



2013 **HRPA** Annual Report & Summarized Financial Statements

Key Statistics

(as at November 30th)	2013	2012	2011
Financial Performance (\$'s)			
Revenue	\$12,203,209	11,983,292	11,846,335
Operating Surplus (deficiency)	\$158,508	(329,495)	(976,340)
Investment Income	\$672,754	192,841	74,439
Net Assets	\$6,155,752	5,324,490	5,461,144
Membership			
SHRPs (counts included in other categories)	152	148	135
CHRP ²	9,110	9,223	8,984
CHRP Candidate ²	3,225		
Practitioners	2,859	4,407	4,165
General	2,443	2,244	2,193
Part-time Students		468	686
Full-time Students		3,121	3,249
Student ⁴	2,489		
HR IEP	28	85	79
Allied Professionals	90	69	85
Total	20,403	19,617	19,441
Growth Rate (year-over-year)	4.0%	0.9%	2.4%
On-time Renewal Rate	86%	87%	88%
Retention Rate	90%	90%	90%
Satisfaction Index [Scale 1 (low) to 6 (high)]	4.4	4.4	4.1

¹ Prior to 2013, SHRP members were recorded in other member categories

² Prior to 2013, CHRP Candidates, practitioners who had passed the NKE, were recorded in the Practitioner member category

³ As of 2013, part-time students are now recorded in the Practitioner member category

⁴ As of 2013, full-time students are now recorded in the Student member category

Professional Development & Events			
Annual Conference Attendance	2,426	2,555	2,513
Other Professional Development Attendance	3,464	2,876	3,911

Message from the Chair



Phil Wilson,
HRPA Board Chair

“The professionalization of HR has as much to do about how we think and conduct ourselves as anything else.”

The profession is at an inflection point in Ontario and now is one of the most exciting times to be an HR professional. Here is why:

Human resources is a growing profession and it consistently shows up in lists of high-demand professions.

Demand for the Certified Human Resources Professional (CHRP) designation in HR job postings is expanding every year.

And over the past 23 years, since HRP's first regulatory act (*the Human Resources Professionals Association of Ontario Act, 1990*) was passed, the role of Human Resources professionals has evolved tremendously. From managing the Personnel Department concerned primarily with administrative tasks, to a strategic role, overseeing essential functions such as Talent Management, forecasting and fulfilling talent requirements and Organizational Development, leading large scale transformational change. As CEOs said in HRP's 2011 *'The Role and Future of HR: The CEO's Perspective'* report, HR executives have become

valued contributors—trusted advisors who often play the role of confidant to the CEO and other executives. According to the CEOs surveyed there is no question that HR issues are of paramount importance and that senior HR executives have rightly earned a place at the table.

A new Act

With so much growth behind us and a bright future before us, it's fitting that the Ontario Legislature unanimously passed *the Registered Human Resources Professionals Act, 2013*—a public statute that replaces the *Human Resources Professionals Association of Ontario Act, 1990*, and which places the Human Resources management profession in the same tier as other established tier one professions.

This new Act acknowledges that HRP members possess a high-level of professionalism and human capital management knowledge that creates enormous value for organizations.

Message from the Chair

With the passage of *the Registered Human Resources Professionals Act, 2013*, the public can have even greater confidence in regulated HR professionals who are HRP members. The new Act provides consumers and businesses with a fair and transparent vehicle to make complaints about HR professionals and will protect consumers and businesses from HR professionals who are not authorized to use the CHRP designation.

A new mindset

This new recognition of HR as a Tier 1 profession is just the beginning. The Act provides us with the right statutory foundation to build upon, but there is much work to do, including what HRP's VP Regulatory Affairs, Claude Balthazard calls the "professionalization of the HR profession"—or the evolution in the behaviour, values, and attitudes of HR professionals to start thinking of themselves as a true profession.

As Claude writes, "the professionalization of HR has as much to do about how we think and conduct ourselves as anything else."

The various components which support a Tier 1 profession are now coming together—statutory recognition as a self-regulating profession, comprehensive post-secondary educational programs in Human Resources, and the recognition by CEOs that HR is a strategic function for the organization.

Indeed, this is an exciting time to be an HR professional.

Phil Wilson, CHRP, SHRP

Message from the CEO



“(The Act) is a huge accomplishment that positions the Human Resources management profession as an equal to the other established tier one professions”

Bill Greenhalgh, HRPA CEO

For the past three years, HRPA has made great progress in fulfilling the goals laid out in our strategic plan. Focused on “doing the right things,” the plan concentrates on three pillars: enriching the member experience; expanding HRPA influence; and protecting the public.

