



Human
Resources
Professionals
Association

2021 ANNUAL REPORT

BUILDING BETTER
WORKPLACES FOR
TODAY, TOMORROW
AND FOR ALL



TABLE OF CONTENTS

Message from the Chair	3
Message from the Interim CEO	5
About HRP A	8
2021 At a Glance	9
Key Accomplishments	10
Volunteer Appreciation	25
Management Discussion & Analysis	39
Financial Statements	47
FY2021 HRP A Board of Directors	65
HRP A Executive Leadership Team	66





MESSAGE FROM THE CHAIR

When reflecting on 2021, it's difficult not to start with the effects of another year of COVID-19. This pandemic has challenged society, deeply strained our health care system and the lives of front-line workers, and affected everyone, from the children who have been deprived of in-class learning or graduation milestones, to the elderly, who have suffered through isolation and uncertainty as vulnerable citizens. We are all hopeful that 2022 will bring brighter days.

For HR professionals, the pandemic brought a number of challenges: shifting public policy and legislation, workplace disruptions and uncertainty, remote and hybrid work challenges, increased isolation and mental health issues, and recruitment and retention difficulties. The list seems endless, but HR professionals across Ontario have shown resilience and adaptability, while proving once again the strategic value of human resources.

I am proud of the performance of the Human Resources Professionals Association (HRPA) over the past year. Despite the challenges of COVID-19, HRPA continues to be in a strong financial position, with two main drivers being investment returns of **10.5%** and membership growth of **4.6%**. The growth in membership shows that the demand for HR professionals is higher than it ever has been, with Hire Authority and LinkedIn job postings up nearly double from a year prior. Recognition of the value of HR has certainly increased during

these uncertain times as organizations prepare their workforces for the new normal post-pandemic and ultimately the new world of work. Businesses across all industries are appreciating the value that designated HR professionals bring to their organizations and are turning to HR as a strategic and trusted advisor.

On behalf of the HRPA Board of Directors, I want to express my sincere acknowledgement of the contributions that HR professionals have made over the past year. It has never been a more exciting time to work in human resources.

Throughout the past year, the Board focused on strategy, risk management, regulatory governance and creating opportunities to connect with our important volunteer network.

We worked closely with management to finalize the HRPA Strategic Plan 2022-2023, which will help us achieve our vision of protecting society by enabling a flourishing human resources profession. The strategy continues to focus on four key themes: Regulatory Excellence, Service Leadership, Exemplary People Practices, and Operational Effectiveness. We also began work on a Balanced Scorecard approach to measure our progress in executing on the strategic plan.

“On behalf of the HRPA Board of Directors, I want to express my sincere acknowledgement of the contributions that HR professionals have made over the past year. It has never been a more exciting time to work in human resources.”

We heightened our focus on enterprise risk management to ensure we remain vigilant in a highly digital world where cyber security risks are ever increasing. From a regulatory governance perspective, the HRPAs adopted a risk-based approach which will guide us in regulating human resource professionals.

Finally, understanding the “Voice of the Volunteer” was an important priority for the Board. You might be surprised to know that over **800** people volunteer their time to HRPAs through our robust Chapter network or through our 12 regulatory committees.

Recognizing the importance of volunteers as the engine of HRPAs, we facilitated and held two meetings with our network of Chapter Chairs and Vice Chairs and a meeting with the Chairs and Vice-Chairs of HRPAs’s Regulatory Committees. One of several aims of these meetings was to gain more understanding from our volunteers of what works, what doesn’t and what we can do better. Thank you to those who participated and to all HRPAs volunteers for your tireless dedication and commitment to the HRPAs.

The accomplishments shared in this Annual Report would not have been possible without the entire HRPAs team and the leadership of former CEO, Louise Taylor Green, who stepped down from her role in March 2022. During her nearly four years at HRPAs, Louise made a significant contribution, drove superior performance results and profoundly influenced the culture at HRPAs. On behalf of the Board and all of our members, I thank Louise for her leadership and contributions.

To provide leadership during the transition to a new CEO, the HRPAs appointed Board Member John Hannah as Interim CEO. John is an accomplished executive and, with our strong team supporting him, I am confident that the HRPAs is in good hands.

I would also like to take this opportunity to thank my Board colleagues for their dedication and commitment to regulatory governance excellence and supporting the HRPAs in fulfilling its mission of being a regulatory association that sets the standards of HR professionalism in service of the public. I would like to specifically thank outgoing Board members Bob Thompson, Mary Madigan Lee and Kevin Hawkins for their service and contributions to the Board.

As we look forward to 2022, with the global pandemic hopefully behind us, the year will most certainly bring new challenges for the human resources profession. As we help organizations address new workforce issues and deal with the lingering effects of the pandemic on our workplaces, it is important that HR professionals support each other, commit to their own continuous learning, and be adaptable, curious and professional at a time when the world of work continues to change rapidly.

Patricia (Patty) Johns, CHRP, CHRL
Chair of the Board



MESSAGE FROM THE INTERIM CEO

The HRPAs Hire Authority job board in Fiscal Year FY2021 — saw an increase in HR job postings of almost **90%** over FY2020 — the pandemic has highlighted not only the need for HR but also the business risks associated with not having an HR department or function within the organization.

Businesses are gaining more understanding about the strategic value of — and urgent need for — expert, skilled and regulated human resources professionals. They know qualified and expert HR professionals are vital to addressing people-related challenges that will ultimately impact their company as a whole, right down to the bottom line.

With all of this in mind, HRPAs and its members pressed forward with determination, innovation and a steadfast commitment to the HR profession and to leading change in today's and tomorrow's workplaces.

We saw this commitment clearly in members' participation in HRPAs learning and professional development initiatives and events, which were mostly virtual. For example, HRPAs live webinars drew close to **25,000** registrations this year — a **32%** increase over the previous year — and almost **2,000** registrations for HRPAs certificate programs and workshops, a **91%** increase over the previous year.

We also saw more than **2,600** registrations for HRPAs micro-conference events, and strong

participation in smaller, more frequent events. Local HRPAs Chapter events (held online) garnered over **55,000** registrations — a **65%** increase over the previous year — and demonstrated how important and valuable it is for members to experience learning, professional development and networking within their own local or regional contexts, even virtually. These are very impressive numbers!

We continued the rebranding initiative launched in 2019 with a high-profile and highly successful brand campaign running from April to August. Leveraging the tagline **Better HR Makes Business Better**, we highlighted the role of HR professionals as strategic advisors who positively affect the bottom line and help manage a company's greatest asset: its people. The campaign was a resounding success, attracting nearly **14.5 million** impressions, with over **3.6 million** views on our main campaign videos and an average of 54 seconds spent on our materials.

COVID-19, vaccination policies, Indigenous issues and experiences, AODA and workplace inclusion, diversity, equity and accessibility issues were among the leading topics and themes discussed by members within HRPAs growing Online Communities platform — a virtual place

“Businesses are gaining more understanding about the strategic value of — and urgent need for — expert, skilled and regulated human resources professionals. They know qualified and expert HR professionals are vital to addressing people-related challenges that will ultimately impact their company as a whole, right down to the bottom line.”

for HRPAs members to discuss relevant topics, share knowledge and experiences, and collaborate.

Shifts in HR and workplace trends, public policy and new legislation, such as the *Right to Disconnect*, became a key focus for HRPAs as we delivered timely webinars, conferences and on-demand learning resources for HR leaders in these areas. HRPAs also provided customizable policy templates related to mental health, inclusive hiring, codes of conduct and zero tolerance for harassment, discrimination, and violence in the workplace.

HR professionals signaled their own understanding of how important it is not only to be part of a regulated profession but also to have opportunity to increase their expertise and value to organizations through an HRPAs designation. HRPAs achieved an impressive renewal rate of **89.4%** for member registrations. HRPAs also granted **1,222** new designations, a **75%** increase over the number granted in FY2020.

With the full complement of our enhanced Executive Leadership Team, adding new expertise and strategic approaches, HRPAs made several key gains in operational effectiveness this year, increasing our capacity to deliver the best to our members as a regulatory body and professional association.

Indeed, it has been another challenging year, but one that HRPAs has met with timely, strategic, innovative and member-focused approaches. This has resulted in the achievements and successes I have highlighted here and others listed and detailed more fully in this report.

Without question these achievements would not have been possible without the daily and focused work of the entire staff team at HRPAs, the diligent support and commitment of HRPAs's Board of Directors, Chapter Boards and Chairpersons, and HRPAs's more than 800 volunteers. There is no HRPAs without the people who've stepped forward to serve in so many various capacities. Know that your contributions are leaving positive and lasting impacts for the HR profession in Ontario and, ultimately, for the members of the public who will experience these impacts in their workplaces.

Lastly, we remain grateful to our former CEO, Louise Taylor Green, for her years of leadership with HRPAs. An external search for our new CEO is underway and our new strategic plan and our core pillars of regulatory excellence, service leadership, exemplary people practices, and operational effectiveness are firmly in place. We remain excited for the work that lies ahead, the success and positive achievements that will result, and the opportunity to prove again and again that **Better HR Makes Business Better**.

John Hannah, CEC, CHRP, CHRL, CHRE
Interim CEO



HRPA MEMBER SPOTLIGHT

BEATRIZ MILLON – LIFELONG LEARNER

“When I was in school, I attended an HRPA student information session and soon joined as a student member before graduation. My goal has always been to grow and strengthen my HR skills, and I thought there would be no better place to do that than at HRPA, which has a solid track record for providing exceptional programs and services for all HR professionals, including students.

Since then, I have gained relevant experience as an HR professional, and I have had the opportunity to give back to the HRPA community

through volunteering. Thus far, it’s been an awe-inspiring learning adventure following my passions.

To anyone considering the HRPA, I would say invest in yourself. Be part of an HR community that allows you to access valuable knowledge, networks, support, and resources to help you gain a competitive advantage in the job market and industry at any level of your HR career journey!”

ABOUT HRPA

The Human Resources Professionals Association (HRPA) ensures that our close to 23,000 members and students have the most up-to-date tools and the advanced skills to lead our workplaces into the future. We regulate HR professionals in the public interest. Our members are held to the province's highest standards, so Ontario workplaces can trust us to help unlock business growth and optimize employee potential. Because the HRPA means better HR. We do this in three distinct ways:

1. Protecting the Public

As the provincial HR regulatory body, we hold our members to Ontario's highest standards through our regulatory processes such as registration and certification, standards and guidelines, quality assurance, complaints and discipline, and stakeholder education.

2. HRPA Designations

HRPA also provides three levels of designations including: Certified Human Resources Professional (CHRP); Certified Human Resources Leader (CHRL); and Certified Human Resources Executive (CHRE). The designations provide the public with the assurance that designated professionals have the skills, knowledge and competence to deliver on expectations.

3. Professional Development

We provide members and students with the training and resources they need to stay on the cutting edge and lead Ontario's workplaces into the future. Our network of chapters plays an important role in helping the Association deliver consistently high-quality education, networking and mentoring experiences.



