

A close-up, black and white portrait of a woman with long dark hair, looking upwards and to the right. The image is partially obscured by a dark blue diagonal shape that separates it from the light blue background on the right.

HRPA

STRATEGIC PLAN 2022-2023



**Human
Resources
Professionals
Association**



Evolving HR for the new world of work

Workplaces matter. People across Ontario are counting on their employers to provide safe, fair and meaningful work. We know that high-performing workplaces are enabled by great people practices.

HRPA protects workers, workplaces and society at large by enabling a flourishing Human Resources profession. We believe that well-run businesses are essential to a thriving society. The HRPA exists to ensure HR professionals have the most up-to-date tools and the advanced skills to act as champions for positive change.

HRPA Strategic Plan 2022–2023

Table of Contents

3	Executive Summary
4	Our Aspirations
5	About HRPA
8	Our Vision for the Profession
9	Our Mission, Vision and Values
12	Introducing Our Strategy
25	Focusing on Our Stakeholders

Executive Summary

The Strategic Plan we published in 2019 set out an **ambitious vision for transformation**, focused on HRPAs evolution from a member association to a professional regulatory association. Three years later, we can look back on that strategy and celebrate achievements like launching our campaign to increase recognition of the regulated HR profession and HRPAs, establishing a Public Advisory Forum, fully redesigning our website, achieving Great Places to Work certification and establishing our internal audit function.

We now find ourselves **charting the course for another ambitious journey**. The events of 2020 and 2021 have reinforced just how much impact a flourishing HR profession can have. **Competent, ethical and professional regulated HR professionals** are needed to help employers, workforces and workplaces navigate the pressing challenges ahead, such as:

- Supporting wellbeing as workplaces “return to workplace” and employees adjust to a new normal and grieve the impacts of the pandemic
- Expanding focus on diversity, equity and inclusion, and need for HR professionals to recognize and address how unconscious bias and intersectionality impact employees in the workplace
- Meeting the growing demand for HR professionals to leverage emerging technologies (e.g. artificial intelligence) and develop new skills such as in data and analytics, creative talent sourcing and forecasting the future of work while ensuring high ethical standards

We’re committed to **helping Ontario’s regulated HR professionals meet these challenges**, and to do that we have defined an ambitious vision for the future of the profession and for HRPAs.

As we reflected on this long-term vision and the increasingly complex issues that HR professionals face, we realized that **the guiding strategy of our Mission, Vision and Values needed to change** to better highlight the importance of public protection and ethical principles.

Our new strategy continues to build on five long-term **strategic outcomes set out in 2019**: protection of society; financial health and accountability; engaged customers/public; efficient and effective processes; and a motivated and prepared workforce in the Association and across our network of volunteers. We will push forward these goals with **15 strategic objectives**, some of which continue and build on work in the previous strategy.

As we deliver on this Strategic Plan, our critical focus will be on continuing our investment in brand activation for HRPAs and the regulated HR profession, renewing core aspects of HRPAs regulatory framework, redoubling our data privacy and cyber security efforts, and making incremental improvements to our IT infrastructure. Beyond this core focus, we will also enhance our capabilities and strategies in specific areas such as advocacy, partnerships, professional practice guidance, Inclusion, Diversity, Equity and Accessibility, and business intelligence.

We see this Strategic Plan as not only our map for the journey ahead, but also as a **rallying cry** for the belief that **Better HR Makes Business Better**. Whether you are an HR professional, a partner, an employer, a stakeholder or a member of the working public – we believe that you support our passion for ensuring that HR professionals have the advanced skills to act as champions for positive change.





Our Aspirations

Based on our brand architecture, strategy consultations with the Board, and how our strategy has evolved since 2019, we feel that HRPAs new strategy could be summarized as follows:

Through HRPAs 2022–2023 Strategic Plan and beyond:


We want the **public** to see that better **HR makes business better** and that HRPAs members meet high standards of qualification and have a passion for excellence in HR.

We want our **members and students** to believe in an aspirational **vision for the profession** and that HRPAs will provide them with the **practice guidance, research, best practices, learning offerings and designations** to meet those needs today and in the future.

We want our stakeholders in **government, business, educational institutions** and **allied professions** to **value the regulated HR profession** and **recognize HRPAs commitment** to being a values-based organization, grounded in respect, integrity, transparency, accountability and ethics.

We want **our people** to be **inspired to achieve excellence** by enabling the professionalism of our members, delivering service within and beyond the HRPAs community, leading by example in human capital management and investing in regulatory advancement.

We want to invite like-minded **Human Resources professionals** to **join us in evolving the HR profession**, promoting better workplaces and championing good HR practices.



About HRP

Who we are and what we do

HRPA is a Regulatory Association made up of over 24,000 members and students. Registering with HRP

The primary purpose of the HRP

Our governing and regulatory role not only ensures a competent & ethical HR practice, but also works to advance the profile & value of the HR profession amongst our members and students, as well as the broader public and businesses across Ontario.

HR professionals protect the public interest and enable organizational success by ensuring that all relevant labour, employment and human rights legislation is upheld. Moreover, HR professionals leverage the potential of people at work to maximize organizational performance.

