

VISION 2027



Human
Resources
Professionals
Association

**Empowering Members,
Inspiring Prosperity**

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“On behalf of the HRP A, I am proud to present our 2024–2027 Strategic Plan, Vision 2027. This plan identifies our shared vision, mission, values, strategic pillars and priorities that will guide the HRP A’s work over the next four years towards growth, impact and sustainability. Our plan is people-centric, focused and outcome driven. While honouring our past, it is a bold vision for the future. Our plan is ambitious to inspire excellence. We are excited by the challenges and opportunities ahead.”

– Jodi Kovitz | CEO



THE CASE FOR CHANGE

The Human Resources Professionals Association (HRPA) takes pride in its distinctive role, serving HR professionals in Ontario for nearly nine decades. Informally organized in 1936, the HRPA has evolved to be governed by the *Registered Human Resources Professionals Act, 2013*, fulfilling its mandate to promote and protect the public interest, designating, setting standards, and educating and regulating and connecting professionals in the field. HRPA takes pride in its distinctive role,

serving HR professionals in Ontario and acting as the voice of the profession.

While stabilizing our operations in 2023, we launched the HRPA's strategic planning process, culminating in Vision 2027 – an ambitious collective strategic plan shaped by community input and guided by member feedback, and years of learning, research and analysis.

Evolving World

We continue to live and navigate through a period of continuous seismic economic and societal change in Ontario, in Canada and beyond. With these changes come concerns about the impact of rising inflation, higher interest rates, supply chain disruptions, unprecedented climate change, increasing cyber-attacks, expanding use of AI, talent shortage and skilled vs. job-ready workers, all while we work together to build an equitable, inclusive and sustainable net-zero future.

HR's Moment

Consumer and employee expectations have evolved dramatically, and where and how we work has fundamentally changed and will continue to be reimagined. The future of work is about winning the war for talent, building dynamic workplaces and ensuring emotional connection (as we work more and more with machines). More than ever, we need strong, strategic

and qualified HR leaders to drive business and talent success. We also need experts. It is HR's moment to enable and support businesses, teams and the province of Ontario in navigating the future.

HRPA's Moment

It is also HRPA's moment. HRPA has had (and will continue to have) a sizable impact in Ontario. At the same time, HRPA can drive its next level of collaboration, impact and success. The innovation, leadership and resources that HRPA can bring to our members, the profession, the community and our province are essential in this time of change. We have the opportunity, and responsibility, to equip, connect and support the evolving needs of HR practitioners, people leaders and non-HR professionals responsible for HR to help them prepare their companies for the future. As HRPA, we must evolve to rise to this challenge – our role matters now more than ever.

EVOLVED VISION, MISSION AND VALUES

Workplaces today are facing a multitude of priorities that compete for attention and resources. At the forefront of this “battle for priority” is the community of HR leaders who bridge people and businesses to benefit both. These priorities include managing high rates of burnout while delivering on expectations for growth; embracing AI and new technologies while upskilling our existing talent for the future, and navigating remote, hybrid and in-office models while keeping everyone engaged.

Steering through these challenges means HR leaders need to make sense of disruptions, build collaboration and stay one step ahead. This is why HRPA exists. Alongside the oversight we bring to our profession, we serve our members, so that they can lead with the utmost integrity and purpose.

We do this by equipping our members with the latest tools and practical resources to future-proof our workplaces. We do this by empowering and convening individuals at various stages of their career evolution – delivering value at every point. We do this by elevating and upholding HR professionals to the province’s highest standards.





Vision:

Empowering Members, Inspiring Prosperity

Creating economic growth, engaged talent and safe workplaces for businesses and the people who power them with the highest calibre of HR professionals in Ontario and beyond.

Mission:

Elevating the Human in HR

Beyond the profession, HRPA is here to serve the community of fiercely passionate and skillful human beings dedicated to HR.

Values:

1. We inspire each other to raise the bar.

We lift ourselves and our members to new and unexpected heights to discover what we're truly capable of.

2. We get things done. We are tenacious about being there and delivering for our members – in big and small ways.

3. We take our why seriously. We hold ourselves and our members to a benchmark of excellence in order to serve our larger purpose for the province.

4. We stand up for inclusion, equity, accessibility and diversity. We create an inclusive and equitable community with accessible programming that reflects the diversity of our members. We are all accountable to hearing and making space for each other.

5. We act and react with integrity. We do the right thing, not just when it's easy. Whether behind closed doors or on centre stage, we stand up for what's fair and ethical – for and with our members.