2021

AT A GLANCE

Of Note...

The total number of **22,970** members and students in FY21 reflects a **4.6% increase** over the previous year. The **356,610** job views on **Hire Authority** reflects a **121% increase over the previous year** and as user sessions increased significantly due to increased HR job postings on the platform and consistent with pre-pandemic numbers. HRPAs saw increased activity and growth on its digital channels over the previous year, in large part due to the FY21 Brand Campaign including:

- a **30% increase** in **social media audience**,
- an **84% increase** in **website visits** and **391% increase** in website page views, and
- a **61% increase** in **public register searches**.

HRPA's **Online Communities** platform also continues to evolve and progress with active users having grown by **5%** over the previous year, a **17%** increase over the previous year in discussion threads, and a **15%** increase over the previous year in total log-ins.

Registrations and Membership

- 22,970 Members and Students
- 14,918 Designated Professionals
- 7,505 Practitioners
- 215 Allied Professionals
- 332 Students

HRPA Online Communities

- 13,584 discussion threads
- 22,080 active users
- 242,900 website pages viewed
- 158,810 total log-ins

Annual Brand Campaign

- 14.4 million impressions
- 3.6 million video views
- 71,273 link clicks

Professional Development

- 24,473 registrations for live webinars
- 967 registrations for on-demand webinars
- 1,150+ registrations for certificate programs and workshops
- 2,628 conference registrations

Website

- 1,070,638 visits
- 520,880 unique visitors
- 4,870,334 pageviews
- 64,680 public register searches

Designations

- 1,222 designations granted in 2021
- 3,102 exams delivered

Hire Authority

- 356,610 job views by job-seekers
- 1,635 job alert sign ups
- 1,559 job postings by employers
- 701 new employer accounts
- 20,000+ subscribers to new Hire Authority Careers e-newsletter

Communications

- 1,367 e-mails
- 142,597 social media audience
- 1,261,522 social media impressions
- 33,052 social media engagements
- 13,923 clicks

Volunteers and Chapters

- 270 chapter events held by our Chapter leaders throughout 2021
- 55,741 registrations to chapter online events
- Over 800 volunteers across the province and including members of the public

HRPA Annual Conference and Trade Show

- 96% attendance rate
- 2353 registrations
- 50 trade show exhibitors (virtual trade show floor)

KEY ACCOMPLISHMENTS

Regulatory Excellence

Champion, regulate and elevate professionalism in HR

The primary purpose of the HRPAs is to promote and protect the public interest by governing and regulating the practice of members, students and firms registered with the Association.

HR professionals protect the public interest and enable organizational success by ensuring that all relevant labour, employment and human rights legislation is upheld in workplaces.

HRPA establishes qualifications, regulations, and a code of conduct, but HR professionals are the implementers of that code of conduct in their workplaces.

Membership in HRPAs matters. Becoming a member or student of HRPAs means becoming a regulated HR professional. By registering, our members voluntarily choose to be regulated and to commit to certain professional obligations, such as abiding by HRPAs Rules of Professional Conduct. These individuals signal their commitment to being part of a self-regulated profession that believes in protecting the public through HR excellence and creating better workplaces.

This year, HRPAs continued its regulatory functions in six core areas, including

- regulatory response formulation and policy development,
- registration and certification,
- standards and guidance,
- quality assurance,
- complaints, discipline, capacity and review, and
- stakeholder education.

The Office of the Registrar counted several achievements as we continued to enhance and mature HRPAs regulatory framework and enable professionalism in HR practice.

Regulatory Committee Training

HRPA offers training for the members of our Regulatory Committees. This year, all training topics were presented virtually and featured multiple sessions throughout the year.

Topics and themes included:

- the definition of risk-based regulation and what it means for our members, students, and members of the public (e.g., workplaces, employees, and employers),
- risks of harm – identified through extensive research and consultations – that the practice of HR may pose to the public,
- how HRP, its members and students, and the public can work together in partnership to prevent and mitigate the identified risks of harm, and
- examples of HRP early responses in addressing potential high-risk areas of HR practice to better equip members and students in preventing and mitigating risks.

Regulatory Committee Boot Camp

A first event of its kind for our Regulatory Committees, this live, two-hour boot camp was held on February 16, 2021 for individuals who were considering applying for committee appointments. The main objective was to provide a clear understanding of what is involved in being a member of HRP's regulatory committees. The Boot Camp was an initiative inspired by a 2020 meeting of the Governance and Nominating Committee (GNC) which, during that meeting, adopted key measures to enhance governance of HRP's regulatory committees. These

measures included ensuring merit-based, transparent and impartial appointment processes, committee profiles, the GNC's review and approval of rosters and Chair and Vice-Chair appointments to committees, and a proposed annual meeting between HRP's Board of Directors and the Chairs and Vice-Chairs of its regulatory committees (the first such meeting took place on November 8, 2021). The Boot Camp event was successful and will become a part of process going forward.

Rules of Professional Conduct and Code of Ethics

HRP developed four professional guidance documents, including one practice standard and three practice guidelines: the **Workplace Investigations Standard**, the **Social Media Use Guideline**, the **Mental Health in the Workplace Guideline**, and the **Terminations Checklist**. A fifth practice guideline on **Racism in the Workplace** was also drafted with the assistance of three diversity and inclusion experts. These professional guidance documents are at different stages in the review and approval process. Following approvals of each by the Professional Standards Committee, the Governance and Nominating Committee, and finally the HRP Board of Directors, these professional guidance documents will come into effect in 2022.

Maturing the Risk-Based Regulation Model

In line with most regulatory bodies, HRPAs have adopted a risk-based approach as its model for professional regulation. While most professional regulatory bodies depend on complaints to identify risks to the public stemming from the practice of the profession, HRPAs' low complaint rate meant developing some creative and innovative approaches to identifying risks, such as the use of surveys and focus groups to develop multi-stakeholder perspectives on the risk.

Continuing Professional Development Audit Goes Virtual

In 2020, HRPAs moved most regulatory activity to a virtual environment. By FY2021, one process that had yet to move was the Continuing Professional Development audit review, and **5,258** CPD logs were due to be submitted. The CPD audit review did occur virtually due to the pandemic. To support the virtual audit, the committee utilized an online submission platform. On a random basis, **178** logs were selected as part of the CPD audit review process. The audit concluded successfully on November 15, 2021, and this will become the process going forward.



Of Note...

- HRPAs retention rate of **students** reached **77%**, though caution should be used in interpreting registration numbers for students. This is a transitional registration group – individuals remain in the student registration category for only a brief period before moving on to another registration category. This makes registration numbers for students more volatile than numbers for other registration classes. For example, while more than **700** students registered during 2021, only **332** remained registered as students by the end of the fiscal year. The remaining moved on to other registration classes.
- Overall, **compliance rates** are low and this informs HRPAs progressive focus on building a culture of compliance and “good professional citizenship” while also increasing members’ and students’ awareness and understanding of risk-based regulation.
- We have heard from members that **HRPA’s Reinstatement and Re-Achievement Policy** is too restrictive. To address this we have completed an environmental scan of best practices among other regulatory bodies and have submitted recommendations to the Board for more flexibility for returning CHRP and CHRL members, notably without compromising public protection in any way. We expect to announce these changes in 2022.

Strong Registration Renewal

HRPA saw notable success milestones within its annual renewal campaign, aided by member-facing marketing and communications activities.

These milestones included:

- an increase in on-time (before May 31) renewal rate of members to **82.1%, up from 77%** in FY2020,
- an increase in the ultimate renewal rate to **91.9%, up from 84%**,
- an increase in the retention rate for designated members to **96%, up from 93%**, and
- an increase in the retention rate of non-designated members from a minimum of **69% to at least 75%**.

HRPA froze renewal dues at FY2020 rates to ensure members experiencing continued financial hardships would not find fees to be a barrier to their voluntary and desired renewal. Also, **4.7%** of renewing registrants participated in HRPAs Renewal Dues Assistance Programs (RDAP), which offer dues relief from **20%** to **100%**. RDAP is available upon renewal only.

Membership increased by **4.6% to 22,970**. However, renewal rates are now quite similar to pre-pandemic levels. HRPAs has continued to track a small but consistent increase in overall renewal rates at about **1%** per year since 2017.



HRPA MEMBER SPOTLIGHT

KADDEEM WILLIAMS – ON THE ROAD TO A GOAL

Following a professor's advice in 2020 brought Kaddeem Williams through the door of HRPA and onto a fast track to achieving his goal of a meaningful career in HR.

Kaddeem was navigating a career change and searching for information on obtaining his HR designation when the professor in his graduate certificate program recommended joining HRPA.

"I want to be the best HR professional I can be in order to support others in thriving, succeeding and actualizing their potential in the workplace," Kaddeem shares. "To do so, learning from different people and their experiences is important."

Clearing the Way

Kaddeem has found HRPA members have regular opportunities to "get sound advice from senior HR professionals, work towards adding a designation to their title and become more competitive in the job market." He points to HRPA mentors' guidance about designation and career advancement and planning his academic journey as a notable example.

"In November 2021, I matched with a mentor through HRPA's mentorship program, who has been very supportive. We have been meeting every month to talk about HR trends and explore possible career trajectories in HR."

Service Leadership

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

We continued to expand and enhance a number of key services, offerings and opportunities for members and the HRPA network across Ontario.

As the world moved into the second year of the COVID-19 pandemic, connecting with, supporting and engaging HRPA members remained our top priority.

Conferences, Workshops and Webinars

With the pandemic limiting in-person events, HRPA delivered a completely virtual Annual Conference and Trade Show, with strong results:

- **2,353** registrations,
- a **96%** attendance rate and
- **50** trade show exhibitors (virtual trade show floor)

Following the event, we reassessed our program offerings and our reliance on a single, premier learning event. We had heard from members who say they want more microlearning opportunities and a less Toronto-centric approach and we listened. We launched virtual seasonal conferences and micro-conferences, while introducing new (and virtual) workshops, master classes and certificate programs. These professional development programs and learning initiatives balanced affordability, desirability, value, relevance and accessibility.

They also addressed specialties within the HR profession — such as workplace investigations, talent development, and HR and business analysis — and featured a focus on greater “real-time” supports and resources for members, including expanded policy templates.

This shift in HRPA’s learning program resulted in greater revenues due to increased demand and online delivery, which helped to lower fees for members and reduce typical overhead costs for in-person events. Across a variety of (virtual) event categories and programming, HRPA drew strong attendance, including:

- **24,473** registrations for live webinars,
- **967** registrations for on-demand webinars,
- **1,150+** registrations for certificate programs and workshops and
- **2,628** conference registrations.

More importantly, this financial success was joined by member satisfaction as **81%** of attendees found the content valuable or extremely valuable. We also received a **77%** net promoter score from attendees of the (virtual) HR Law Conference, and a **62.5%** net promoter score from attendees of the (virtual) Summer Conference.