Timeline of HRP

- 1936

Personnel Association of Toronto established – the HRP
- 1990

Passage of the *Human Resources Professionals Association of Ontario Act*, seen as recognition of the designation (CHRP)
- 2013

Passage of *Registered Human Resources Professionals Act*, recognizing HRP
- 2014

Introduction of new tiered designations (into CHRP, CHRL, CHRE)
- 2020

HRP launches campaign to build public awareness of the regulated HR profession and of HRP

What it means to be a regulated HR professional

Becoming a member or student of HRP

Our members and students keep pace with the increasing complexity of workplaces through a broad array of professional development programs, practice guidance, research, best practices, community collaborations and highly-valued professional certifications.

There are three roles to highlight in HRP

Social contract and social licence

The Ontario government deemed the HR profession worthy of regulation in the public interest and passed the *Registered Human Resources Professionals Act, 2013*. To ensure credibility and social licence, the HRP

Regulatory body

HRP

Role of Professionals

HR professionals are governed by the HRP

Why HR Professional Regulation Matters

HR professionals have a profound influence in workplaces. But like so many other workers in influential positions, much can go wrong when HR isn't practised well. Here is a list of examples:

- Discrimination in the workplace, human rights violations (i.e. sexism, racism, ableism etc.)
- Untenable and unsafe working conditions including an environment that jeopardizes employee health and safety on a mental, emotional and/or physical level
- Unfair recruitment, retention and dismissal practices and tactics
- Harassment, abuse, threats, bullying and violence in the workplace
- Toxic work environments that become a breeding ground for unproductivity, gossip and burnout

When unethical HR practices go unchallenged or unnoticed it's not only bad for the public – it's bad for the HR profession. HRP

HRP

Ensure that only competent and ethical professionals are allowed into the profession

Ensure that, once in, members and students continue to maintain their competence and practise their profession in a way that minimizes the risk to the public

Deal with members and students who fail to live up to the standards of the profession

Manage relations with stakeholders in such a way as to develop and maintain public confidence in the regulation of the profession

Our community, volunteers and Chapters

Our members have formed a strong, committed community of professionals who network, share best practices and mentor students and early-career professionals. Our members give back in many ways, and their tireless dedication is a key ingredient for enhancing the standing of the Human Resources profession while protecting the public and ensuring workplaces are operating effectively, safely and fairly.

- Our members volunteer in a number of ways, including charting the direction for the Association and the profession by:
- Serving on HRPAs Board of Directors
- Regulating the profession through the work of our statutory and standing committees
- Supporting the HR community through local Chapters and committees

Selected list of committees

Statutory Committees

Capacity
Complaints
Discipline
Appeal
Review

Regulatory Committees

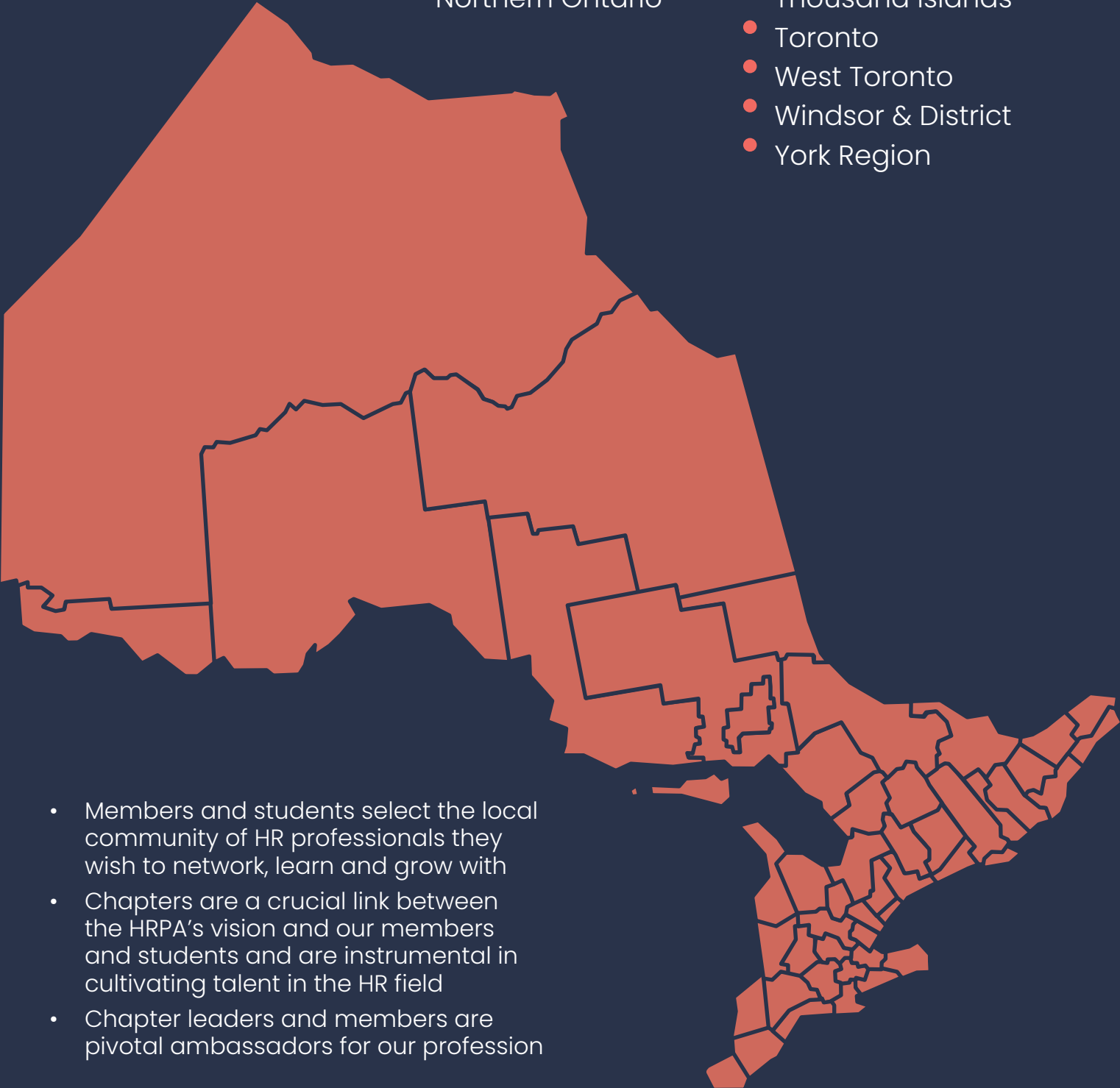
Academic Standards
Committees
CHRE Review Committee
CHRL Exam Validation
Committee
CHRP Exam Validation
Committee
Continuing Professional
Development
Committee
Experience Assessment
Committee
Professional Standards
Committee (PSC)
Public Advisory Forum
Registration Committee
Focus Groups