In the last couple of annual reports, I was happy to relay achievements in support of the first two pillars; however, while we worked diligently over the last three years, through a complex process, it wasn’t until late 2013 that we reached one of our key strategic goals—an updated legislative Act that protects the public and strengthens HRPA’s ability to provide the regulatory oversight it needs to meet the demands of its members and Ontario businesses.

Protecting the Public

The Registered Human Resources Professionals Act, 2013 passed at Queen’s Park in November to replace the *Human Resources Professionals Association of Ontario Act, 1990* and reflects the changing realities in the workplace over the last 23 years and the evolving importance of the Association’s HR professionals.

It’s a huge accomplishment: Being governed by a public Act reinforces HRPA members’ roles as “champions of change” who make huge contributions to the success and productivity of the business community and organizations of all types.

And in terms of protecting the public, this new Act gives consumers and businesses a fair and transparent vehicle to make complaints about HR professionals and protects the public from HR professionals who are not authorized to use the CHRP designation.

Message from the CEO

And that's not all we achieved in support of protecting the public in 2013. In line with our ongoing development as a Tier 1 regulator, your association also updated its whole complaints, investigation and appeals processes to fit with today's needs and to ensure transparency throughout.

Of course, as in past years, I'm happy to report that HRPAs continued its mission of advancing member experience and expanding HRPAs influence.

Enriching the Member Experience

To guarantee members access to the HR education necessary to advance in their careers and stay on top of HR practice, HRPAs continued building its professional development capability. Over 2013, we added Workshops (intensive, hands-on and personalized PD) and HR Broadcasts—HRPAs in-class HR education live-streamed to members or chapters across the province.

HRPA strengthened members' HR information resources with the addition of HR Hotline—an over-the-phone service where CHRP volunteers provide fast answers to human resources questions from members.

In response to the huge demand for mentoring, HRPAs continued rolling out online mentor matching with the addition of the Mentor City service, enrolling almost 1500 members across 16 chapters.

And in response to CHRP Candidate members telling us they were having a tough time getting their first HR job in HR, the association created HRPAs Edge—a paid internship program that provides real, on-the-job HR experience and an opportunity to make contacts for those starting out.

Expanding HRPAs influence

Over 2013, HRPAs continued to make inroads with stakeholders in government, other associations and business establishing the Association as a go-to resource for HR opinion and thought leadership. Last year, government and elected officials sought out HRPAs for guidance on the 2013 provincial budget, Bill 21-the Employment Standards Amendment Act, and the Ontario Human Rights Tribunal's "Canadian Experience" policy, among other initiatives.

It continued its long-standing role assisting government educate Ontario employers around their obligations under the Accessibility for Ontarians with Disabilities Act (AODA)—including a second season of Harold Jeepers videos.