Value at the Local Chapter Level

HRPA local chapter events provide opportunity for learning and professional development, networking, and community for members. HRPA Chapters hosted **270 events**, drawing close to **56,000** participants in total. Chapter event satisfaction reached an all-time high, tracking at **92%** in our post-event surveys and surpassing the event satisfaction scores of FY2020 (**86%**) and FY2019 (**84%**). This demonstrates how well our Chapters have been able to pivot to deliver quality virtual programming over the past two years.

Events are Appreciated

"The wide variety of events offered help keep members up to date on the latest HR practices. In fact, I find it well worth the time to attend HRPA events, because I walk away feeling like I have learned something new. Being a member of an accredited organization also positions you as a respected HR professional, and it gives you the chance to meet others with similar stories and experiences. In my experience, HRPA offers so much and I have gotten value back as a member many times over."



MARIANNE PELLETIER
HRPA MEMBER

Mentoring and Student Engagement

Engaging emerging generation or life-long learning HR professionals was another key achievement for HRP. This included hosting a Fall Student Career Fair with **20** employers and **156** student participants and producing an informational video for post-secondary students and early career professionals that highlighted HRP's offerings and membership benefits.

To facilitate meaningful connections and further professional growth opportunities, HRP launched a new provincial mentoring program in September, enabling members to meet and network remotely and safely during the pandemic. This program also provided the opportunity for members from more rural communities to connect with their peers and all members to broaden their network. We found that:

- **57%** of members (or **447 out of 778** active members) are currently in one or more mentoring relationships,
- **27%** of members (or **214 out of 778** active members) currently have one or more mentors and
- **26%** of members (or **205 out of 778** active members) currently have one or more mentees.

These numbers demonstrate that there is promising value in mentorship for members (both mentors and mentees). There is still a considerable gap between the number of mentees enrolled in the provincial mentoring program and the number of mentors available. HRP will continue campaigns focused on attracting more members to enroll in the program as mentors, including reaching out to those in management positions, and to those who may not think of themselves as someone who has the experience to enroll as mentor.

Evolving "Online Communities"

In March 2020, and as the pandemic continued to force lockdowns and other measures across the province, HRP launched its first All Member forum community. This online forum provides members with a safe and open place to connect, network and collaborate virtually. Throughout the pandemic, this platform has allowed members to engage with each other and share best practices during an uncertain time. Noted popular and recurring topics and themes in the platform to date include COVID-19, vaccination and vaccination policy, continuing professional development, AODA, and Truth and Reconciliation.

In FY2021, HRPAs continued to evolve this platform, providing more opportunities to further expand its reach and connection with members. In 2022, HRPAs will implement more cohesive strategies to drive engagement on this platform by improving existing functions and establishing an online services advisory group to provide feedback and direction on HRPAs’s online services and a rollout of new features such as an ideation mechanism to solicit member feedback.

Making the Online Communities platform the very best it can be requires ongoing monitoring and measurement. To that end, and using backend administrators’ settings, HRPAs also implemented a new ratings system or “score” for the platform: the Engagement Benchmark Score or “EBS.” The EBS allows Association staff to identify opportunities for improvement in the platform and also to see what elements and features are doing well.

Each component was assigned a letter grade akin to academic performance, from an F to an A+. This score is derived from three distinct criteria.

Criterion	Description	Score
Activity	The ratio of the number of items created for each active user in the community	C+
Value	A measure of the engagement generated by the content in the community	B-
Reach	The ratio of users that have performed an activity in the community as compared to the available audience	A-

HRPAs’s FY2021 EBS Score is a B-. This score is a strong start that provides important insights for HRPAs and members participating in the platform.

Customer Service Matters — and HRPAListens

Member and customer service is incredibly important at HRPAL. In FY2021, the Association set out to understand the needs of its members and customers by adding a service feedback survey within all staff signatures. The feedback enables HRPAL to make improvements to our escalations and to ensure our service is the very best it can be.

While the overall FY21 service feedback survey garnered HRPAL a positive Customer Service Satisfaction Score (CSAT) of close to **76%**, we are ever mindful of areas where customers service can be improved and prepared to address with specific action and response. FY21 improvements in a number of areas, included:

- making available new online appointments for members and customers,
- enabling enhanced Talk-To-Text (TTY) accessibility services,
- new staff service level commitments with a promise to reply to members and customers within 24 hours,
- updating our website’s AODA requirements and
- new FAQs posted online to support self-service.

FY2021 CSAT Score

METRIC DESCRIPTION		2021 Metric
1	Total Survey Responses	474
2	Average Total Satisfaction Score	4.35 out of 5
3	Number of Follow-Ups (email or phone)	61
4	Number of Escalations (further investigation warranted)	11
5	Customer Service Satisfaction Score (CSAT)	75.74%



HRPA MEMBER STORIES

EMILIE LE TUAL – GIVING IT YOUR ALL

It's hard to imagine a leader who embodies leaving nothing on the table more than Emilie Le Tual. Born and raised in Quebec, she completed an undergraduate degree in HR, moved to Ontario, obtained her MBA, pursued her CHRL designation and landed a career-changing HR position.

Today, Emilie is Director of Enterprise and Risk Culture in Global Compliance in a global financial institution and is also a member of HRPA's Board of Directors.

Her career journey is nothing short of impressive. But while much of her success can be attributed to her tenacity and drive, Emilie believes it also has a lot to do with the critical skills she gained from the HRPA Mentorship Program. "When I was

relatively new to the workforce in Ontario, I joined the HRPA Mentorship Program and had a mentor who really helped me understand more about the HR marketplace. My mentor also helped me navigate a new career, a new industry, and adjust to the professional landscape in Ontario," she adds.

This experience had such a positive impact on Emilie that it helped her build a mentoring program within her own organization. Coming full circle, she also currently gives back as a mentor in the HRPA Mentorship Program, guiding and advising other emerging HR professionals in the early stages of their careers.

WHEN HR PROS JOIN FORCES

The role and visibility of the HR profession changed significantly during the pandemic. For Emilie this made her connection to the HRPA even more important.

“As a member, I felt like I was able to stay connected to the HR community and build confidence in managing the unknown,” says Emilie. “Pre-pandemic, HR was gaining solid ground as a strategic partner to the business. The pandemic accelerated this trend even further and helped bring together many HR functions and partner groups to actively collaborate, create new bridges and elevate our ability to redefine employee experiences.”

Staying connected with the HRPA also meant she could tap into countless professional development and learning opportunities, all of which were equally valuable for Emilie last year. “HRPA really brought to the forefront many of the hot topics that were impacting leaders such as returning to work and vaccination requirements,” says Emilie. In fact, many of these important challenges were discussed at HRPA’s first-ever Summer Conference and Fall Conference, while thought-leadership pieces and the latest research were shared in the Weekly Insider, and smaller professional development certificate programs and Chapter-led initiatives were hosted throughout the year.

“The HRPA is creating for its community the experience that all HR professionals should aim to replicate within their organizations, in terms of helping employees find purpose and remain abreast of best practices in the face of constant change. This enables us all to continuously add value.”

MAKING THE MOST OUT OF IT

Emilie has come a long way since completing her undergraduate degree in HR. And while HRPA has been an invaluable part of her career journey, she wants to emphasize that it does take work. “The HRPA membership is what you make of it. If you don’t take advantage of all the training programs (many of which are also free), if you don’t network, if you don’t volunteer, you may be missing out on some key opportunities to develop and flourish in your career.”

But while it does take hard work, it’s not without its rewards. Because when Emilie looks back on her HR career, one word that encapsulates how she feels about it is proud. “We’re not doctors, we don’t have to take the Hippocratic Oath, but as HR professionals we are held to a Code of Ethics. This code sets standards which speak to our commitment to our workplace, our fellow employees, and ourselves to give our best, each and every day.”

Exemplary People Practices

Modern, effective and progressive approaches to diverse and inclusive human capital management

HRPA is committed to its core values of *respect, integrity, transparency, accountability* and *ethics*. In connection with these values, HRPA is a champion of inclusivity, diversity, equity, and accessibility (IDEA). Along with specific professional development programs and events with a focus on diversity and inclusion, in FY2021 HRPA continued to develop and provide policy templates that can be customized by HR professionals to address related workplace issues. Included in these are inclusive hiring, codes of conduct and zero tolerance of harassment, discrimination, and violence in the workplace.

HRPA also engaged a group of key stakeholders to form HRPA's Awards Task Force. The Task Force examined and discussed current award offerings, flagged areas for improvement and developed a three-year plan to enhance HRPA's Award offerings and to include more consideration for inclusivity and diversity within the HRPA Awards process itself.

Inclusion and diversity continued to be a focus within HRPA's own staffing context and culture. HRPA procured a vendor to conduct a remediation of its posted documents to reflect greater and even best

accessibility features and to ensure full internal AODA compliance. HRPA also continued to develop and implement training for staff to ensure AODA compliance in operations and practices going forward.

Board Diversity Task Force

In 2019 HRPA's Board of Directors conducted a diversity and inclusion working session which resulted in the development and adoption of a Board Diversity and Inclusion Policy. HRPA's Governance & Nominating Committee then struck a task force to examine policies and procedures with respect to further elevating and enhancing our diverse and inclusive governance practices.

We are proud of the collective achievements of the task force over the past two years, and several notable milestones have strengthened our diversity and inclusion posture and approach as a Board, namely:

- updated the Board nomination package to include a self-disclosure option,
- established a three-year aspiration to achieve and sustain gender parity on the Board,
- provided guidance to our Board Nominating Committee on the non-member director appointment process and a directive to increase qualified candidates who also meet our diversity aspirations and
- updated our board self-assessment skills & profile tool to enable self-identification.

As our Governance & Nominating Committee (GNC) reflected on these achievements and the forward-looking policy decisions, HRP A concluded that the remaining components of the task force workplan are largely policy-based decisions which properly rest with the GNC. To that end, we incorporated the remaining actions from the task force workplan into the GNC workplan and will allocate dedicated time in future committee meetings to ensure this vital work continues as an elevated Board and Committee priority.

Many people contributed to our success in this body of work and they are identified in our lists of our committees and task forces of the Board later in this report.

Operational Effectiveness

Maintain financial and operational well-being that enables our member value proposition and manages risk

As declared in our Strategic Plan 2022–2023, HRP A is focused on “making smart investments in regulatory advancement and delivering on our value proposition” for members and the public. In FY2021, and as part of an aim to be a well-run regulatory body and Association that operates with efficiency and manages risk effectively, HRP A continued to monitor, examine and take steps to improve operations in the following key areas.

Procurement Processes

Building on our FY2020 work of establishing a new Procurement and Enterprise Projects process, we accepted responses to public requests for proposals for

- a new Speaker Management Tool to provide a unified integration and management tool for our learning team and chapter volunteers,
- a review of Exams and Psychometrics vendors to ensure that our services to registrants remain best-in-class, and
- Member Affinity Services to upgrade and enhance our existing offerings.

Change Leadership and Project Management Tools

People leaders and project leads participated in facilitated workshops to understand change leadership execution. HRP A also procured and implemented a new platform, Monday.com, as its enterprise project management tool to enable an agile approach to project management.