Other Committees

Awards Task Force
Board Nominations
Committee
Board Inclusivity Task
Force
Annual Conference

List of Chapters

- Algoma
 - Barrie & District
 - Chatham-Kent
 - Durham
 - Grand Valley
 - Grey Bruce
- Guelph & District
 - Halton
 - Hamilton
 - London & District
 - Niagara
 - North Bay
 - Northern Ontario
- Ottawa & District
 - Peel
 - Peterborough
 - Quinte & District
 - Sarnia & District
 - Sudbury
 - Thousand Islands
 - Toronto
 - West Toronto
 - Windsor & District
 - York Region



- Members and students select the local community of HR professionals they wish to network, learn and grow with
- Chapters are a crucial link between the HRPAs vision and our members and students and are instrumental in cultivating talent in the HR field
- Chapter leaders and members are pivotal ambassadors for our profession

Our Vision for the Profession

A key aspect of refreshing our Strategic Plan was exploring the future voice of the customer and a long-term vision for the regulated HR profession over the next decade and beyond. For each stakeholder below, we have articulated what we want and expect them to say about the HR profession in the future.



People inside the profession

"Regulated HR professionals are experts with recognized designations who act as strategic partners based on their expertise in human and consumer behaviour, technology and data to enable high-performing workplaces."



General working public

"Regulated HR professionals act with integrity and professionalism, to provide objective guidance as both worker advocates and internal talent experts. I expect my workplace to be fair and safe by having a regulated HR professional as a key contributor."



Business leaders

"Regulated HR professionals are strategic partners who solve complex problems and enable business growth. They protect my organization by managing workplace risks and legal obligations."



Educational institutions

"The regulated HR profession provides a clear path to career success supported by relevant, hands-on programs. Our students see the regulated HR profession offering growth, professional development and promotion opportunities."



Students

"I want to become a regulated HR professional to develop my career and be a champion for positive change in Ontario's workplaces. The HR professional community offers networking and mentoring opportunities that can help me achieve my goals."



Governments

"Regulated HR professionals contribute to public protection with policy and practices that ensure workplaces are compliant and effective. They are accountable to the highest standards and provide valuable expertise to private and public sectors."

We anticipate that as workplaces become increasingly complex, digitized and globalized, HR professionals will need to respond with a high standard of ethics, a global mindset and expertise in artificial intelligence, social media and analytics.

Our Mission, Vision and Values

As we developed this long-term vision for the regulated HR profession, we recognized that HRPAs mission, vision and values needed to be updated to reflect the key role that we see the regulated HR profession playing. These changes place protection of the public interest at the centre of our strategy.

As the regulator for the HR profession in Ontario, HRPAs ensures that our members provide services to their employers and clients in a competent and ethical manner. Our role goes beyond this, however. The work of HR professionals contributes to the safety, productivity, fairness, equity and accessibility of workplaces – which impacts the working public and society as a whole. HRPAs protects the public interest by governing and regulating its members in ways that consider the impact on the working public and society as a whole.

We see the positive impact that regulated HR professionals can have, and we want workers, leaders and workplaces to believe in and value this as well.

OUR MISSION

-A regulatory association that sets the standards of HR professionalism in service of the public interest

The HRPAs exists to ensure HR Professionals have the most up-to-date tools and the advanced skills to lead our workplaces into the future. HRPAs members are held to the province’s highest standards, so Ontario workplaces can trust us to help unlock business growth and optimize employee potential. Only HRPAs members lead and shape the highest-performing workforces, setting them up to handle whatever challenges come their way.

OUR VISION

-We serve the public interest by advancing a flourishing Human Resources profession

We have an ambitious vision for the future of the Human Resources profession. We have confidence knowing our members can be relied on for excellence in HR practice and will advocate for and champion positive change – thereby protecting society as a whole. Through public advisory consultations, employer outreach, advocacy for the profession and our unparalleled commitment to member professional development, we can envision a future in Ontario where the professional practice of human resources is truly flourishing as a valued profession.

