

The image features a large, stylized background graphic of the letters 'HRPA' in a light teal color. Overlaid on this is a dark navy blue horizontal bar containing the HRPA logo and name. To the right of the bar is a large, bold black letter 'R'. Below the bar, there are several red rectangular blocks of varying sizes. In the bottom right corner, there is a dark navy blue vertical line followed by the text 'Introducing HRPA's New Professional Guidance' and 'September 21, 2022' in a smaller, lighter font.

**HR  
PA**

**Human  
Resources  
Professionals  
Association**

**Introducing HRPA's New  
Professional Guidance**

September 21, 2022

# Housekeeping

- This webinar is eligible for 1 CPD hour. You will receive the CPD code as part of the post-webinar survey.
- This webinar will be recorded, and the recording, slides and Q&A will be posted on our website under Professional Development – eLearning & On Demand—on-demand webinars—Office of the Registrar.
- Time has been set aside for Q&A at the end, but please feel free to add your questions to the chat box at any time during the presentation.

# Introductions



John Hannah, Interim  
CEO



Claude Balthazard,  
Registrar and VP  
Regulation

# Connecting Professional Guidance to HRPAs Strategic Plan

STRATEGIC THEMES	STRATEGIC OBJECTIVES
 <b>REGULATORY EXCELLENCE</b> Champion and elevate professionalism for the HR profession	<ul style="list-style-type: none"><li>• Redefine our brand and positioning to stakeholders</li><li>• Mature our regulatory framework to enable professionalism in HR practice</li><li>• Cultivate partnerships anchored in public protection and member practice excellence</li><li>• Increase advocacy with an evidence-informed approach</li><li>• Monitor and maintain excellence in certification standards</li></ul>
 <b>SERVICE LEADERSHIP</b> Deliver quality services and resources to our network of Chapters, members, students and volunteers	<ul style="list-style-type: none"><li>• Increase our influence on the HR profession through growth</li><li>• Deliver products, services and resources that enable professionalism in HR practice</li><li>• Enhance the service experience we provide stakeholders within and beyond the HRPAs community</li><li>• Provide more professional practice guidance</li></ul>