Privacy Posture

The Association undertook an internal audit to better understand its privacy posture. While much had been accomplished since the privacy office was established in 2020, the internal audit informed the development of a road map for HRP A over the next three years to improve our Privacy Framework and to ensure that good privacy practices and procedures are documented and audited.

Annual Meeting

We completed our Annual Meeting with **173** registered members, nine proxies and **106** participating online with no issues during broadcast.

Best Finance Processes and Management

In keeping with guarding the financial health and well-being of the organization, HRP A developed and undertook a number of new measures with notable achievements, including.

- developing new financial health indicators and a graphical scorecard for use by the Finance and Risk Committee and Board to support them in comprehensive financial oversight,
- re-evaluating our reserves and the structure of the internally restricted reserve to improve our financial stability and provide increased transparency,
- reducing monthly financial reporting close times and introducing business analysis tools to support the senior management team to make strategic and operational decisions using deep financial insights,
- introducing a Management Discussion & Analysis to support the Audited Financial Statements to provide more information to members and other stakeholders about the financial numbers and outlook for the next year,

- reducing financial reporting close times for month- and quarter-end financials and exploring options for real-time financial reporting, and
- conducting a thorough review of all finance policies, procedures and finance forms.

The reduction of closing times in month-and quarter-end is of particular importance as it also helps HRP A's senior management team pursue deep analysis and secure immediate feedback on HRP A's financial performance during a selected period.

VOLUNTEER APPRECIATION

During National Volunteer Week (April 18– 24, 2021) HRPA was proud to honour the hundreds of volunteers who support our mission and mandate. They make all the difference – which is why 2021's National Volunteer Week theme – *Making a Difference in a Changing World* – was so fitting. HRPA staff shared messages of thanks and appreciation to volunteers on a virtual Gratitude Wall for that week – but the truth is, we are grateful for the generous support of volunteers at all times.

Thank you, volunteers – including our dedicated Chapter, Regulatory and Board Committee volunteers – **for your time, commitment, and efforts!**



CHAPTER VOLUNTEERS

Algoma

(C) Trina Skagen
Marisa Pecile Balgue
Nicole Gulli
Darla Pirillo
Lisa Salvini
Devon Sanderson

Barrie

(C) Lesley Harrington
Sheryl Flannagan
Sherry Patterson
Sue Skawinski
Catherine Wilson

Chatham-Kent

(C) Katelyn Hanuszak
Tracey Arnold
Athena LeRoux
Elise Marentette
Nicole Papps
Jocelyn Watson
Taryn Zimmer (partial term)

Durham

(C) Catherine Claridge
Imran Hameed
Candice McAlister
Ernest Mistica
Gladys Saenz
Hazel-Ann Sriver

Grand Valley

(C) Shawna Bourke Heimpel
Darren Becks
Nancy Lau
Beatriz Millon
Kathryn Meehan
Erin Poirier
Hosherdar Polad

Grey Bruce

(C) Jason Hemstock
Melissa Clancy
Lacy Fischer
Leanne Gowing
Kimberley Inniss-Petersen

Guelph

(C) Evan Campbell
Kerri Klassen
Zach MacPherson
Amanda Stokes
Jacqueline Vinovich
Carol Wehner

Halton

(C) Nancy Klassen
Sofia Chmiel
Charlie Guy
Shelly Meadows
Rabi Mostafa
Ashley Raheja
Rana Al Semaani

Hamilton

(C) Jerry Velluto
Michelle Belbin
Valerie Henschel
Leah Heywood
Reanna Klamot
Alisha Mociak
Rosy Montini

London

(C) Vanessa Newcombe
Andie Cecchetto
Tasha Harvey
Lauren Manna
Sebastian Rovithis
Sarah Ryckman
Crystal West

Niagara

(C) Andrea Daisley
Charlotte Butko
Paula Cutler
Mila Dembowy
Tracey-Dawn Giovannone
Lisa Purnell
Sherri Rossi

North Bay

(C) Lucie Laperrière
Beckie Gallardi
Megan Johnson
Katerina Kmet
Lori Lee Michaud
Marsha O'Connor
Vacant

Northern ON

(C) Esther Langevin
Karen Ball
Anna Grassia
Kirsten Kabernick
Ginette Morin-Trudel
Tejraj Shah

Ottawa

(C) Carol Ann Samhaber
Marta Albinowski
Karley Bureau
Morgan Chambers
Sarah Eaton
Priti Gidda
Vanessa Herman
Maurice Le Maire

Peel

(C) Flavia Iuston-Blair
Deanne Cormier
Stephanie Enright
Carmen Fischer
Robert Gearing
Stacy Hylton
Rima Toor
Anjana Vasudeva

Peterborough

(C) Sara Bragg
Alison Garbutt
Teri Lawrence
Amanda Payne
Julie Yandt

Quinte

(C) Pam Massicotte
Appel Maracle
Dan Baglole
Michelle Michaud
Paige Summers

Sarnia

(C) Elizabeth Forman
Lyndsay Doran
Rebecca Wilkinson Mitchell
Susan Paulley
Fiona Pulickal

Sudbury

(C) Trina Hayden
Julia Demianiuk
Sarah Mills
Lisa O’Bonsawin
Callan Rogers
Danielle Tremblay

Thousand Islands

(C) Mary (Maggie) O’Connor
Tracey Bickle
Gail McAllister
Laura Parslow
Cyndi Phillips
Meghan Swerdfager

Toronto

(C) Joanne Melanson
Titilayo Akinsanya
Hussain Haider Ali
Lorinda Lee
Danielle Marshall
Andria Matadial
Hendrik Nieuwland
Flora Sousa
Trevor Stewart
Frank Tancredi
Moneca Yardle

West Toronto

(C) Michael Greenwood
Lovel Dhir
Jenn Guglick
Natalie Maiola
Helen Patterson
Ann Tavares
Ian Turner
Angela Vincenzo

Windsor

(C) Susanne Earle
Jennifer Mawhinney
Liz Nichols (Black)
Sara Ouellette
Shelly Sutherland
Inna Turkova
Chris Nicholls Worth

York Region

(C) Jackie Cabildo
Adriana Carlin
Jackie Chavarie
Grace Davidian
Andy Ip
Kaneez Jaffer
Bridget King
Robyn Knezic
Josie Lee
Alessandra Sistilli
Diana Valler

REGULATORY COMMITTEES AND VOLUNTEERS

HPRA members are served by **16** regulatory committees. FY2021 saw **232** volunteers, including **37** members of the public, participating on these committees and focused on five core areas of support: registration and certification; quality assurance; complaints, discipline, capacity and review; appeals; and regulatory policy development and response coordination.



REGISTRATION AND CERTIFICATION

REGISTRATION COMMITTEE:

Key Highlights

Approved **47** registrations out of **65** referrals. Other referrals in this group were approved with conditions or awaiting pending documentation or awaiting panel review. One application was denied, and seven applicants withdrew their applications.

Professional Members

- (C) Agnieszka Ciesla | CHRP, CHRL
- (VC) Cindy Zarnett | CHRP, CHRL
- Andrew Belanger | CHRP, CHRL
- Elizabeth Blunden | CHRP, CHRL
- Risa Caplan | CHRP (ret), CHRL (ret)
- Diane Daley | CHRP
- Marianne De Munnik | CHRP, CHRL
- Joy Gendall | CHRP, CHRL
- Nancy Lau | CHRP, CHRL
- Lindsay Monaghan | CHRP, CHRL
- April O’Connell | CHRP, CHRL
- Margaret Smith | CHRP (ret), CHRL (ret)
- Frank Tancredi | CHRP, CHRL
- Rachel Wong | CHRP, CHRL

Members of the Public

- Vlad Bosis
- Kristen Couch
- Rosemarie Mercury
- Diana V. Mojica
- Michelle Samaroo

EXPERIENCE ASSESSMENT COMMITTEE

Key Highlights

Reviewed **248** validation of experience applications of which **169** or **68%** were approved. Reviewed also **119** “alternate route” submissions of which **72** or **61%** were approved.

Professional Members

- (C) Michelle Rathwell | CHRP, CHRL
- (VC) Elizabeth Blunden | CHRP, CHRL
- Madonna Augustus | CHRL
- Nadine Buchanan | CHRP, CHRL
- Holly Butera | CHRP, CHRL
- Mala Greenbaum | CHRP, CHRL

Jennifer Hanna | CHRL
Josephine Ho | CHRP, CHRL
Nina Ianni-Alice | CHRP, CHRL
Lorri Kennis | CHRP, CHRL
Mansoor Khalifa | CHRP, CHRL
Joanne Kranyak | CHRP (ret), CHRL (ret)
Elo Kuutan | CHRP, CHRL
Gail Lawrence | CHRP, CHRL
Maria Caterina Logozzo | CHRP, CHRL
Geneviève Macaulay | CHRP, CHRL
James Marchese | CHRP, CHRL
Preiti Momaya | CHRP, CHRL
Vanessa Ng Chan | CHRL
Guy Poirier | CHRP, CHRL
Ravinder Sanghera | CHRP, CHRL
Jillian Saunders | CHRP, CHRL
Tarunpreet Singh | CHRP, CHRL
Haris Somair | CHRL
Surbhi Sud | CHRP, CHRL
Samantha Vigrow | CHRP, CHRL
James Wickham | CHRP, CHRL
Anjana Yachamanani | CHRP, CHRL
Cindy Zarnett | CHRP, CHRL
Dahlia Zephrani | CHRP, CHRL

ACADEMIC STANDARDS (DEGREE) COMMITTEE

Key Highlights

The committee received and approved three institutional course approval submissions. The committee received no individual submissions.

Professional Members

(VC) Kathryn Toth | CHRP, CHRL

Members of the Public

(C) Julie Aitken Schermer
Maria Ferraro
Binhua Huang
Helena Keirstead
Joanna Pitek
Sarah Ross

ACADEMIC STANDARDS (DIPLOMA) COMMITTEE

Key Highlights

The committee reviewed six institutional applications and approved three of these. The committee also reviewed **32** individual submissions, of which **26** were approved.

Professional Members

(C) Michelle White | CHRP, CHRL
Tasha Harvey | CHRP
Nina Ianni-Alice | CHRP, CHRL
Diana Oliveira | CHRP
Aniruddha Ramachandra
Cathy Snyder | CHRP, CHRL

CHRE REVIEW COMMITTEE

Key Highlights

Approved **14 out of 31** applications received for review.