OUR RALLYING CRY

-Better HR Makes Business Better

Work matters to Ontarians and the public as a whole. We believe well-run businesses are essential to a thriving society. The HRPAs exists to ensure HR professionals have the most up-to-date tools and the advanced skills to act as champions for positive change. Our members are leading Ontario’s workplaces into the future.

OUR VALUES

-In delivering our services, programs and regulatory activities to the public, our employees and volunteers are guided by these values:



RESPECT

We treat others with dignity, care and inclusiveness. We listen, consider issues thoughtfully and respond with care. We value diversity of thought and engage others with sincere interest.



INTEGRITY

We are honest and do what we say. We can be trusted and relied upon to act with professionalism and deliver on our promises



TRANSPARENCY

We are open and timely with information to our stakeholders. We solicit input and gather perspectives to inform effective decision making and we share our plans openly



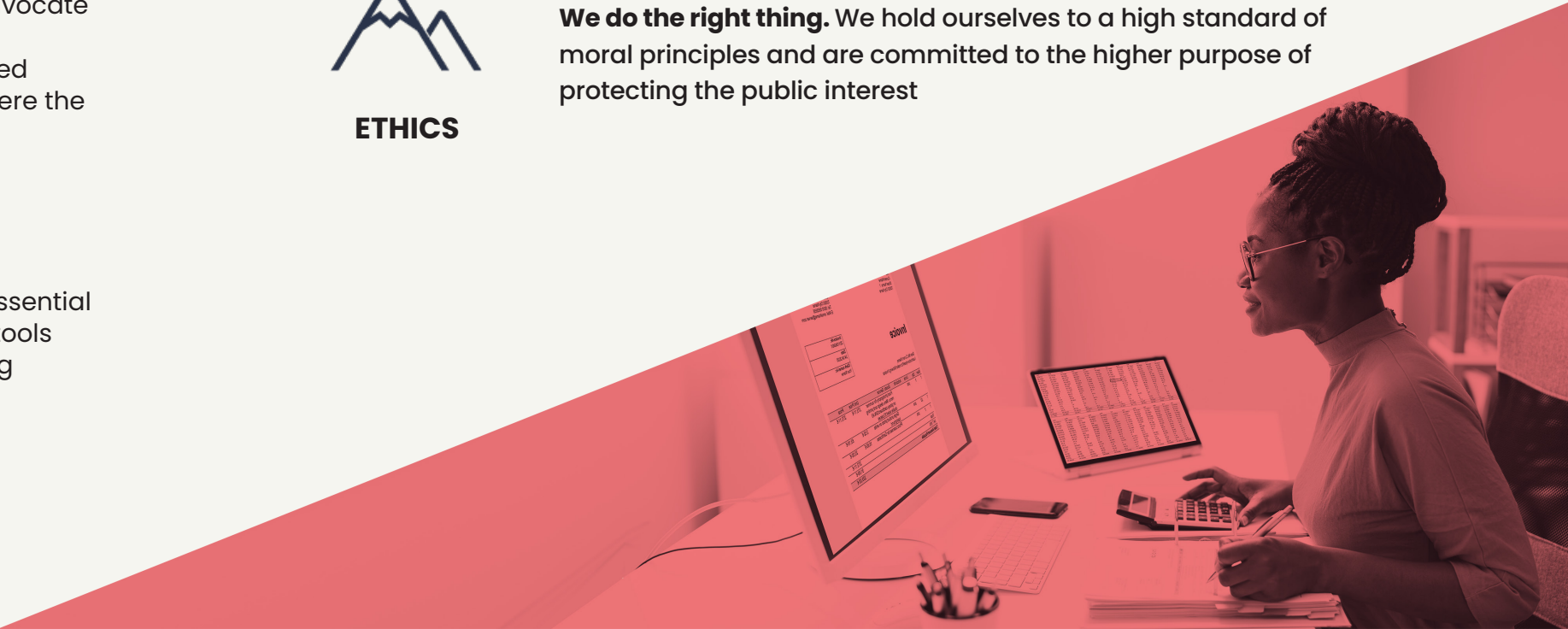
ACCOUNTABILITY

We take responsibility and answer for our actions. We take our role seriously and accept the privilege and obligations that come with being stewards of the profession



ETHICS

We do the right thing. We hold ourselves to a high standard of moral principles and are committed to the higher purpose of protecting the public interest



Introducing Our Strategy

Strategy development process

The refresh of our Strategic Plan represents a series of critical conversations with stakeholders over the past 12 months. In Fall 2020 and Winter 2021, the HRPB Board considered the journey that the Association had been on since 2019, the major changes that had been accomplished, and where there was opportunity to build further toward achieving the Association’s aspirations.

The Board also conducted a strategic foresight exercise to consider how the HR profession and its regulation has evolved over the last 10-20 years, what the future may hold for the next 10-20, and how HRPB might need to evolve to meet that future. This included exploring plausible future scenarios for the work environment and regulated HR in Ontario in 2030-2040, informed by external research such as the **Brookfield Institute’s Yesterday’s Gone report*** on the future of Canada’s labour market post-pandemic. This helped us to validate our aspirational vision and the work needed to prepare HRPB and our members for what the future may hold.