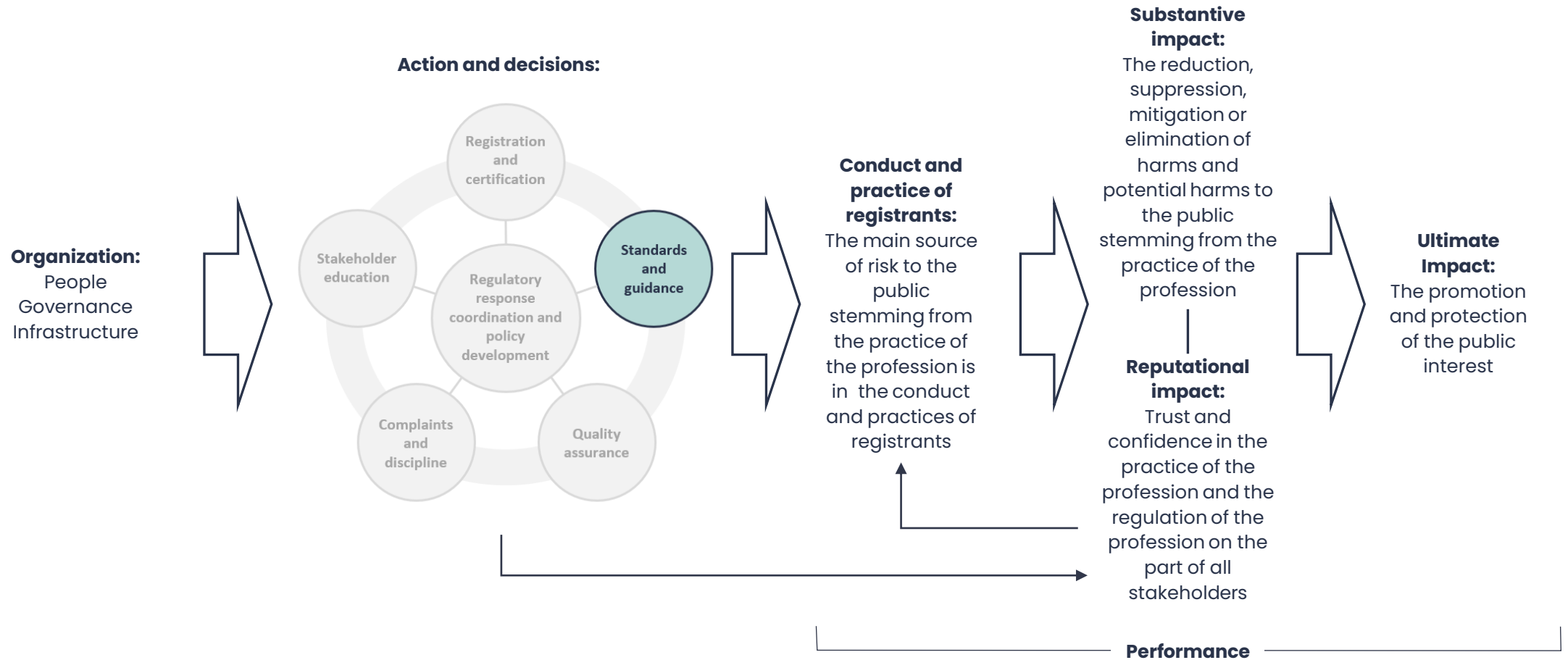
# Standards and guidance

- The primary purpose of the HRPA is to promote and protect the public interest by governing and regulating the practice of members, students and firms registered with the Association in accordance with the *Registered Human Resources Professionals Act, 2013* and our bylaws.
- The primary purpose of standards and guidance is to define what is appropriate conduct and practice for registered Human Resources professionals and to assist registered Human Resources professionals in incorporating appropriate conduct and practice into their professional practice
- Establishing, maintaining, developing and enforcing standards of practice and standards of professional ethics are things that HRPA is required to do under the *Registered Human Resources Professionals Act, 2013*.