6. We bring the wow. We deliver a little amaze and delight to our members everyday.

STRATEGIC PILLARS



We aspire to be one of the most highly valued, relevant and respected HR associations in the world. This means that HR professionals in Ontario at all stages of their careers can develop the knowledge, skills, networks and inspiration to realize their full potential.

We aim for our members to consolidate more of their professional lives with HRPA and as a result, we are more effectively empowering members and inspiring prosperity. As our members do more with us, the value they realize from being an HRPA member compounds, and together we will more effectively serve the public.

To achieve our mission, HRPA will pursue four strategic pillars for the future, underpinned by 16 key priorities over the next four years. While delivering our day-to-day services with excellence and focusing on our resilience, efficiency and discipline, we will execute our yearly plans and initiatives against our strategic priorities to deliver results. We will measure and report our progress to our Board of Directors quarterly to demonstrate how we're doing and where we must focus our attention.

1. Relevance & Impact: Amplify our influence and enhance relevance.

- » Evolve and build HRPAs purpose and brand.
- » Modernize and enhance HRPAs designations and offerings while enabling 'right touch' regulatory compliance.
- » Develop robust partnerships and cultivate community.
- » Better promote and amplify voice of the HR profession.

2. Value & Growth: Expand membership, enhance retention and diversify revenue streams.

- » Create greater value in offerings to deeply engage members.
- » Elevate member experience to 'wow'.
- » Optimize, improve and grow existing non-dues programs and services.
- » Build and scale new programs to expand reach and grow higher margin non-dues revenue.

3. HRPAs Innovation & Health: Enable financial sustainability and operational excellence.

- » Optimize organizational structure and streamline systems and processes.
- » Improve financial discipline and financial health.
- » Create modern and unified technology experience.
- » Continue to invest in and simplify HRPAs governance.

4. People & Culture: As one HRPAs, lead the market as progressive and great place to work.

- » Attract and retain talent, enable our people to grow and thrive and deliver our mandate.
- » Develop best in class people, culture and sustainability programs.
- » Create refreshed IDEA Strategy for HRPAs ecosystem.
- » Drive performance, measure impact, enable continuous improvement and foster transparency.

KEY INITIATIVES

Each of our 16 strategic priorities includes related multi-year strategies, plans, tactics and initiatives to support the advancement of the priority.

Membership Strategy

It is a top strategic imperative for HRP A to focus on, improve, grow and defend our **core membership program**, which constitutes its reason to exist and recurring revenue. To grow membership and foster retention through significantly improved and consistent member experiences, we must pull five key levers:

- Elevate member experience to a strategic priority – strive for a “wow” member experience.
- Review and update our competency model to ensure it is current (and relevant).
- Refine our Go-To-Market strategy and an expanded value bundle to promote value for investment in dues.
- Enhance relevance by stage of career, meeting the unique needs of members by cohort.
- Improve pathways to make it easier for members to convert/move through our offerings as we update, improve and modernize designations where required.
- Evolve the brand to become a much more relevant, modern organization with more scalable impact.

Value Bundles

Our value bundles encompass a comprehensive suite of benefits and services that go beyond the mere maintenance of professional designations, presenting a holistic offering to HRP A members. We are expanding these value bundles for all members. Our value bundles will progressively include the following components:

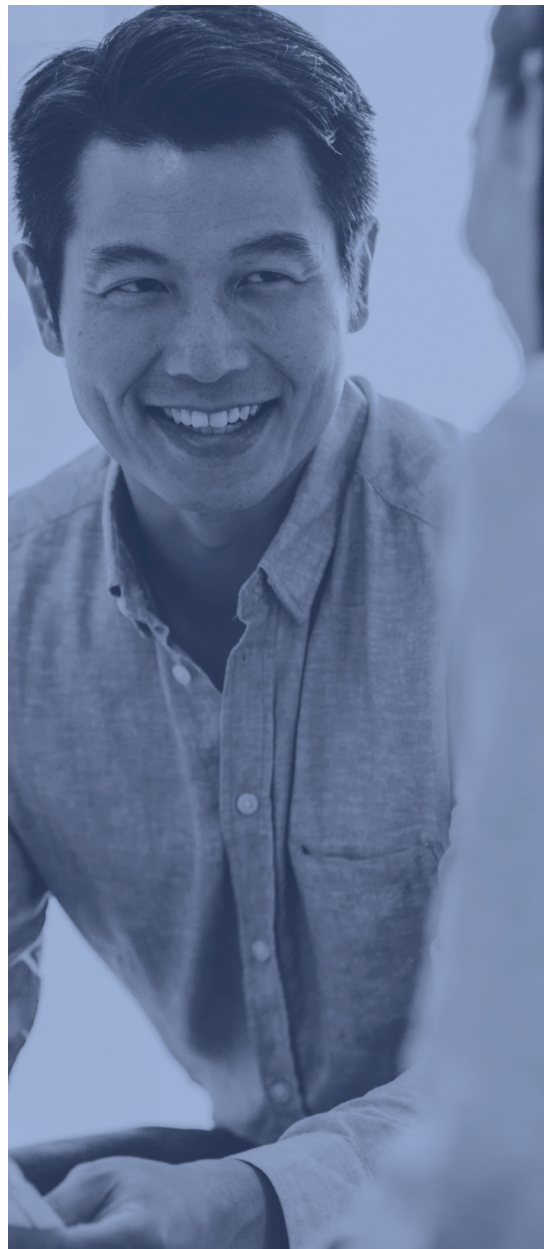
- Timely updates for news and evolving issues
- Exclusive access to resources and events
- Networking opportunities at all levels
- Professional development
- Member support and service excellence
- Advocacy and government relations

