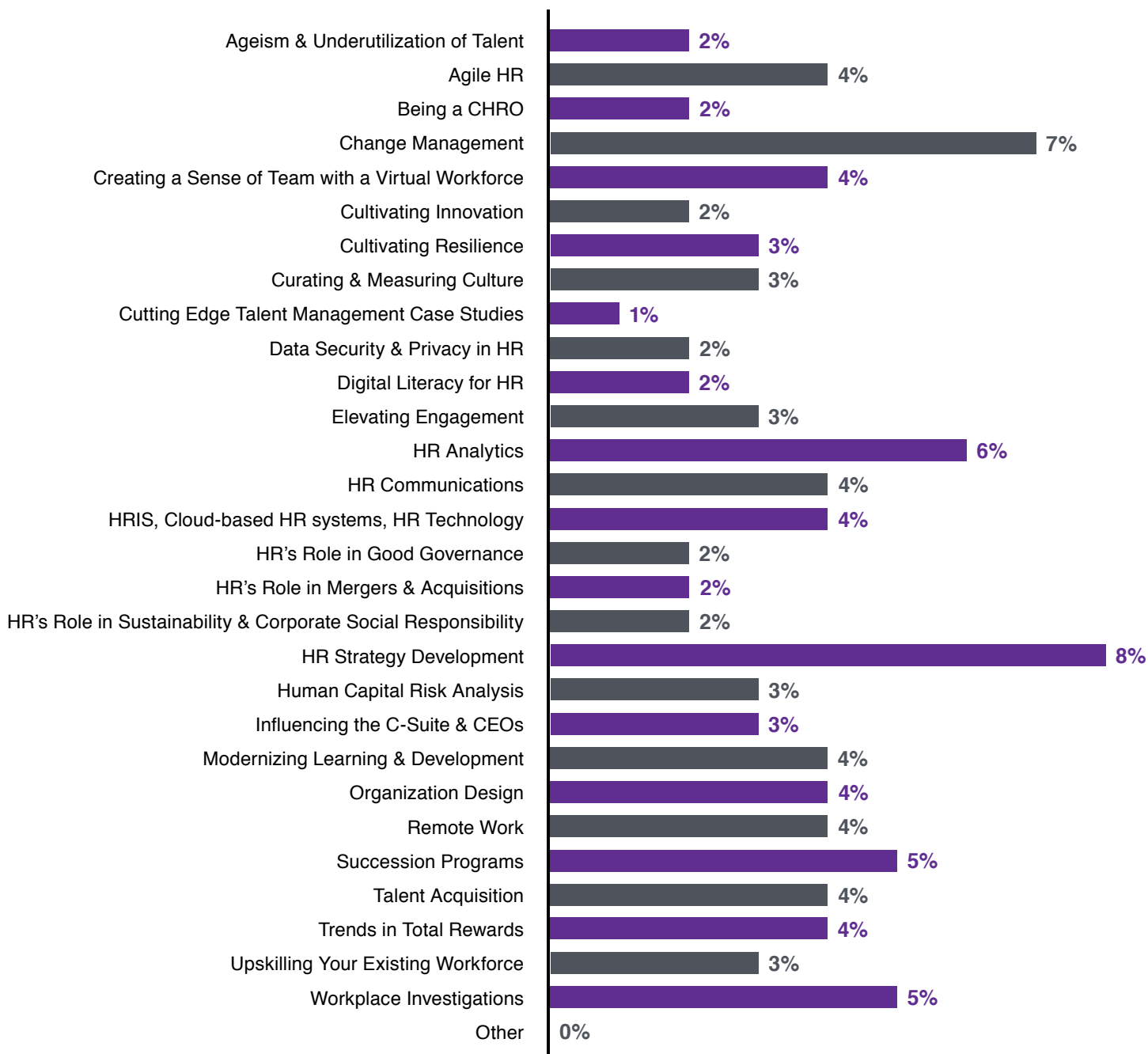
Labour Relations

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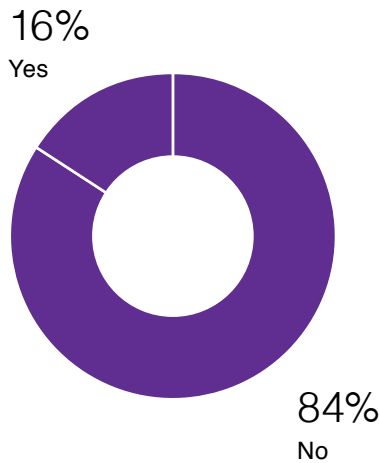
Q What is your preferred method for attending professional development training?