A new Strategic Plan for 2022-2023 was developed based on this process, and comprehensive stakeholder input was gathered to validate it in Summer and Fall 2021.

Resulting strategic themes and objectives

Our new strategy continues to deliver on five long-term strategic outcomes we defined in 2019: protection of society; engaged customers and public; a motivated and prepared workforce in the Association and across our network of volunteers; efficient and effective processes; and financial health and accountability.

In 2021, after reflecting on our progress, where we wanted to go next, and impacts of the COVID-19 pandemic, we decided to push some planned initiatives to 2022-2023 and bring other priorities forward. 2021 has laid the foundation for many of the ambitious priorities that we have defined for the next few years:

- We activated our new brand for HRPB and the regulated HR profession with our new brand identity and purpose.
- We also made strides in delivering Chapter improvements and developing a volunteer strategy.

As we launch the new Strategic Plan in 2022, we will turn our focus to investing in capabilities and activities that are core to our purpose.

Going forward, the HRPB Board has decided to adopt a more agile and flexible approach to managing strategy. Rather than a major refresh every 2-4 years, we will be moving to an annual reflection on whether HRPB is on track towards it’s ‘north star’ vision and mission., with an in-depth refresh only conducted if a reset is required.

Our Journey Over the Next Few Years

Core Focus

As we deliver on this Strategic Plan, our critical focus will be on four core areas:

- We will continue our investment in brand activation and monitor how we are impacting public perception.
- We will invest in renewing core aspects of HRPB’s regulatory framework, including the Human Resources Professional Competency Framework.
- We will redouble our data privacy and cyber security efforts to ensure protection of the information we have
- We will make incremental improvements to our organizational infrastructure with an upgrade to HRPB’s core technology system.

Early Priorities

Beyond this core focus, we will also make efforts in the following areas early in the course of this strategy:

- We will build out new capabilities to support advocacy, partnerships and business intelligence.
- We will provide more professional practice guidance and will implement our IDEA strategy for everything that we do.
- We will conduct customer research and will adopt some updates to our programs and services to better engage the needs of HR professionals and improve attraction and retention.

Secondary Priorities

Once we have made tangible progress on our early priorities, we will shift our focus to activation and continuous improvement:

- We will formally activate our partnership strategy and advocacy work.
- We will continue maintenance of regulatory practices every year.
- We will also continue making improvements to our organizational infrastructure and processes.

Looking Ahead

Once we near completion of this Strategic Plan, we will consider what further or new needs may exist to continue progress towards our long-term vision. From today’s vantage point, we imagine these could include digital/technology enablement, talent strategy, innovation and workflow automation.

* Russek, H., Thornton, J., & Elias, D. (2021, February). *Yesterday’s gone: Exploring possible futures of Canada’s labour market in a post-COVID world*. Toronto, ON. Brookfield Institute for Innovation + Entrepreneurship (BII+E). <https://brookfieldinstitute.ca/future-of-work-in-post-covid-canada/>

Overview of Our 2022–2023 Strategic Plan

LONG-TERM STRATEGIC OUTCOMES

Protected Public Interest

Engaged Customers & Public

Motivated & Prepared Workforce

Efficient & Effective Processes

Financial Health & Accountability

VISION

We serve the public interest by advancing a flourishing Human Resources profession.

MISSION

A regulatory association that sets the standards of HR professionalism in service of the public interest.

STRATEGIC THEMES



REGULATORY EXCELLENCE
Champion and elevate professionalism for the HR profession



SERVICE LEADERSHIP
Deliver quality services and resources to our network of Chapters, members, students and volunteers



EXEMPLARY PEOPLE PRACTICES
Design and deploy modern, effective and progressive approaches to diverse and inclusive human capital management



OPERATIONAL EFFECTIVENESS
Maintain financial and operational wellbeing that enables our member value proposition and manages risk

STRATEGIC OBJECTIVES

- Redefine our brand and positioning to stakeholders
- Mature our regulatory framework to enable professionalism in HR practice
- Cultivate partnerships anchored in public protection and member practice excellence
- Increase advocacy with an evidence-informed approach
- Monitor and maintain excellence in certification standards

- Increase our influence on the HR profession through growth
- Deliver products, services and resources that enable professionalism in HR practice
- Enhance the service experience we provide stakeholders within and beyond the HRP community
- Provide more professional practice guidance

- Change throughout to IDEA (inclusion, diversity, equity and accessibility) in all aspects of our work
- Adopt gold standard people practices and lead by example

- Invest prudently in core technologies and rigorous strategy management
- Achieve operational efficiencies that enable investment in organizational infrastructure
- Protect the safety and security of our systems and data
- Be a socially and environmentally responsible organization

RESPECT • INTEGRITY • TRANSPARENCY • ACCOUNTABILITY • ETHICS

Regulatory Excellence



Champion and elevate professionalism for the HR profession

Regulatory Excellence is a strategic theme that goes to the heart of our mission to set the standards of HR professionalism in service of the public. We believe that Better HR Makes Business Better. As the regulator for the HR Profession in Ontario, this theme is focused on protecting the public by ensuring that the HR professionals they interact with can be relied on for excellence in HR practice. We do this by ensuring that the public has a voice in regulatory policy, that we set the standard for excellence in certification and in professionalism, and that we enable these goals through engaging our stakeholders and developing meaningful partnerships.