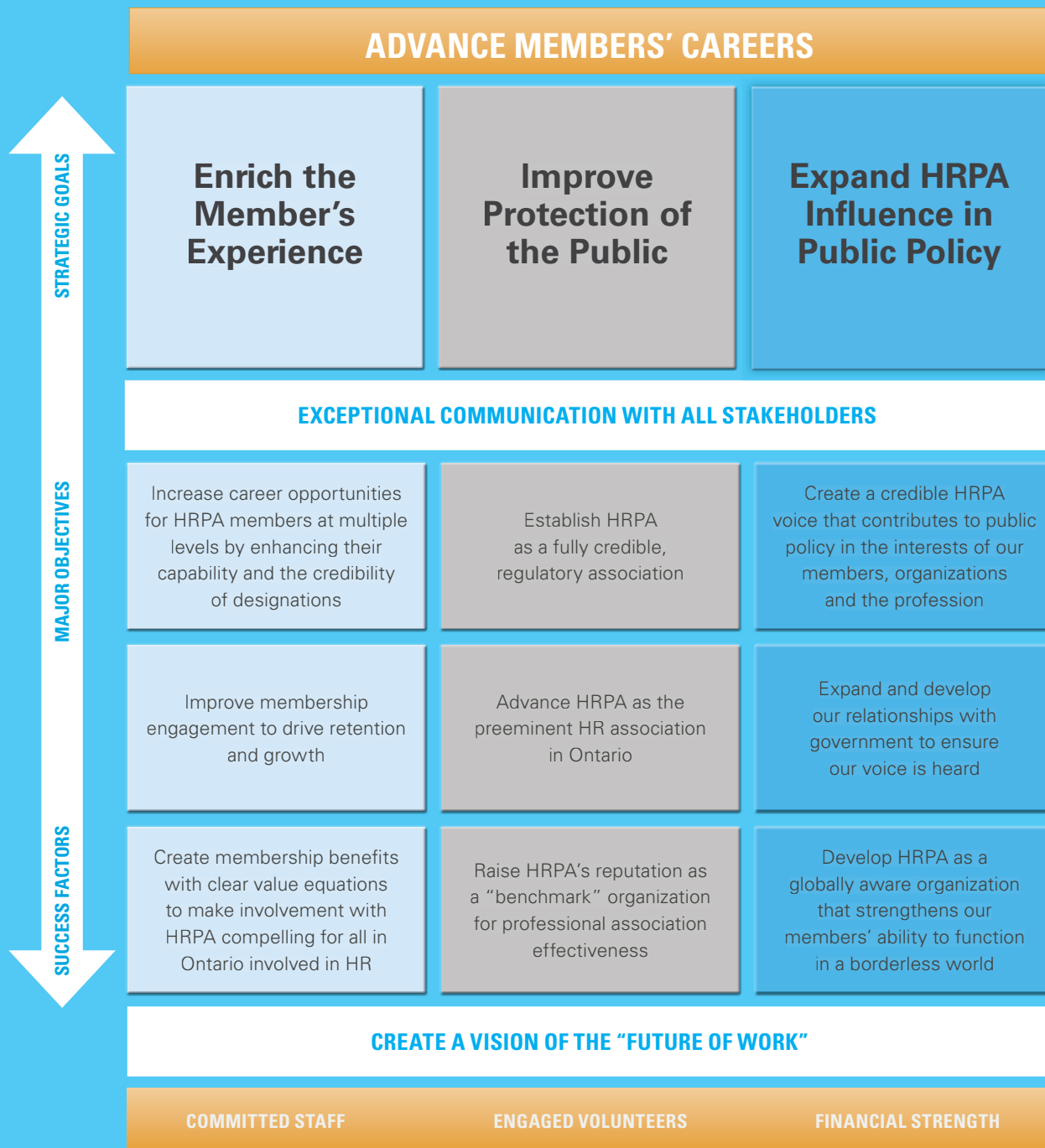
And to help create awareness about workplace mental health and safety, it partnered with the Great-West Life Centre for Mental Health to host a Mental Health Forum interpreting the Voluntary Standard on Psychological Health and Safety and what it means for employers.

All in all, 2013 was a very successful year for HRPAs and its members. Between our committed staff, engaged volunteers, sound financial position—and a new Act that lays a strong foundation to build upon—we are well positioned for the challenges and opportunities ahead.

Bill Greenhalgh

CEO, HRPAs

HRPA's Strategic Plan



Enrich the
Member's
Experience



Enriching the Member's Experience

Increasing career opportunities for HRPAs members at multiple levels by enhancing their capability and the credibility of designations.

In 2013, HRPAs introduced new professional development and resources to advance member's careers, including the introduction of Workshops—intensive, hands-on PD that tailors learning around participant's specific HR challenges—and HR Broadcasts: live-streaming of HRPAs's in-class HR education available online to members or chapters across the province.



Professional Development attendees congregate in the HRPAs Learning Centre

Over 2013, HRPAs also:

- Created several new Certificate programs, including certificates in Diversity and Human Rights Compliance with York University; Labour Law with Osgoode Hall Law School; Mentor Practitioner with TalentC® - People Services Inc.; and a HRPAs Accessibility Certificate Program - a comprehensive program specifically designed for HR Professionals on accessibility.
- Developed a [Workplace Mental Health](#) resource page (featuring articles, PD programming and tools and resources) to help protect and promote psychological health and safety in the workplace.
- Created a [Managing Mental Health Matters](#) workshop series covering: Accommodation and Return to work; Performance management and conflict resolution; and Dealing with emotions in the workplace
- Created a [Cultural Competency Certificate](#) and piloted to 220 employees in 13 organizations
- Launched [HRPAs's Quarterly Employment Law Update](#) Series

Enriching the Member's Experience

2013 Annual Conference

With record revenue, plus a 93.8 per cent delegate satisfaction rating, HRPAs 2013 Annual Conference was a huge success. Under the theme of "Decoding HR", the 2013 event featured six world-class keynote speakers including *First, Break all the Rules* author Marcus Buckingham, New York Times reporter Charles Duhigg and Gary Hamel, author of *What Matters Now*. The conference also introduced a Twitter Wall which allowed members across the province to follow the event via live news and comments on Twitter: #HRPA2013