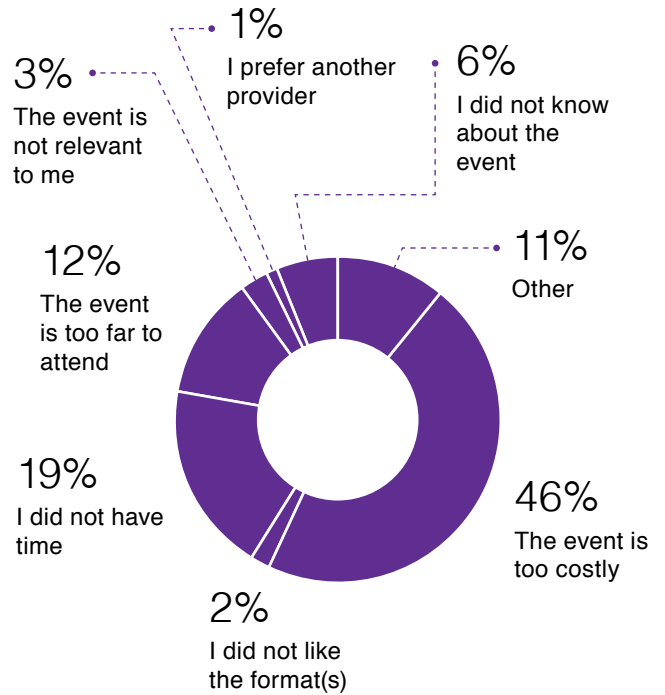
Q Which of these HR areas is most important for your professional learning needs? (Select up to 10)



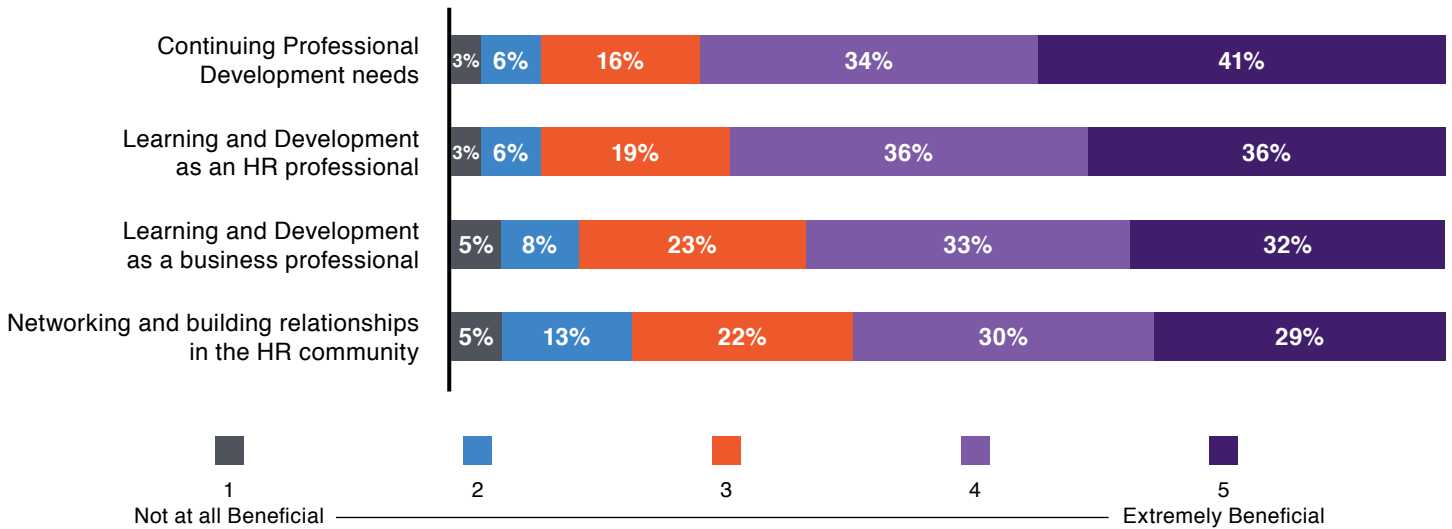
Q Did you attend the HRP Annual Conference, held in January 2020?