Professional Members

(C) Dennis Concordia | CHRE
(VC) Janet Brooks | CHRP, CHRL, CHRE
Robert Canuel | CHRP, CHRL, CHRE
Karen Cullen | CHRP, CHRL, CHRE
Joseph D’Sa | CHRP, CHRL, CHRE
Helen Ferreira | CHRP, CHRL, CHRE
Daphne FitzGerald | CHRP, CHRL, CHRE
Andrea Fraser | CHRE
Bruce Fraser | CHRP, CHRL, CHRE
Alex Gallacher | CHRP, CHRL, CHRE
Michael Harwood | CHRE
Melanie Laflamme | CHRP, CHRL, CHRE
Rahima Mamdani | CHRP, CHRL, CHRE
Paul McGowan | CHRP, CHRL, CHRE

Tazeen Nawab | CHRE
Anthony Papa | CHRP (ret), CHRL (ret), CHRE (ret)
Rajeswari Ramanan | CHRE
Maura Richardson | CHRE
Mary Silverthorn | CHRP, CHRL, CHRE
Deborah Singh | CHRP, CHRL, CHRE
Geoffrey Smith | CHRP, CHRL, CHRE
Sandra Smith | CHRE
Flora Sousa | CHRP, CHRL, CHRE
David Weiss | CHRP, CHRL, CHRE, FHRPA
Xudong Yang | CHRE
Jo-Anne Yanuziello | CHRP, CHRL, CHRE

CHRP EXAM VALIDATION COMMITTEE

Key Highlights

The committee reported **1,052** candidates wrote the CHRP Knowledge Exam and **468** candidates completed the CHRP Employment Law Exam. The pass rate for the CHRP Knowledge Exam was **64.9%** and the pass rate for the CHRP Employment Law Exam was **97.0%**.

Professional Members

(C) Claire Chester | CHRP, CHRL
Sunday Ajao | CHRP, CHRL
Nancy Brandon | CHRP, CHRL
Roxanne Chartrand | CHRP, CHRL
Patrizia Finucan | CHRP, CHRL
Tanya Gopaul | CHRP, CHRL
Samir Kumar | CHRP

Annette Lawrence | CHRP, CHRL
Suman Seth | CHRP, CHRL
Kriss Stone | CHRP, CHRL
Michelle Sultan | CHRP, CHRL
Ileean Tait | CHRP, CHRL
Patricia Verkley | CHRP, CHRL
Karen Weiler | CHRP, CHRL

CHRL EXAM VALIDATION COMMITTEE

Key Highlights

The CHRP Knowledge Exam was written by **928** candidates and the CHRP Employment Law Exam by **652** candidates. The pass rate for the CHRP Knowledge Exam was **66.8%** and the pass rate for the CHRP Employment Law Exam was **89.2%**.

Professional Members

(C) Nancy Richard | CHRP, CHRL
Elizabeth Austin | CHRP, CHRL
Nadine Bellhouse | CHRP, CHRL
Tanya Dacres | CHRP, CHRL
Annette Dhanasar | CHRP, CHRL
Maja Falarz | CHRP, CHRL
Christine Kelsey | CHRL
Jennifer King | CHRP, CHRL
Jennifer Mahon-Borges | CHRP, CHRL
Cynthia Ogbarmey-Tetteh | CHRP, CHRL

Karen Pantaleo | CHRP, CHRL
Kristin Rivait | CHRP, CHRL
James (Jim) St. Germain | CHRP, CHRL
Laurie Torno | CHRP, CHRL

Quality Assurance

CONTINUING PROFESSIONAL DEVELOPMENT COMMITTEE

Key Highlights

The committee received **4,971** CPD log submissions and audited **178** CPD logs selected at random.

Professional Members

(C) Serenela Felea | CHRP, CHRL
(VC) Sarah Bhairo | CHRP, CHRL
Kirthana Ashok | CHRP
Susy Barbosa | CHRP
Jeffrey Breau | CHRL
Rhonda Brown | CHRL
Garry Cartwright | CHRP
Courtney Devlin | CHRP
Elizabeth (Ashley) Eidt | CHRP, CHRL
Lisa Eisen | CHRL
Leanne Gowing | CHRP, CHRL
Charmaine Lata | CHRP
Allan Mackenzie | CHRP, CHRL
Janet Magee | CHRP, CHRL
Oormela Mahadeo | CHRP

Sarah McCormack | CHRP, CHRL
Vito Montesano | CHRP, CHRL
Jennifer Nguyen | CHRP
Daljeet Obhi | CHRP
Jonathon Pukila | CHRP
Siva Swaminathan | CHRP, CHRL
Nancy Virgilio | CHRP, CHRL
Josephine Yeung | CHRP

Complaints, Discipline, Capacity and Review

COMPLAINTS COMMITTEE:

Key Highlights

The committee reviewed **13** complaints this year.

Professional Members

Carina Best | CHRL
Jacqueline 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
Perveen (Jimmy) Patel | CHRP, CHRL
Christine Wood | CHRP, CHRL

Members of the Public

(C) Jennifer Cooper
(VC) Michael Burokas
Ali N. Alibhai
Susan Bryson
Alexandra Madolciu
Clare E. Mitchell
Ruchi Punjabi
Danielle Smithen
Janet Treasure
Steven Van Alstine

DISCIPLINE COMMITTEE

Key Highlights

The committee did not receive any referrals but made one decision from a previous referral. The decision was a finding of misconduct.

Professional Members

(VC) Steven Lewis
Jean-François Bélanger | CHRL
Robert Canuel | CHRP, CHRL, CHRE
Sean Doyle

Elizabeth Horlock | CHRE
Stephanie Izzard | CHRP, CHRL
Lise Maclean | CHRP | CHRL
Giuseppa Martiniello | CHRL

Members of the Public

(C) Lynne Latulippe
Ken Alexander
Megan Clarke
Jeffrey Donnelly
Bianca La Neve

CAPACITY COMMITTEE

Key Highlights

No referrals were received.

Professional Members

(VC) Steven Lewis
Jean-François Bélanger | CHRL
Robert Canuel | CHRP, CHRL, CHRE
Sean Doyle
Elizabeth Horlock | CHRE
Stephanie Izzard | CHRP, CHRL
Lise Maclean | CHRP | CHRL
Giuseppa Martiniello | CHRL

Members of the Public

(C) Lynne Latulippe
Ken Alexander
Megan Clarke
Jeffrey Donnelly
Bianca La Neve

REVIEW COMMITTEE

Key Highlights

The committee managed four referrals,
with no further action required.

Professional Members

(VC) Graham Stanclik | CHRP, CHRL
Karen Armstrong | CHRP, CHRL
Stephen Dryburgh | CHRP, CHRL
Lauri Green | CHRP, CHRL
Sharon Jobity | CHRP, CHRL
Julia Thorner | CHRL

Members of the Public

(C) Damienne Lebrun-Reid
Andrea Fadel
Karelyn Murray
Devon Saunders
Steven Tysall

Appeals

APPEAL COMMITTEE:

Key Highlights

The committee had **12** referrals in FY2021 with none of the appeals resulting in overturning the original decision.

Professional Members

(C)Melanie Kerr | CHRP, CHRL
Sandra Chiodo | CHRP, CHRL
Krista Hind, CHRP | CHRL
Dawn Newlands | CHRP, CHRL
Iryna Rizzuto | CHRP, CHRL
Jane Sinclair | CHRP, CHRL
Ingrid Wilson | CHRP, CHRL

Members of the Public

(VC) Maureen Quinlan
Paula Garshowitz
David Logan
Barbara McIntyre
Edward O’Dwyer

Regulatory Policy Development and Response Coordination

POLICY AND STANDARDS ADVISORY COMMITTEES:

Key Highlights

HRPA’s policy and standards advisory committees include the Professional Standards Committee (PSC), the Public Advisory Forum, and the Chapter Regulatory Discussion Committee. The PSC provided feedback and approved one practice standard and three practice guidelines. The PSC also reviewed HRPA’s new Code of Ethics and Rules of Professional Conduct and the updated Continuing Professional Development process which is still in development.

PROFESSIONAL STANDARDS COMMITTEE

Professional Members

(C) Claudine Cousins | CHRP, CHRL
Sarah Jane (SJ) Dowling | CHRP, CHRL, CHRE
Marcus (Marc) Goral | CHRL
MA Odessa Olinares | CHRP, CHRL
Kate Ying Peng | CHRP
Maryruth Thiong’o | CHRP
Vikki Mungre | CHRP, CHRL

Member of the Public

Robert Lowrey

CHAPTER REGULATORY DISCUSSION COMMITTEE

Professional Members

Shawn Adams

Candice McAlister | CHRL

Hannah Barkley | CHRP, CHRL

Tracey Bickle | CHRP, CHRL

Shawna Bourke-Heimpel | CHRP, CHRL

Sara Bragg | CHRP, CHRL

Evan Campbell

Adriana Carlin | CHRP

Andrea Cecchetto | CHRP, CHRL

Susan Chenier | CHRP, CHRL

Mila Dembowy | CHRP

Julia Demianiuk | CHRP, CHRL

Lovel Dhir | CHRP

Leah Filinski | CHRP, CHRL

Anna Grassia | CHRP, CHRL

Charlie Guy | CHRE

Lesley Harrington | CHRP, CHRL

Lisa Isaac | CHRP, CHRL

Elise Marentette | CHRP, CHRL

Marsha O'Connor | CHRP, CHRL

Sara Ouellette | CHRP, CHRL

Darla Pirillo | CHRP, CHRL

Carol Ann Samhaber | CHRP, CHRL

Frank Tancredi | CHRP, CHRL

Rima Toor | CHRP, CHRL



BOARD COMMITTEES AND TASK FORCE VOLUNTEERS

GOVERNANCE AND NOMINATION COMMITTEE		HUMAN RESOURCES AND COMPENSATION COMMITTEE		AUDIT AND FINANCE COMMITTEE	
Role	Name	Role	Name	Role	Name
Chair	John Hardisty, CHRP, CHRL	Chair	Annette van't Spyker, CHRE	Chair	Louis Kan
Vice-Chair	Sue Haywood, CHRP, CHRL	Vice-Chair	John Hannah, CHRP, CHRL, CHRE	Vice-Chair	Kevin Hawkins, CHRP, CHRL
Member	Bob Thompson, CHRP, CHRL	Member	Mary Madigan Lee, CHRP, CHRL, CHRE	Member	Robert Maich
Member	Lisa Isaac, CHRP, CHRL	Member	Patricia (Patty) Johns, CHRP, CHRL	Member	Patricia (Patty) Johns, CHRP, CHRL
Member	Patricia (Patty) Johns, CHRP, CHRL	Member	Louise Taylor Green, CHRP, CHRL, CHRE	Member	Louise Taylor Green, CHRP, CHRL, CHRE
Member	Louise Taylor Green, CHRP, CHRL, CHRE	Staff Representative	Kris Tierney, CHRP, CHRL	Staff Representative	Keren Stephen
Staff Representative	Louise Tagliacozzo			Staff Representative	Brian Buchan
Staff Representative	Claude Balthazard, CHRP, CHRL			Staff Representative	Mike Somerville

Board Nominating Committee

(C) Jill Birch
Patrick Gauch, CHRP, CHRL
Jamie Kramer, CHRP
Andrew Yu, CHRP, CHRL
Neil Culp, CHRP, CHRL
Maureen Neglia, CHRP, CHRL

Board Inclusivity Task Force

(C) Bob Thompson, CHRP, CHRL
(Past Chair) Annette van't Spyker, CHRE
Sneha Deokie, CHRP
Misty Giroux, CHRP, CHRL
Louise Taylor Green, CHRP, CHRL,
CHRE (Staff Representative)
Justin Manuel (Staff Representative)
Ayesha Shah, CHRP, CHRL
Louise Tagliacozzo (Staff Representative)
Boski Verma (Staff Member)

Awards Task Force

The Awards Task Force was responsible for examining the Human Resource Professionals Association's current Award offerings at both the provincial & Chapter level and for providing input on the direction of appropriate recognition from the Association.