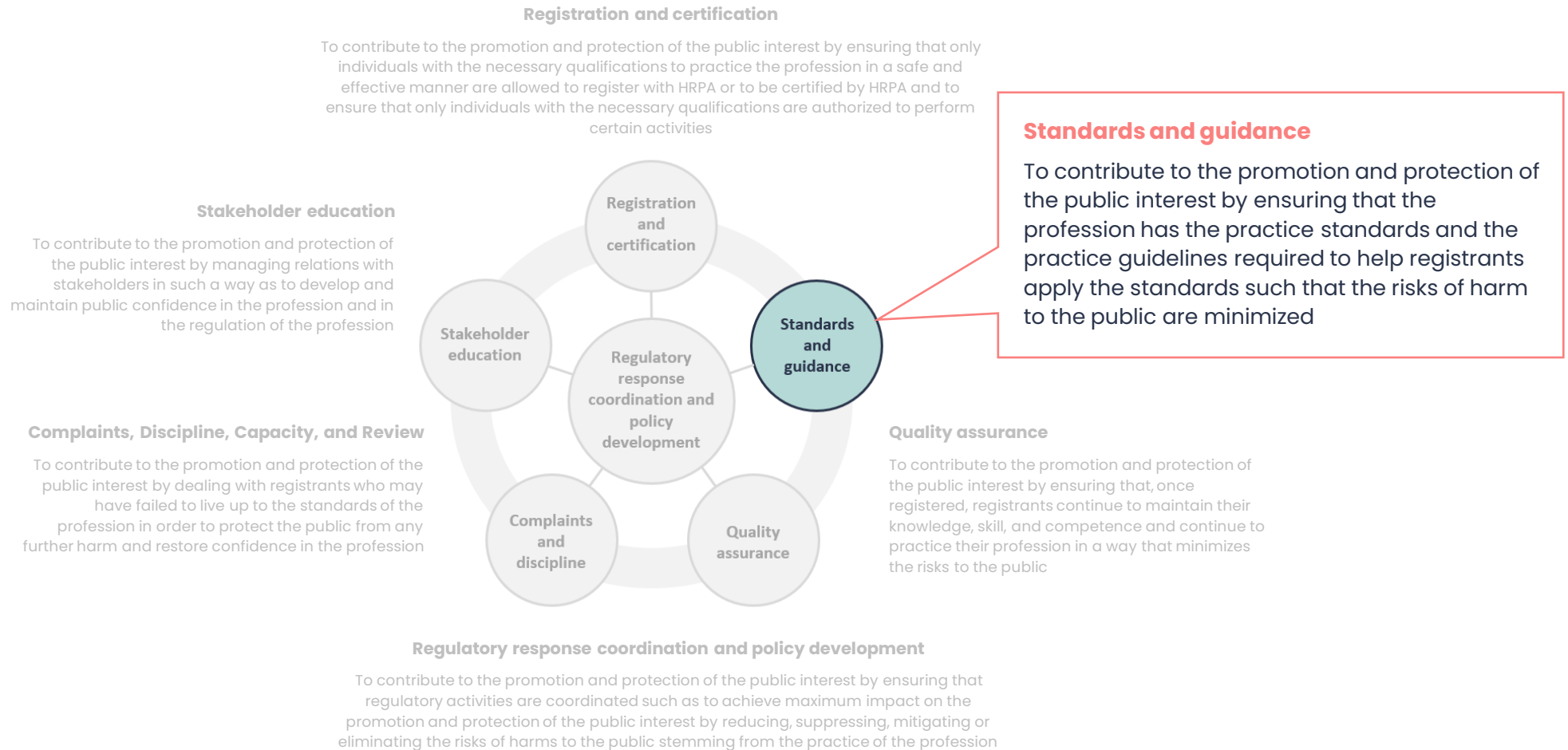
# HRPA's objects as set out in the Act

4. The objects of the Association are,
- (a) to promote and protect the public interest by governing and regulating the practice of members of the Association and firms in accordance with this Act and the by-laws, including,
    - (i) establishing, maintaining, developing and enforcing standards of qualification,
    - (ii) establishing, maintaining, developing and enforcing standards of practice,
    - (iii) establishing, maintaining, developing and enforcing standards of professional ethics,
    - iv) establishing, maintaining, developing and enforcing standards of knowledge, skill and proficiency, and
    - (v) regulating the practice, competence and professional conduct of members of the Association and firms;
  - (b) to promote and increase the knowledge, skill and proficiency of members of the Association, firms and students;
  - (c) to promote and protect the welfare and interests of the Association and of the human resources profession;
  - (d) to promote inter-professional collaboration with other professional bodies;
  - (e) to address any other matter that relates to the regulation of its members that the Board considers appropriate.

# HRPA's regulatory framework



# The six regulatory functions





# Standards and guidelines: Who are they for?

## Professionals registered with HRPA

- Define expectations and professional accountabilities
- More than nice words, professional registered with HRPA are accountable for meeting the standards of the profession
- Registered Human Resources professionals are expected to engage with, and internalize, standards and guidelines
- Registered Human Resources professionals are the true implementors of standards and guidance

## The public (e.g., employees and employers)

- Convey what should be expected of registered Human Resources professionals in terms of conduct and professional practice
- It is a key aspect of the registered Human Resources professional value proposition
- It is what creates confidence in the profession on the part of the public

# Importance of Professional Guidance

- Identifies expectations for all registered HRPAs members, students and firms
- Shows the public what they should expect from registered HR professionals
- Plays a key role in HRPAs mandate of public protection
- All HRPAs members, students and registered firms **must** be in compliance, as per our legislation. Non-compliance can result in complaints and/or disciplinary measures.