What We Accomplished in 2019–2021

We are most proud of these accomplishments over the past few years:

- Rallied around a sense of purpose, excitement and buy-in for the HRP A vision
- Launched an ambitious brand activation campaign for HRP A and the regulated HR profession
- Implemented redesigned technology configuration of registration
- Launched a Public Advisory Forum and increased public participation on the HRP A Board
- Started implementation of risk-based regulation and introduced new policy development capabilities
- Maintained regulatory activities through the pandemic, introducing remote proctoring on a large scale
- Developed a long-term vision for the regulated HR profession



Regulatory Excellence

Strategies for 2022–2023

Over the next few years, we will focus on the following **Regulatory Excellence** strategies

Redefine our brand and positioning to stakeholders

Stakeholder awareness of and confidence in the regulated HR profession is a critical precondition for protecting society through a flourishing Human Resources profession. In 2020, we refreshed our brand and launched a campaign to build public awareness of what the HR profession is, what it does and why it matters. In 2022–2023, we will continue to build public and member awareness of HRP A’s role as Regulator, that HR is a regulated profession in Ontario and of the distinctions between regulated (and unregulated) HR professionals and certified HR practitioners.

Key priorities include:

- Member and stakeholder engagement on strategic foresight for the profession
- Launching Ipsos public opinion survey and annual HRP A Member Survey
- Continuing brand activation activities such as media engagement, public relations and communications

Mature our regulatory framework to enable professionalism in HR practice

We will enable and support the professionalism of Human Resources professionals registered with HRP A by renewing core aspects of HRP A’s regulatory framework, making progress in the implementation of risk-based regulation, and investing in regulatory infrastructure.

Key priorities include:

- Refreshing the Rules of Professional Conduct
- Launching functionality for registrationn of firms
- Refreshing the Human Resources Professional Competency Framework

Cultivate partnerships anchored in public protection and member practice excellence

Continuing to build partnerships with allied professions, neighbouring HR professional associations, government partners and educational institutions will be a focus for the next few years.

Key priorities include:

- Developing the partnership strategy and testing it with stakeholders
- Formally activating HRP A partnership strategy

Regulatory Excellence

Increase advocacy with an evidence-informed approach

HRPA has an important voice in Ontario on issues related to our mandate, at a time when Human Resources practices are increasingly in the spotlight. Using an evidence-informed approach, we will increase advocacy related to the current practice and future of the HR profession, inclusion and human rights. Recognizing the potential impact and sensitivity of this role, we will build in substantial testing with our members and stakeholders before fully activating advocacy work.

Key priorities include:

- Developing an advocacy framework and testing it with stakeholders
- Formally activating HRPAs partnership strategy

Monitor and maintain excellence in certification standards

HRPA certifications test both competency and expertise, which is intended to signal that an individual has the knowledge and expertise they need to excel in the HR profession. We will continue and build on priorities around certification requirements, application processes and Continuing Professional Development (CPD) requirements.

Key priorities include:

- Reimagining Continuing Professional Development (CPD) requirements

What Success Looks Like

As we move ahead with our strategy, we will be guided by this vision of what we can achieve:

- Record levels of **public awareness** of HRPAs and the regulated HR profession
- Employer groups or other **stakeholders advocating** for regulated HR
- Further **government recognition** of the importance of regulated HR
- A strong pipeline of **students recognizing the impact** of a professional HR designation
- Positive results from an **external regulatory practices audit**
- Our work **making a difference** in Ontario workplaces
- Our members embrace and are celebrated for their focus on **protecting their workplaces**
- An abundance of **resources, tools and professional practice guidance** to support our members

Service Leadership



Deliver quality services and resources to our network of members, students and volunteers

Service Leadership is a strategic theme focused on the people who make our work possible: our members, our students and stakeholders like Ontario businesses. We have a flourishing network of 24 Chapters. Being part of a professional community that holds itself to high standards of performance and qualification is a source of pride for our members, and we work hard to deliver programs and services that help them meet those high standards.

We do this by providing networking, mentoring and professional development opportunities for members, and by providing professional, effective service when people interact with us, whether they are members or the public.

What We Accomplished in 2019–2021

We are most proud of these accomplishments over the past few years:

- Launched a brand new, fully redesigned HRPAs website
- Maintained service for our members with a virtual Annual Conference and new virtual hosting platforms for HRPAs and Chapter events
- Reviewed our third-party Professional Development Programs
- Increased our focus on student success
- Built up our ability to measure and improve customer experience
- Established business process mapping capability and simplified key processes
- Successfully launched four online communities of practice
- Partnered with Chapters to form two substantial task forces
- Reviewed our current products and services
- Pivoted to offer free virtual programming through Chapters
- Developed an enterprise repository of current products and services
- Established an Awards Task Force to inform management’s plans on the redesign of HRPAs Awards program



Service Leadership

Strategies for 2022–2023

Over the next few years, we will focus on the following **Service Leadership** strategies:

Increase our influence on the HR profession through growth

We realize that a key to successful regulation of the HR industry is to grow the number of designated HR professionals and ensure that their engagement with HRPAs equips them to excel. We will grow the number of like-minded HR professionals who join us by being the trusted source for practice guidance, research, best practices, learning offerings and designations that fit within HRPAs’s regulatory mandate.