Grace Hardie (Chair), CHRP, CHRL
Alex Teijeira, CHRP, CHRL
Jennifer Tozer, CHRP, CHRL
Anna Grassia, CHRP, CHRL
Tasmia Mulji, CHRP
Tom Sansom, CHRP, CHRL
Jackie Chavarie, CHRP, CHRL
Chantal Fraser
Elise Newell (Staff Representative)
Justin Manuel (Staff Representative)

MANAGEMENT DISCUSSION & ANALYSIS

The Management Discussion and Analysis (MD&A) on HRPAs operations and financial position are presented for the fiscal year ended November 30, 2021, with comparatives for the previous year ended November 30, 2020. The MD&A should be read in conjunction with the Financial Statements for the year ended November 30, 2021.

HRPA is a not-for-profit organization that recovers its operating expenses through membership dues and fees for services to fulfil its duties as a regulator and a professional membership organization. The primary source of revenue is through membership registration dues collected from our members.

Key Changes in Senior Management and Organizational Structure

During the year, Brian Buchan joined the HRPAs as the Vice President of Public Relations and Communications on June 7, 2021, succeeding Scott Allinson, who departed on January 31, 2021.

Gary Monk, who was the Vice President of Finance & Information Technology, moved on from the organization on August 31, 2021. Following his departure, the position was split into two distinct executive leadership roles to provide more extensive oversight in both disciplines. Mike Somerville was appointed as the Vice President of IT & Enterprise Business Solutions Delivery on June 1, 2021, and Keren Stephen was appointed as the Vice President of Finance and Decision Support on July 12, 2021.

The Board approved the liquidation and dissolution of HRRI. While HRPAs valued the contributions of HRRI, HRPAs is shifting the focus away from academic grant approach for the benefit of graduate students to provide more inclusive services and offerings to students at all phases of their academic journey. In addition, as part of an evolving research function inside HRPAs, research will be focused on enhancing professional practice in service to our public protection mandate.

In March 2022, Louise Taylor Green stepped down as Chief Executive Officer (CEO). John Hannah has been appointed as Interim CEO and the Board of Directors has initiated an external search for a permanent CEO.

FY2021 Financials

Despite a challenging year, HRP A ended the year close to break-even with an operating deficit of \$1,185. HRP A continued to pursue and receive temporary government funding such as the Canada Emergency Wage Subsidy (CEWS), which amounted to \$414,470 (\$798,000 in FY2020).

HRP A's net surplus for the year was \$1,981,850 (\$1,092,642 in FY2020) primarily due to income from investments of \$1,568,565 (\$298,747 in FY2020), driven by a strong stock market performance.

The HRP A has earmarked reserves of over \$6,000,000 for multi-year strategic investments to fulfil new objectives in its Strategic Plan.



Revenues

Total operating revenue for the period was \$15,069,887, which was \$626,321 (4%) lower than FY2020 revenue of \$15,696,208.

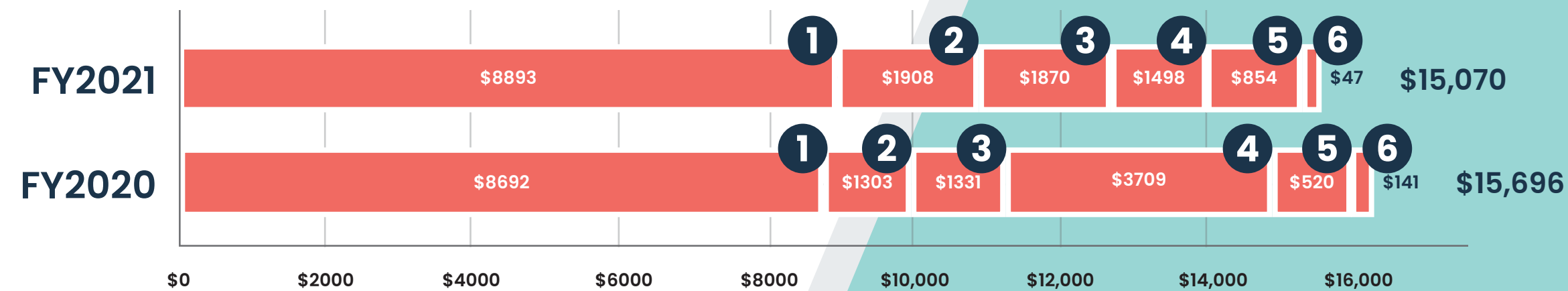
All values denoted in 000's

1	Registration dues	\$8,893	59%
2	Member learning	\$1,908	13%
3	Office of the Registrar	\$1,870	12%
4	Annual conference	\$1,498	10%
5	Member services	\$854	6%
6	Chapters & Conference center	\$47	0%
TOTAL		\$15,070	100%



Revenues FY2021 vs FY2020

All values denoted in 000's



The primary source of revenue for HRP is professional dues collected from new member registration and membership renewals. These account for \$8,893,398, or almost 60% of the total revenue in FY2021. Revenues through new registration and renewals both saw an increase compared to FY2020 as registration numbers returned to pre-pandemic levels.

Revenues through member learning and development accounted for \$1,908,131, or 13% of revenue. This was a \$604,879 (46%) increase compared to FY2020, due to the introduction of the virtual fall and summer conferences, as well as a successful move to virtual delivery of certificate programs and workshops, which has continued to increase accessibility for the members throughout the pandemic.

Revenues generated through examinations, exam preparation programs and other activities by the Office of the Registrar (OOR) accounted for \$1,869,572 (12%) of the total revenue. Examination numbers increased as HRP moved to remote proctoring examinations, ensuring continuity and accessibility during the pandemic.

Revenues from the annual conference accounted for \$1,497,676 or 10% of the total revenue. Historically, this has been the second-biggest contributor at close to 25%. However, because of the pandemic, HRP pivoted to a virtual annual conference in FY2021, which led to the drop in revenue. There was a corresponding drop in expenses as well.

Revenues from the Hire Authority job posting website, sponsorship and advertising accounted for \$854,128, improving by almost 65% from FY2020 revenue of \$520,208. Much of the FY2021 revenue came from an increase in job posting via the Hire Authority website, helped by the increased activity in the job market.

Chapter activities' contribution to revenue was \$27,739 (\$78,098 in FY2020), reducing slightly due the cancellation of in-person events because of the pandemic.

Expenses

Expenses for the year totalled \$15,071,072, which was \$629,241 (4%) lower than FY2020 expenditures of \$15,700,313.

The cost of each functional area includes direct expenses as well as the salaries and benefits, office space and utilities, amortization, insurance, administrative and financial services.

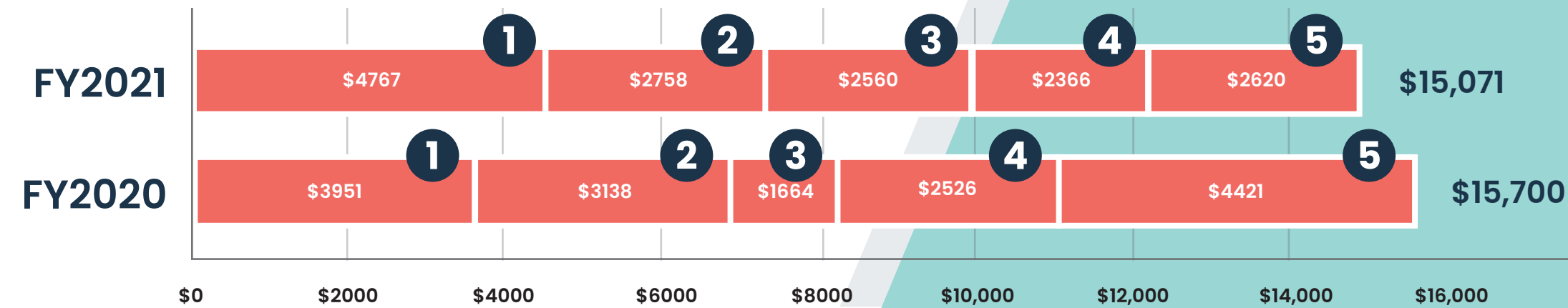
All values denoted in 000's

1	Office of the registrar	\$4,767	32%
2	Comm & Member services	\$2,758	18%
3	Member learning	\$2,560	17%
4	Chapter programs	\$2,366	16%
5	Annual conference, Governance & Conference center	\$2,620	17%
TOTAL		\$15,071	100%



Expenses FY2021 vs FY2020

All values denoted in 000's



Salaries and benefits amounted to approximately 60% of total expenditures for FY2021, an increase of \$1,828,154 or 27% compared to FY2020. This was primarily due to restructuring costs, strengthening of the leadership team and increasing capacity.

The OOTR, which performs all regulatory obligations such as the conduct of examinations, accounted for \$4,767,150 or 32% of the total expenditures. A significant portion of these expenditures comes from salaries and benefits, examinations and administrative expenses.

OOTR expenditures increased by \$816,309 (21%) compared to FY2020, as result of an increase in salaries and benefits, driven in part by the creation of a policy development function to support the ongoing development of practice guidance for members. The other notable increase was in regard to expenses relating to examination delivery, which increased in line with the number of exam writers.

Member learning and development expenditures were \$2,559,716 or 17% of total expenditures, which was a \$896,076 (54%) increase compared to FY2020. This was expected, as HRPAs piloted multiple mini conferences under member learning in preparation for the discontinuation of the annual conference in FY2022. This led to an increase in both direct and allocated expenditures for FY2021.

Expenditures relating to communications, marketing and Hire Authority (Member Services) were \$2,758,205 or 18% of total expenditures. This was a \$380,055 (12%) reduction compared to FY2020 as a significant expenditure in HRPAs rebranding campaign was incurred in FY2020.

Chapter-related activities were \$2,366,223 or 16% of total expenditures. Compared to FY2020, these saw a reduction of \$159,855 (6%) as there were no costs relating to in-person events, while there were some in-person activities in the first quarter of FY2020.

The annual conference accounted for \$1,429,979 or 9% of total expenditures, which was a \$1,842,790 (73%) reduction compared to FY2020 as the annual conference was held virtually.

Expenditure for governance was \$1,184,517 or 8% of total expenditures for FY2021. Compared with FY2020, this was a \$470,361 (66%) increase, which reflects increased management time on governance.

The conference centre expenditures were minimal (\$5,282) as it was subleased from February 2021, reducing the financial burden on HRPAs by \$429,287.