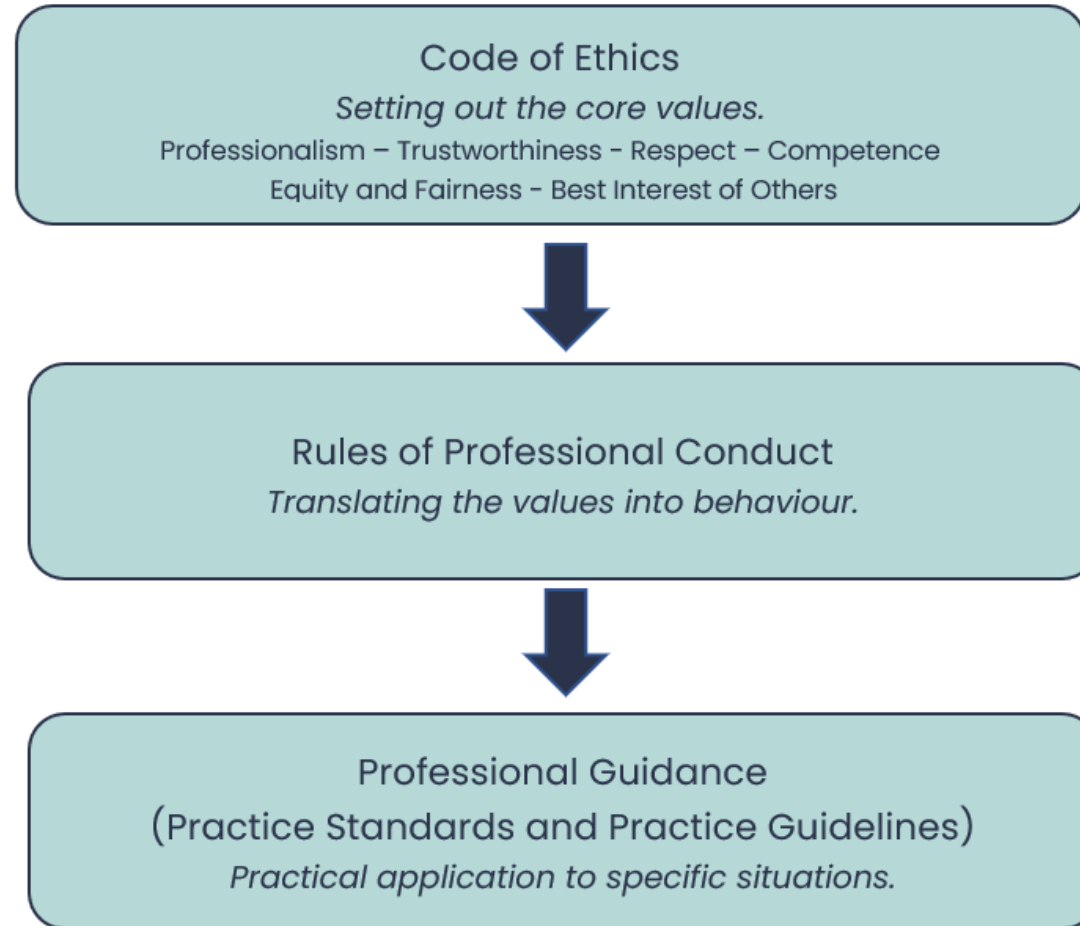
# Defining Professional Guidance

- **Professional Guidance** is an umbrella term, and refers to all advice associated by HRPA – including Practice Guidelines, Practice Standards and the Code of Ethics and Rules of Professional Conduct.
- **Practice Standards** define the minimum standard of practice or performance needed to ensure safe and effective practice as it relates to specific HR topics (e.g. investigations).
- **Practice Guidelines** provide guidance on how a Practice Standard and/or the Code/Rules should be interpreted and aspects to consider as it relates to a specific HR topic.
- **Code of Ethics and Rules of Professional Conduct** set out ethical guidance and professional obligations for all registered HRPA members, students and firms.

# Practice Standards v. Practice Guidelines

	Practice Standards	Practice Guidelines
<b>Main purpose</b>	Set out the mandatory minimum requirements and expectations of the HRPA members and student as it relates to a specific aspect of professional practice.	Provide suggested guidance or recommendations related to a topic and may detail the current best practices.
<b>Scope</b>	Specific, direct, generalizable. Non-adherence to standards can be subject to discipline procedures for professional misconduct.	Aspirational in intent, not exhaustive and may not always be applicable to HR professional's role/responsibility.
<b>Common terms used in documents</b>	"must", "required", "always", "expect"	"should", "recommended", "suggested", "advised"

# Guidance Hierarchy



# Professional Guidance and Risk-Based Regulation

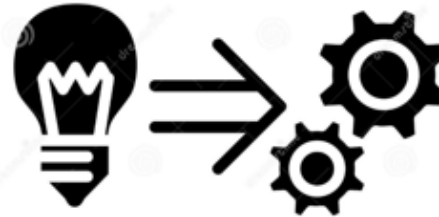
## THE RISK-BASED REGULATION BACKBONE



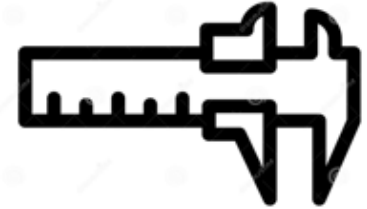
Understand the risks  
posed to the public  
stemming from the  
practice of HR