Our commitment is to enhance the value proposition for HRP A members, ensuring that our evolving value bundles align with their needs and contribute to their professional growth and satisfaction.

Growth Strategy

Aligned with HRPAs transformation and a broader emphasis on value creation, we aim to centre our attention on relevant, meaningful and profitable growth programs while complying with our regulatory mandate.

- Optimize HRPAs conferences and events, including evolving HR Summit to be a signature event.
- Partnerships Program: Transform event-by-event sponsorships into a robust multi-year Partnerships Program targeting corporate, academic, government, emerging and community partners.
- Hire Authority Job Board Enhancement: Enhance and grow the Hire Authority Job Board to become the most relevant and must-use HR-related job board, supported by expanded offerings, slightly updated technology and dedicated resources.
- Certificate Education and Learning Programs: Continue growing certificate programs and build two new in-house programs to improve overall margin.
- Circles Program: Build, pilot and then grow a new Circles program to foster relevant connections for individuals facing similar career stage issues.
- Specialty Micro-Credentials Program: Build and grow a new Specialty Micro-Credentials program in response to market opportunities, demand and member feedback.



Regulatory Affairs

Focus in 2024 is on modernizing and optimizing the HRPAs regulatory operations. This will include a review of people, technology and processes to chart a path forward to ensure that our investment in our regulatory operations is efficient, leverages modern technology to automate where possible and overall is proportional to our mandate while maintaining high integrity.	In addition, Regulatory Affairs is undertaking a competency review to facilitate the alignment of our educational, examination, experience and continuing professional development requirements for designated members with both a modern vision for the human resources profession and the HRPAs revitalized and reimagined educational offerings.
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Chapter Review

Our focus is to create high value, quality member experience for all HRPAs members, while optimizing and improving HRPAs programs and services. In 2024, we plan to review our Chapter model for effectiveness, efficiency and strong governance	and create a Chapter Redesign Task Force. We know Chapters and local programming are important points of engagement for members and look forward to optimizing the model to better serve members.
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Technology Strategy

As we set our tech path for the future towards becoming digital first, the strategic IT theme for 2024 is targeted investment in technology to improve member experience, automate certain business & regulatory operations and build conservatively for future growth. We will keep investment to minimum	levels in the near term to ensure our ability to meet prescribed operating targets and decommission non-critical applications. Cyber security investment will be maintained and kept current in line with previous commitments.
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People & Culture Strategy

Deep work will be done in 2024 to design a progressive people and culture strategy to enable Vision 2027. With emphasis on key elements like performance, innovation, total rewards, sustainability and inclusion, we will design a culture strategy that aims to both inspire and engage, not just our employees but our members as well, all of which will be documented and communicated to our team through a new culture manual.

CONCLUSION

The future is bright for HRP A. What began as a journey toward financial sustainability and needing to right-size revenues and expenses, quickly moved to a profound shift in HRP A's brand, a refocusing on member experience and member value, with an ambitious growth mandate.

We knew we had to change in fundamental and difficult ways to chart the right path. Our members deserve an association and regulator that informs and inspires the highest standards. The profession deserves a strong advocate, effective convenor and thought leader. Workplaces deserve better equipped HR to tackle the difficult challenges today, while preparing them for the future of work.



We needed to empower members and inspire prosperity.

The plan outlines a four-year roadmap to build, grow and scale HRP A's operations, programs and services with a bold, yet achievable, strategic approach. By setting a high-performing culture, establishing effective KPIs and reporting regularly, we will ensure progress and hit targets while keeping our vision for 2027 in sight.

We are excited by the challenges and opportunities ahead.



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