Reserves

Net assets increased by \$1,981,850 (12%) in FY2021 due to a net surplus of \$1,981,850, as HRP A ended the year close to break-even in operations and gained \$1,568,565 of investment income due to strong market performance. The net surplus also included \$414,470 from CEWS funding received during the year.

Net Assets – FY2021

All values denoted in 000's

1	Invested in capital & intangible assets	\$1,116
2	Internally restricted fund	\$6,790
3	Contingency fund	\$8,233
4	Unrestricted fund	\$2,799
TOTAL		\$18,918

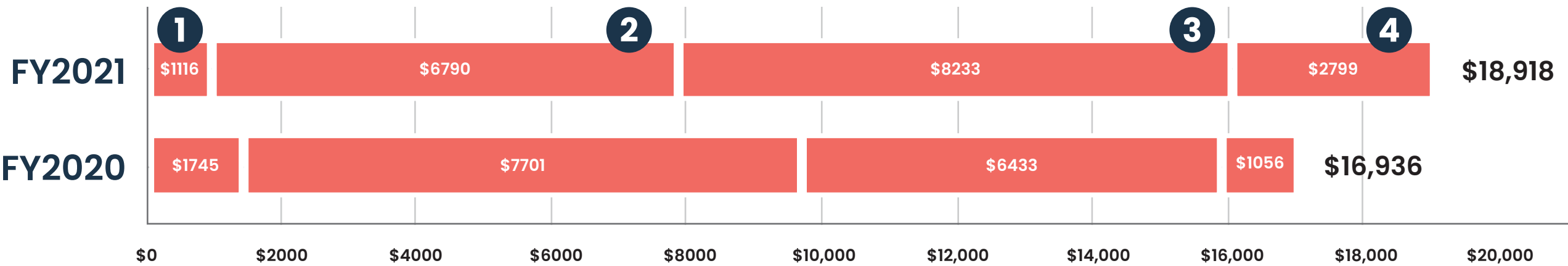
At November 30, 2021, the internally restricted fund stood at \$6,790,000. These funds are set aside by the board for multi-year strategic investments in technology, infrastructure and branding, and to renew core aspects of HRP A's regulatory framework. In FY2022, HRP A will utilize a part of these funds to implement the Strategic Plan.

The contingency fund balance at November 30, 2021, reflects six months of operating expenses.

Unused internally restricted funds for capital projects which had accumulated from previous years were released into

Net Assets – FY2021 v FY2020

All values denoted in 000's



FY 2022 Outlook

The pandemic has changed the way organizations operate. HRPA successfully adjusted to the challenges posed by the pandemic and is transitioning to new and more efficient models of service.

We project an operating deficit for FY2022 as we continue to implement these changes and make prudent investments for the future, while operating in a very uncertain environment.

We expect to see lower revenue in FY2022 as we focus on these new virtual learning formats, which yield lower fees, and due to the discontinuation of the annual conference and the online academic program.

Operating expense increases are expected due to normal cost increases, more in-person activity, and the need to meet capacity and skills deficits and address high-risk areas in cyber security and privacy.

Chapter activities expenses are set to increase to pre-pandemic levels as in-person activities are expected to resume. However, a task force of Chapter leaders will be revisiting the Chapter budget framework and financial policies to incorporate the new models of service and return to post-pandemic activities.

Investments are expected in areas of core technology upgrade, branding, the Human Resources Professional Competency Framework and other areas to support HRPA strategic initiatives.

HRPA will also be re-evaluating its real estate footprint for a post-pandemic return to work, as the lease term expires mid-FY2023.

Financial Statements of

**HUMAN RESOURCES
PROFESSIONALS
ASSOCIATION**

Year ended November 30, 2021

Independent Auditor's Report

To the Members of Human Resources Professionals Association

Opinion

We have audited the consolidated financial statements of Human Resources Professionals Association (the "Association"), which comprise the consolidated balance sheet as at November 30, 2021, and the consolidated statements of operations, changes in net assets, and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Association as at November 30, 2021, and the results of its consolidated operations and its consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Association to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants
Oakville, Ontario
April 7, 2022

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

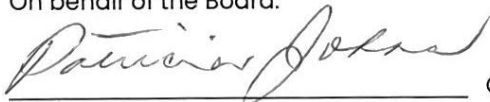
Balance Sheet

November 30, 2021, with comparative information for 2020

All numbers denoted in CAD\$	2021	2020
Assets		
Current assets:		
Cash	555,868	436,380
Short-term investments (note 2)	5,234,534	5,273,318
Accounts receivable	356,454	415,895
Prepaid expenses	539,152	623,513
	6,686,008	6,749,106
Long-term investments (note 3)	17,266,228	15,736,212
Capital and intangible assets (note 4)	1,115,760	1,745,060
Security deposit (note 5)	250,000	250,000
	25,317,996	24,480,378
Liabilities and Net Assets		
Current:		
Accounts payable and accrued liabilities	1,563,091	1,977,096
Deferred revenue (note 6)	4,677,885	5,301,852
	6,240,976	7,278,948
Deferred rent	159,392	265,652
	6,400,368	7,544,600
Net assets:		
Invested in capital & intangible assets	1,115,760	1,745,060
Internally restricted fund (note 7(a))	6,790,000	7,701,468
Contingency fund (note 7(b))	8,232,845	6,432,845
Unrestricted fund	2,779,023	1,056,405
	18,917,628	16,935,778
Commitments (note 8)		
	25,317,996	24,480,378

See accompanying notes to financial statements.

On behalf of the Board:



Chair of the Board



Chair, Finance & Risk Committee

HUMAN RESOURCES PROFESSIONALS' ASSOCIATION

Statement of Operations

Year ended November 30, 2021, with comparative information for 2020

<i>All numbers denoted in CAD\$</i>	2021	2020
Revenue:		
Registration dues	8,893,398	8,691,702
Member learning	1,908,131	1,303,252
Office of the registrar	1,869,572	1,331,206
Annual conference	1,497,676	3,708,926
Member services	854,128	520,208
Chapter programs	27,739	78,098
Administration and conference centre	19,243	62,816
	15,069,887	15,696,208
Expenses (note 9):		
Office of the registrar	4,767,150	3,950,841
Communications and member services	2,758,205	3,138,260
Member learning	2,559,716	1,663,640
Chapter programs	2,366,223	2,526,078
Annual conference	1,429,979	3,272,769
Governance	1,184,517	714,156
Conference centre	5,282	434,569
	15,071,072	15,700,313
Deficiency of revenue over expenses before investment income and other items	(1,185)	(4,105)
Investment income (note 10)	1,651,233	373,905
Investment management fees	(82,668)	(75,158)
Net investment income	1,568,565	298,747
Other items:		
Canada emergency wage subsidy (CEWS) (notes 11 and 15)	455,990	826,790
CEWS consulting fees	(41,520)	(28,790)
Net CEWS income	414,470	798,000
Excess of revenue over expenses	1,981,850	1,092,642

See accompanying notes to financial statements.

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Statement of Changes in Net Assets

Year ended November 30, 2021, with comparative information for 2020

	2021				
<i>All numbers denoted in CAD\$</i>	Invested in capital & intangible assets	Internally restricted fund (note 7(a))	Contingency fund (note 7(b))	Unrestricted Fund	Total
Net assets , beginning of year	1,745,060	7,701,468	6,432,845	1,056,405	16,935,778
Excess (deficiency) of revenue over expenses	(891,583)	-	-	2,873,433	1,981,850
Investment in capital & intangible assets	262,283	(\$262,283)	-	-	-
Interfund transfers (notes 7(a), 7(b))		(\$649,185)	1,800,000	(1,150,815)	-
Net assets , end of year	1,115,760	6,790,000	8,232,845	2,779,023	18,917,628

See accompanying notes to financial statements.

	2020				
	Invested in capital & intangible assets	Internally restricted fund	Contingency fund	Unrestricted	Total
<i>All numbers denoted in CAD\$</i>					
Net assets , beginning of year	2,003,153	8,558,407	4,526,576	755,000	15,843,136
Excess (deficiency) of revenue over expenses	(990,032)	-	-	2,082,674	1,092,642
Investment in capital & intangible assets	731,939	(\$731,939)	-	-	-
Interfund transfers	-	(125,000)	1,906,269	(1,781,269)	-
Net assets , end of year	1,745,060	7,701,468	6,432,845	1,056,405	16,935,778

See accompanying notes to financial statements.

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Statement of Cash Flows

Year ended November 30, 2021, with comparative information for 2020

<i>All numbers denoted in CAD\$</i>	2021	2020
Cash flows provided by (used in):		
Operating activities:		
Excess of revenue over expenses	1,981,850	1,092,642
Items not involving cash:		
Amortization of capital assets	542,924	504,655
Amortization of intangible assets	348,659	485,377
Unrealized loss (gains) on long-term investments (note 10)	(729,301)	393,464
	2,144,132	2,476,138
Change in non-cash operating working capital:		
Accounts receivable	59,441	222,354
Prepaid expenses	84,361	65,537
Accounts payable and accrued liabilities	(414,005)	298,299
Deferred revenue	(623,967)	(1,908,326)
Deferred rent	(106,260)	(106,261)
	1,143,702	1,047,741
Financing and investing activities:		
Change in short-term investments	38,784	15,880
Realized (gains) on Long-term investments	(800,715)	(631,453)
Purchase of capital & intangible assets	(262,283)	(731,939)
	(1,024,214)	(1,347,512)
Increase (decrease) in cash for the year	119,488	(299,771)
Cash, beginning of year	436,380	736,151
Cash, end of year	555,868	436,380

See accompanying notes to financial statements.

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Notes to Consolidated Financial Statements

Year ended November 30, 2021

The objects of the Human Resources Professionals Association ("HRPA") were issued by the Ontario Legislature by means of the *Registered Human Resources Professionals Act, 2013*. HRPA's core mandate is to promote and protect the public interest by governing and regulating the professional practice of its registrants. HRPA is a not-for-profit organization and, as such, is exempt from income taxes under Section 149(1)(l) of the Income Tax Act (Canada).

1. Significant accounting policies:

These financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations in the Chartered Professional Accountants of Canada Handbook.

(a) Revenue recognition:

HRPA follows the deferral method of accounting for contribution revenue. Registration dues are recognized as revenue on a pro rata basis over the year. Conference registration, trade show exhibitor fees and other services are recognized as revenue when the function is held or services are provided.

Deferred revenue represents a proration of registration dues received for the June 1, 2021 to May 31, 2022 membership year, and funds received for events and exam registrations to be held in the 2022 fiscal year.

Investment income is recorded on an accrual basis and includes dividend and interest income and realized and unrealized investment gains and losses. The realized gain (loss) on sale of investments is the difference between proceeds received and the average cost of investments sold. All investment income, other than interest and dividend income and expense, are recognized in the statement of operations as unrealized gains (losses) on investments (note 10).