Develop effective  
regulatory response



Communicate and  
educate HRP  
registrants and the  
public



Regularly monitor,  
inspect, verify, and  
assess compliance  
and impact

# HRPA's Risk Roster

- HRPA conducted extensive research, focus groups, interviews and surveys with a wide variety of stakeholders to identify risks of harm that can occur stemming from the practice of HR.
- The risks identified are housed in our Risk Roster, with rankings for likelihood and impact for each risk.
- Those of highest risks are topics we prioritize in professional guidance and in our other risk mitigation efforts.
- The risk roster is meant to be updated on an ongoing basis as risks change and evolve. The roster will be published on our new guidance webpage, launching Sept. 28<sup>th</sup>.

# **Top 5 Risks Identified in Risk Roster**

1. Ignoring mental health issues employees are experiencing
2. Unconscious biases impacting important HR decisions– like hiring and promotions.
3. Discrimination of any kind against others in the workplace.
4. Enabling systemic racism in the workplace.
5. Misunderstanding and/or non-compliance of applicable employment laws





# **Code of Ethics and Rules of Professional Conduct**

# Coming Soon: Modernized Code of Ethics and Rules of Professional Conduct

- HRPAs current Rules of Professional Conduct were developed in 2009.
- The aim of the new, modernized Code of Ethics and Rules of Professional Conduct is to ensure they are current with today's issues and practices of HR, and to address high-risk practice areas identified in our risk roster.



# How the Code + Rules were developed

Phase	Details
<b>Initiation and Discovery</b> <ul style="list-style-type: none"><li>materials review/environmental scan</li></ul>	<ul style="list-style-type: none"><li>Reviewed current Rules and completed environmental scan and report comparing how other regulatory bodies in Ontario structure its Rules and Code of Ethics</li></ul>
<b>Environment Scan Analysis and Drafting</b> <ul style="list-style-type: none"><li>revisions and reporting</li><li>internal stakeholder input</li></ul>	<ul style="list-style-type: none"><li>Environmental scan and Report informed draft # 1 of the Rules and Code of Ethics</li><li>Internal executive HRPAs staff surveyed and met with. Revisions and recommendations were provided, leading to another draft</li></ul>

Phase	Details
<b>External Consultations</b> <ul style="list-style-type: none"> <li>• surveys</li> <li>• focus groups</li> <li>• collation of results</li> </ul>	<p><i>Surveys sent to:</i></p> <ul style="list-style-type: none"> <li>• HR academic-program representatives</li> <li>• Chapter volunteers</li> <li>• Members of HRPA’s Complaints Committee and Academic Standards Committee</li> <li>• Employment lawyers</li> <li>• All registrants</li> </ul> <p><i>Focus groups conducted with:</i></p> <ul style="list-style-type: none"> <li>• HR academic-program representatives</li> <li>• Members of HRPA’s Complaints Committee and Academic Standards Committee</li> <li>• Employment lawyers</li> </ul>
<b>Finalizing</b> <ul style="list-style-type: none"> <li>• review from Equity, Diversity and Inclusion consultants</li> <li>• final revisions to materials</li> <li>• final report</li> </ul>	<ul style="list-style-type: none"> <li>• Draft #3 developed based on external consultation results and provided for internal review, with further feedback leading to a revised draft #4</li> <li>• Draft #4 reviewed by three Equity, Diversity and Inclusion experts and revised accordingly</li> <li>• Draft #5 reviewed by legal counsel + finalized and approved by HRPA’s Professional Standards Committee, Governance and Nominating Committee, and Board of Directors</li> </ul>

# So, what's new about this version?



- Structure + the guidance hierarchy
- New set of Code of Ethics
- Plain language, additional guidance on 'grey' topic areas
- High-risk practice areas addressed based on risk roster findings
- Linkages made to professional guidance

# New Code of Ethics

Professionalism

Trustworthiness

Respect

Competence

Equity and  
Fairness

Best Interest of  
Others

# How to Apply the Code of Ethics and Rules of Professional Conduct

- 1) Review the Code of Ethics and Rules of Professional Conduct in its entirety regularly and ensure you are aware of and understand your obligations as a registered HRPAs member, firm or student. If you have questions, reach out!
- 2) Keep in mind the six core ethics (the “Code”) at all times when in the practice of HR.
  - For example, you can ask yourself: Is what I’m about to do in the practice of HR aligning with the values of professionalism, trustworthiness, respect, competence, equity and fairness, and in the best interests of others (ex. employees, workplace, employer)?
- 3) Follow all the Rules relevant to your practice of HR. It is especially prudent to review the Code and Rules before making any major/significant HR-related decisions.