Key priorities include:

- Development of a strategy to grow the community of designated HR professionals
- Testing and evaluating the effectiveness of tactics identified in the strategy

Deliver products, services and resources that enable professionalism in HR practice

Providing accessible, high-value, convenient and relevant programs and services is a key way that HRPAs help our members and students address pressing HR issues, unlock human potential and lead Ontario’s workplaces into the future. We will conduct a more in-depth review of our products and services to identify improvement opportunities, including new opportunities as well as ways that we can enable growth and funding for partnerships, research as well as Association financial health.

Key priorities include:

- Review of all HRPAs products and services
- Implementing changes to offerings

Enhance the service experience we provide stakeholders within and beyond the HRPAs community

We aim to provide excellent customer service to all of our stakeholders in accordance with our core values, whether service is provided over the phone, via email, in-person, on HRPAs’s website and through social media. We will enhance the HRPAs service experience through further improvements to our website, online experience and real-time engagement.

Key priorities include:

- Gathering research to shed light on specific pain points, opportunities and behaviours
- Building tools and practices for enhancing our customer experience
- Continuing to implement enhancements to our website
- Launching refreshed volunteer experience
- Launching redesigned awards and recognition

Service Leadership

What Success Looks Like

As we move ahead with our strategy, we will be guided by this vision of what we can achieve:

- Our **members feeling proud** to belong to HRPAs
- Record levels of **HRPA member retention**
- Our work making participation in the HR community **welcoming and inclusive** for all
- Our **service** exceeding stakeholder expectations
- A clear vision and direction for a **digital evolution** that increases member and stakeholder engagement
- **Processes that are simpler** and easier for our members and Chapters
- Our partnership and support for **Chapter success** is valued
- **Learning programs** that enable HR professionals to develop new skills and meet evolving capability needs
- Our Chapters are **recognized for the positive impact they have** in the local HR community and in the broader business community



Exemplary People Practices

 Design and deploy modern, effective and progressive approaches to diverse and inclusive human capital management

Exemplary People Practices is a strategic theme focused on our core belief that “Better HR Makes Business Better.” We strive to provide our members with guidance for excellent people practices – and to live by it ourselves. We believe that well-run businesses are essential to a thriving society, and ours is no different. Our people practices are also guided by our core values of Respect, Integrity, Transparency, Accountability and Ethics.

We do this by adopting people practices that lead by example, incorporating equity, diversity and inclusion in all aspects of our work and by providing our members with relevant practice guidance.

What We Accomplished

We are most proud of these accomplishments over the past few years:

- Embedded our values of Respect, Integrity, Transparency and Accountability into our talent practices
- Rapidly adopted fully remote work in response to the pandemic
- Reorganized our administrative support model to ensure all Chapters have HRPAs support
- Introduced a modern Flex Work program for our employees
- Adopted more transparent, frequent and aligned communications
- Redesigned our compensation and performance management program
- Achieved Great Places to Work certification
- Redesigned our employee engagement system
- Introduced a Board Diversity & Inclusion Policy
- Conducted our first Inclusion & Diversity Employee Census Survey
- Established a Board Inclusivity Task Force to evidence that at the top level we are making IDEA a priority for HRPAs

Exemplary People Practices

Strategies for 2022–2023

Over the next few years, we will focus on the following **Exceptional People Practices** strategies:

Provide more professional practice guidance

HRPA’s professional practices offer both our members and the general public a set of expectations for a regulated HR professional in the workplace in relation to a specific area of HR practice. These professional practices may be mandatory (standards of practice) or recommended (practice guidance). We aim to be HRPAs members’ primary trusted and valued source for practice guidance to ensure the professional conduct, competence, and practice of our members are sustained or elevated.

Key priorities include:

- Increasing our set of professional practices in line with highest priority topics

Lead by example in Inclusion, Diversity, Equity & Accessibility (IDEA) in all aspects of our work

Equity, diversity and inclusion is not only an organizational best practice that brings out the most from our teams – it is also simply the right thing to do. We hope to lead by example in the approach we adopt, including recognizing that a critical element of leading in this area is to make space for and follow the leadership of those with lived experience. We will focus on opportunities to enable inclusion, diversity, equity and accessibility in everything we do, reflecting on our internal talent, regulatory, membership, professional and advocacy practices.

Key priorities include:

- Finalizing and launching IDEA strategy

Adopt gold standard people practices and lead by example

While our professional practices will define the expectations of regulated HR professionals in any organization or environment, we also want to define what truly exemplary people practices look like. We will focus on defining the ‘gold standard’ of modern, effective and progressive approaches to human capital management and on adopting this ‘gold standard’ ourselves.