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Notes to Consolidated Financial Statements

Year ended November 30, 2021

1. Significant accounting policies (continued):

(b) Capital and intangible assets:

Capital and intangible assets are recorded at cost less accumulated amortization. They are amortized on a straight-line basis over the estimated useful lives of the assets as follows:

Furniture and fixtures	3 – 10 years
Computer equipment	2 – 3 years
Intangible property – software	3 years
Office equipment	3 years
Leasehold improvements	Term of lease

(c) Deferred rent:

Deferred rent includes an amount related to a tenant improvement allowance, as well as an amount related to a deferred rental liability associated with a free rent period at the beginning of the office lease. The rent expense for the operating lease, including the above noted items, is recognized on a straight-line basis over the duration of the lease term.

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Notes to Consolidated Financial Statements

Year ended November 30, 2021

1. Significant accounting policies (continued):

(d) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently measured at cost or amortized cost, unless management has elected to carry the instruments at fair value. HRP A has elected to carry fixed income and money market investments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs. These costs are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, HRP A determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount HRP A expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future year, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(e) Foreign currency:

Monetary assets and liabilities denominated in foreign currencies have been translated into Canadian dollars at exchange rates prevailing at the year-end date. Revenue and expenses have been translated using exchange rates prevailing on the transaction dates. Gains and losses arising from these translation policies are included in the statement of operations.

(f) Allocation of expenses:

HRP A manages various functional areas on behalf of the membership. The cost of each functional area includes the salaries and benefits, office space and utilities, amortization, insurance, administrative, and financial services expense that are directly related to the respective functional area. The allocations are based on management's best estimate of the proportion of the time spent by the individuals performing the functions.

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Notes to Consolidated Financial Statements

Year ended November 30, 2021

1. Significant accounting policies (continued):

(g) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the allocation of expenses and amortization of capital and intangible assets. Actual results could differ from those estimates.

2. Short-term investments:

The short-term investments consist of guaranteed investment certificates, bearing interest ranging from 0.40% to 1.25% (2020 – 0.45% to 1.25%) with maturity dates ranging from January 21, 2022 to June 10, 2022 (2020 – May 25, 2021 to January 21, 2022).

3. Long-term investments:

<i>All numbers denoted in CAD\$</i>	2021	2020
Fixed income investments	7,578,799	8,344,611
Global equities	5,101,469	3,999,980
Canadian equities	4,285,295	3,249,444
Money market investments	300,665	142,177
	17,266,228	15,736,212

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Notes to Consolidated Financial Statements

Year ended November 30, 2021

4. Capital & intangible assets:

<i>All numbers denoted in CAD\$</i>			2021	2020
	Cost	Accumulated amortization	Net book value	Net book value
Furniture and fixtures	351,331	305,130	46,201	66,557
Computer equipment	998,964	761,197	237,767	297,609
Intangible assets - software	2,926,244	2,343,421	582,823	848,905
Office equipment	446,301	381,013	65,287	154,279
Leasehold improvements	1,222,831	1,044,375	178,456	297,460
Work in process	5,225	—	5,226	80,250
	5,950,896	4,815,136	1,115,760	1,745,060

5. Security deposit:

As part of the lease agreement for HRPAs current premises, a security deposit was required to be made in the amount of \$350,000 during fiscal 2011. This deposit was partially repaid to HRPAs with an instalment of \$50,000 during each of fiscal 2013 and 2014. The balance of the deposit will be held by the landlord throughout the term, and shall be returned to HRPAs in 2023, with interest as provided for in the lease agreement.

6. Deferred revenue:

<i>All numbers denoted in CAD\$</i>			2021	2020
Registration dues			4,467,716	4,162,565
Office of the registrar			132,715	94,024
Other programs and services			77,454	68,018
Annual conference and tradeshow*			—	977,245
			4,677,885	5,301,852

*Due to the pandemic, HRPAs discontinued the annual conference and tradeshow.

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Notes to Consolidated Financial Statements

Year ended November 30, 2021

7. Restricted net assets:

(a) Internally restricted fund:

Internally restricted fund has been restricted by the Board of Directors for special one-time projects and capital & intangible asset purchases. The amounts are not available for other purposes without approval by the Board of Directors.

During 2021, the following transactions were recorded in the fund:

- i. A transfer in of \$370,000 to be used for capital purchases in 2022.
- ii. A transfer out \$262,283 for capital & intangible assets purchases during the year.
- iii. A transfer in of \$1,300,000 for future special one-time projects.
- iv. A transfer out of \$300,000 to the unrestricted fund for expenditures incurred relating to a previously restricted special one-time project.
- i. HRPAs released \$2,019,185 unused funds that have been accumulated from previous years into the unrestricted fund.

(b) Contingency fund:

Contingency fund has been restricted by the Board of Directors for general operating contingencies. The amounts are not available for other purposes without approval by the Board of Directors.

The Board of Directors approved a transfer of \$1,800,000 (2020 - \$1,906,269) from the unrestricted funds to the contingency fund.

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Notes to Consolidated Financial Statements

Year ended November 30, 2021

8. Commitments:

HRPA is committed to the following approximate future minimum gross annual lease rental payments of the following at its current location:

<i>All numbers denoted in CAD\$</i>	
2022	397,914
2023	198,957
Total	596,871

HRPA has signed a sub-lease agreement effective February 1, 2021 for rental of its conference centre space to a third party, totalling 8,000 square feet. This agreement runs until April 30, 2023, and proceeds from this sub-lease, totalling \$90,000 in gross rent over the sub-lease term, have been reflected as reductions in office rental costs as they are received.

9. Allocation of expenses:

The following are the expense allocations by functional area which equates to a total cost of \$11,971,296 (2020 - \$10,143,525):

Total expenses subject to allocation are as follows:

<i>All numbers denoted in CAD\$</i>	2021	2020
Salaries and benefits	8,627,022	6,798,868
Administrative expense	1,485,245	1,171,949
Amortization expense	891,583	990,032
Office space and utilities	544,295	797,026
Financial services expense	330,655	316,301
Insurance expense	92,495	69,349
	11,971,295	10,143,525

10. Investment income:

<i>All numbers denoted in CAD\$</i>	2021	2020
Realized investment income, net	921,932	767,369
Unrealized gains (losses) on investments	729,301	(393,464)
	1,651,233	373,905

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Notes to Consolidated Financial Statements

Year ended November 30, 2021

11. Canada Emergency Wage Subsidy:

The Association received the Canada Emergency Wage Subsidy ("CEWS") from the Government of Canada during the year. Management of the Association has determined that the Association does not have an obligation to repay the Government of Canada for this subsidy as they have determined that the Association has met all applicable eligibility criteria.

12. Human Resources Research Institute:

The Human Resources Research Institute ("HRRI") is a registered Canadian charity focused on human resources research to advance evidence-based HR practice. HRRI funds awards, scholarships or empirical research projects which have clear application to HR practice and advancing the profession. HRRI was founded in 2010 by the HRP. HRP exercises control of HRRI.

The summarized unaudited financial position of HRRI as at November 30 and the summarized results of its operations and cash flows, for the year then ended, are as follows:

<i>All numbers denoted in CAD\$</i>	2021	2020
Financial position:		
Current assets	55,127	55,241
Current liabilities	14,101	2,517
Net assets	41,026	52,724
Operations:		
Revenue	-	92
Expenses	11,698	1,298
Deficiency of revenue over expenses	(11,698)	(1,206)
Cash flows:		
Operating activities	(114)	(23)
Investing activities	-	(5,000)
Net outflow cash	(114)	(5,023)

The transactions between these related parties are recorded at the exchange amount (the amount of consideration established and agreed upon by the related parties).

During the year, the Board of HRP approved the liquidation and dissolution of HRRI. As of the date of issuance of these financial statements, the liquidation and dissolution has not yet occurred.

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Notes to Consolidated Financial Statements

Year ended November 30, 2021

13. Employee benefits:

HRPA maintains a registered retirement savings plan matching program for its employees, matching employee contributions up to a maximum of 5% of gross earnings. The related expense for the year was \$239,162 (2020 - \$208,157).

14. Financial instrument risks:

(a) Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. HRPA is exposed to interest rate risk arising from the possibility that changes in interest rates will affect the value of money market and fixed income-denominated investments.

(b) Credit risk:

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. HRPA is exposed to credit risk arising from its accounts receivable. This risk is mitigated by the fact that the Association has customers with established credit history, along with diversified accounts receivable.

(c) Market risk:

HRPA is exposed to fluctuations in equity markets on its investments. This risk is mitigated through the use of a formal investment policy, using the services of a professional investment advisor, and ongoing monitoring and reporting.

(d) Foreign currency risk:

Foreign currency risk is the risk that the value of securities denominated in a foreign currency other than the Canadian dollar will be affected by changes in the value of the Canadian dollar in relation to the value of the currency in which the security is denominated. Certain equities, which are included in long-term investments, are held in U.S. dollars and have been converted to Canadian dollars at year end using the exchange rate at that date. Investments held in U.S. dollars at November 30, 2021 were approximately \$5,469,834 (2020 - \$4,627,353) stated in Canadian dollars.

HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Notes to Consolidated Financial Statements

Year ended November 30, 2021

15. COVID-19:

On March 11, 2020, the World Health Organization declared the outbreak of the novel strain of coronavirus ("COVID-19") pandemic, resulting in governments worldwide enacting emergency measures to combat the spread of the virus. As a result, economic uncertainties have arisen which are negatively impact the operations and cash flows of the operations in future fiscal years. This includes a significant impact on revenue associated with events, particularly for the Annual Conference and Tradeshow. HRP A has continued to pursue and receive temporary government funding such as the Canada Emergency Wage Subsidy.

FY2021 HRPB BOARD OF DIRECTORS

Chair Patricia (Patty) Johns, CHRP, CHRL

Past Chair Bob Thompson, CHRP, CHRL

Director John Hannah, CHRP, CHRL, CHRE

Director John Hardisty, CHRP, CHRL

Director Kevin Hawkins, CHRP, CHRL

Director Lisa Isaac, CHRP, CHRL

Director Sue Haywood, CHRP, CHRL

Director Mary Madigan-Lee, CHRP, CHRL, CHRE

Director Louise Taylor Green, CHRP, CHRL, CHRE

Director Annette van't Spyker, CHRE

Non-Member Director Louis Kan

Order In Council Appointee Robert Maich

Order In Council Appointee Selomon Menghsha

HRPA EXECUTIVE LEADERSHIP TEAM



John Hannah
CEC, CHRP, CHRL, CHRE
Interim CEO



Claude Balthazard
PhD., C.Psych, CHRL
Registrar and VP Regulation



Brian Buchan
Vice President
Public Relations and
Communications



Mike Somerville
Vice President
Information Technology &
Enterprise Business Solutions Delivery



Keren Stephen
CFA, CPA, CMA
Vice President
Finance and Decision Support



Louise Tagliacozzo
Vice President
Corporate Affairs



Kris Tierney
CHRP, CHRL
Vice President
Human Resources and Learning



Human
Resources
Professionals
Association