# Launch of new Code of Ethics and Rules of Professional Conduct

- September 28, 2022 the Code of Ethics and Rules of Professional Conduct will become effective and live on a new guidance webpage.
- We encourage you to register for the Oct. 5<sup>th</sup> webinar on our Code of Ethics and Rules of Professional Conduct launch, presented by the Chair of the Professional Standards Committee, Claudine Cousins, and our Associate Registrar, Mara Berger





# **Practice Standards and Practice Guidelines**

# Linking the Code + Rules to Professional Guidance

- Professional guidance (including Practice Standards and Practice Guidelines), are issued on specific, high-risk HR-related topics that provide practical applications to the Code and Rules
- Professional guidance is **always** directly connected to specific Code of Ethics and/or Rules of Professional Conduct.

# Professional Guidance Coming Soon

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**Practice Standard:** Conducting Workplace Investigations – Sept. 28<sup>th</sup>

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**Practice Guideline:** Addressing Racism and Racial Discrimination in the workplace – Sept. 28<sup>th</sup>

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**Practice Guideline:** Social Media Use – Jan. 2023

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**Practice Guideline:** Terminations Checklist – Jan. 2023

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**Practice Guideline:** Fostering Mental Health in the Workplace– Jan. 2023

# How Professional Guidance Documents were Developed

- Extensive research
- In consultation with (as needed):
  - Subject matter experts (for example: DEI experts, workplace investigation experts, mental health professional)
  - Professional Standards Committee volunteers
  - Internal Risk-Based Regulation Project Team
  - Chapter members
  - Legal counsel – both regulatory and employment-law focused
- With the feedback and approvals of HRPA's Professional Standards Committee, Governance and Nominating Committee, and the Board of Directors

# Importance of Professional Guidance

- Addresses grey areas of HR practice for high-risk topics and provides you with sound guidance and advice to follow.
- Expands on the Code + Rules and gets more specific and detailed on important topic areas, giving you practical steps to ensure ethical and responsible HR practices.
- Most importantly, helps to protect both you and the public (employees, jobseekers, workplaces) from harm.

# Public Awareness and Education



# Educating the Public

- Public-facing resources will be launched the same day as our new professional guidance (Sept. 28<sup>th</sup>) on a webpage meant for members of the public (e.g. employees, jobseekers, employers)
- The public-facing resources are based on the professional guidance issued, but are shorter and meant to explain to the public what they can expect from a registered HRPAs professional as it relates to certain topics, including:
  - The Code of Ethics and Rules of Professional Conduct
  - What to expect in a workplace investigation
  - Addressing racism and racial discrimination in the workplace

# Future Webinars

- Monitor your inbox for invitations to complimentary webinars on each of the professional guidance documents issued! All webinars will be recorded and available to watch on demand. They are open to everyone, including members of the public.
- Upcoming webinars include:
  - October 5<sup>th</sup>, 2022, 12– 1 pm: HRPA’s Code of Ethics and Rules of Professional Conduct
  - October 12<sup>th</sup>, 2022, 12–1 pm: HRPA’s Practice Standard on Conducting Workplace Investigations
  - October 19<sup>th</sup>, 2022, 12–1pm: HRPA’s Practice Guideline on Addressing Racism and Racial Discrimination in the Workplace



# Questions?



You can also submit questions after this webinar by email to [guidance@hrpa.ca](mailto:guidance@hrpa.ca)



Human  
Resources  
Professionals  
Association

A large, stylized graphic of the letters 'HR' dominates the center of the image. The 'H' is rendered in a vibrant red color, while the 'R' is in a solid black. Both letters are set against a light teal background that features large, abstract, rounded shapes. The 'H' and 'R' are partially overlaid by these teal shapes, creating a layered effect. The 'H' is positioned to the left of the 'R', and they are both oriented horizontally.

Thank you!