Key priorities include:

- Conducting development work with our next level leaders
- Adopting workforce planning practices
- Introducing the newly adopted value of Ethics into HR programs
- Refreshing Human Capital Management System (HCMS)



Exemplary People Practices

What Success Looks Like

As we move ahead with our strategy, we will be guided by this vision of what we can achieve:

- Our **people are energized** by the aspirations in our strategy
- HRPAs recognized as a **top employer** with a highly engaged workforce
- Our **people feeling proud** to work at HRPAs
- Our **talent and skills** delivering tools that improve the practice of HR professionals
- **Processes that are simpler** and easier for our people
- An aligned culture that is fueled by our **values and positive spirit**
- **Inclusivity and diversity** that contribute to our innovation and employee experience

Operational Effectiveness



Maintain financial and operational wellbeing that enables our member value proposition and manages risk

Operational Effectiveness is a strategic theme focused on ensuring that HRPAs are well-run from a financial, operational and risk perspective – thereby allowing us to deliver on our value proposition for members and the public.

We do this by monitoring and improving all aspects of our operations, such as our financial performance, operational efficiency, the security of our systems and data, and our social and environmental responsibility. This allows us to ensure that we are making smart investments in regulatory advancement and delivering on our value proposition.

What We Accomplished in 2019–2021

We are most proud of these accomplishments over the past few years:

- Implemented key upgrades to our Association Management System
- Enhanced information security and privacy programs
- Developed a Multi-Year Technology Road Map
- Made strategic use of cash reserves
- Conducted data review and data governance work
- Developed/updated documentation management, data management and retention standards
- Adopted a comprehensive enterprise risk management program
- Developed and adopted an internal audit framework
- Launched a brand new Corporate Social Responsibility Committee and achieved notable impact



Operational Effectiveness

Strategies for 2022–2023

Over the next few years, we will focus on the following **Operational Effectiveness** strategies:

Invest prudently in core technologies and rigorous strategy management

To deliver effectively on our role as the regulator for the HR profession in Ontario, HRPAs must ensure that we steward our resources effectively. To do this, we will make selected strategic organizational infrastructure investments such as core management systems and collaboration technologies. We will also build our enterprise planning and prioritization capability and adopt a more agile strategic planning cycle.

Key priorities include:

- Refreshing our Multi-Year Technology Roadmap with a view to future requirements and understanding change impacts
- Operationalizing KPIs and reporting mechanisms for our balanced scorecard
- Upgrading HRPAs’s core IT system for technology currency and as a precursor to future technology enablement

Achieve operational efficiencies that enable investment in organizational infrastructure

A key element of stewarding our resources is continuously improving our operations – focusing both on greater efficiency and higher quality in our work. We will deliver tangible operational improvements through expanded business intelligence, data enhancements and governance, business process improvements, workflow automation and innovation capabilities.

Key priorities include:

- Rolling out of enterprise project management application
- Developing and working through our set of efficiency opportunities

Protect the safety and security of our systems and data

Protecting our systems and data is a key element of our risk management strategy. We will improve internal vulnerability posture through upgrades and enhancements to IT security and infrastructure and security awareness training, and through the maturing internal audit function.

Key priorities include:

- Establishing internal audit capability, beginning with an internal privacy audit
- Investing in privacy and information security to address cybersecurity risk

Be a socially and environmentally responsible organization

Our corporate social responsibility mandate focuses on the environmental impact of our operational decisions through sustainability initiatives. It also strives to have a positive social impact on our communities and the communities of our stakeholders and the public. We will fully roll out our procurement strategy in line with corporate social responsibility objectives and continue to reduce HRPAs’s carbon footprint.

Key priorities include:

- Launching quick win updates to third-party relationships

Operational Effectiveness

What Success Looks Like by 2024

As we move ahead with our strategy, we will be guided by this vision of what we can achieve:

- We have financial capacity to continue **investing in tools** that improve the practice of HR professionals
- We have achieved our objectives while maintaining our **financial health**
- We have the **agility to adapt** to changes along the way
- We have **accomplished** what we set out to do
- Our Board champions regulated HR through **effective governance**



Focusing on Our Stakeholders

Throughout delivery of our 2022–2023 Strategic Plan, we will track “Proof Points” of how we are living up to our value proposition – both those that we already deliver and those that are aspirational. We will focus on providing our stakeholders with:



People inside the profession

- Official designations that signal professional status
- Access to network and Chapters
- Cross-Ontario mentoring program
- Wealth of training and resources for professional development
- Exclusive access to Hire Authority job board
- Access to special offerings from our partners



General working public

- Designations and regulation provide assurance of competence
- Members are bound by Rules of Professional Conduct
- Compliance with all workplace legislation and standards
- Commitment to equity and fairness in the workplace



Business leaders

- Regulated professional HR practice
- Employees who are up-to-date on HR trends as well as workplace and employment law
- Designations signal knowledge and expertise
- Strategic human capital knowledge and leadership
- Highly effective HR job board with our Hire Authority platform



Educational institutions

- Rigorous competency framework
- Job portal for students
- Partnerships towards shared goals
- HRPAs designations compatible with course offerings
- Advocacy work elevating the HR profession in Canada



Students

- Rigorous designations demonstrate graduates’ excellence
- Large network to learn from and be mentored by
- Ongoing professional development
- Employment resources and exclusive access to Hire Authority job board
- Constantly evolving education for the current and future world of work



Governments

- Continued regulation and re-certification based on modern workplace standards
- High professional standards and qualifications
- Regulatory framework that sets standards and minimizes risk
- Disciplinary action for members not living up to professional standards



Better HR Makes Business Better.

We believe well-run businesses are essential to a thriving society. Join us in promoting better workplaces and championing good HR practices.



**Human
Resources
Professionals
Association**