Q If no, why not? (Select all that apply)



Q Based on your last experience at the Annual Conference, how beneficial was the conference program to your:

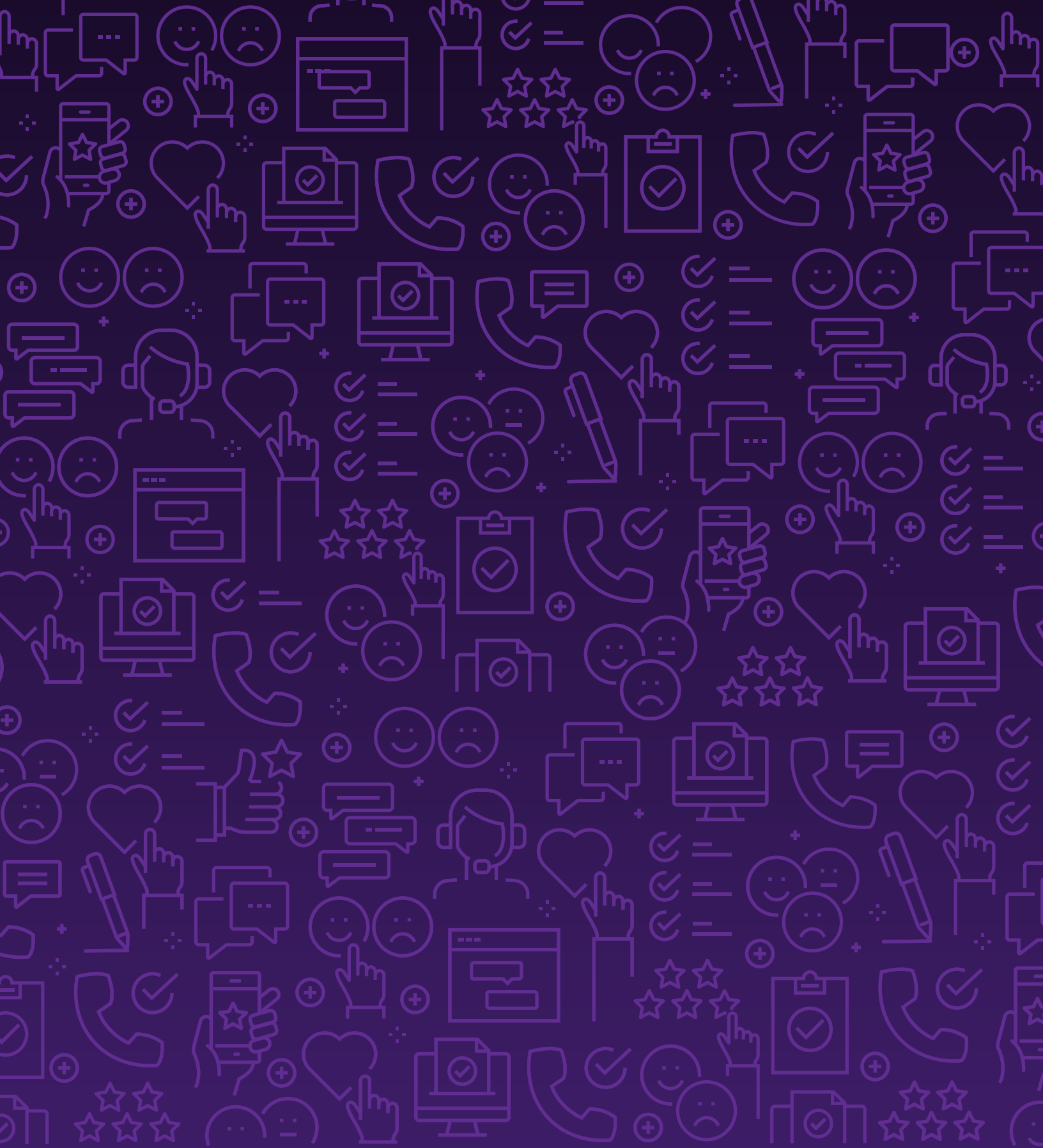


Q What do you hope to gain if you decide to attend the next the Annual Conference?

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- Networking opportunities
- Industry knowledge, trends, and best practices
- CPD credits

”



Human Resources
Professionals
Association

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