Watch the HR Reporter Annual Conference Video

Improve membership engagement to drive retention and growth

Record Membership growth, retention and satisfaction

Last year saw HRPAs grow its membership to more than 20,000 and increase its member retention rate to 90 per cent (with new records for on-time renewal). And not only is HRPAs growing, but its 2013 member satisfaction survey saw an overall satisfaction rating of 4.4 (out of six), and 81 per cent felt the association is going in the right direction. HRPAs and its 28 chapters achieved this through:

- The introduction of a new Member reward card that provides rewards for attending chapter events. This prompted a 20% increase in chapter meeting attendance; and overall event participation up from 23% to 27%
- The launch of the My HRPAs app to keep members apprised of HRPAs news and events
- The creation of a new Senior HR Professional (SHRP) application process
- The launch of "Chapter Buddies" (New Member Handoff Program) who welcome new members at their first chapter meeting and introduce them to other members
- Created member population distribution maps for Chapters to help identify optimal meeting locations to further encourage engagement

Enriching the Member's Experience



Last year saw HRPAs grow its membership to more than 20,000 and increase its member retention rate to 90 per cent

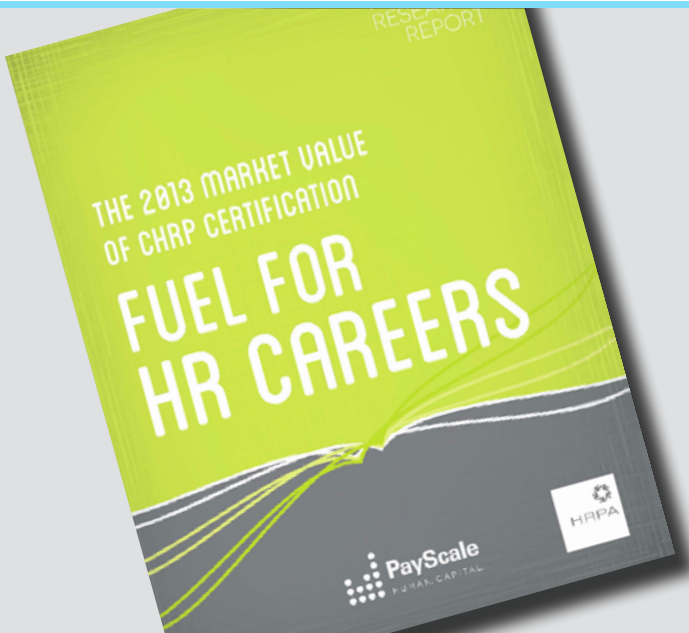
Create membership benefits with clear value equations for Ontario HR professionals

Between the CHRP and SHRP designations, professional development, volunteer and mentoring opportunities to network and gain skills, career tools and resources and a hugely popular member savings program, HRPAs's member benefits package makes membership very attractive.

Over 2013, HRPAs boosted its member benefits by:

- Adding more than 400 new discount programs to its [Member Savings program](#) (for a total of 1,100 ways HRPAs membership pays for itself)
- Introducing [Career Centre](#)—an online resource for recent grads featuring job search advice and free webinars, a career path planner and individual consultations with an advisor.
- Rolling out [Mentor Scout and Mentor City](#) online mentor matching to a total of 16 chapters with more than 1,450 members enrolled
- Expanding the [HRPA Edge paid internship program](#) to 40 host organizations, with more than 30 CHRP Candidates placed in internships
- Creating 25 [HR Hotline](#) volunteer positions for experienced CHRPs on reduced dues
- Providing [employer liability insurance](#) coverage for small businesses
- Launching [online registration](#) for all membership categories
- Developing plans for HRPAs's next generation website including AODA compliance and mobile interoperability
- Launching an updated [Career GPS](#) that allows users to benchmark against the Career GPS database and case study profiles

Enriching the Member's Experience



CHRP's earn more across all HR career levels; advance more quickly; and work at larger organizations.

CHRP Designation

In 2013, HRP partnered with compensation experts PayScale Inc. on a report showing the clear correlation of the CHRP designation with earning potential and career progression. The report, [Fuel for HR Careers](#), shows CHRP's earn more across all HR career levels; advance more quickly; and work at larger organizations.

It also showed rising demand for the CHRP in HR jobs found on the Hire Authority job board. As of 2013, job postings requiring a CHRP increased to 70%--up from just 36% in 2007.

HRPA continues to strengthen the credibility of the CHRP designation by:

- Providing support to CCHRA on development of Professional Practice Analysis to update the CHRP designation
- Developing a Professional Advisory on the use of protected titles granted by HRP
- Updating the process for reporting Continuing Professional Development hours



Watch the CHRP Spotlight video featuring Josh Gordon

A blurred photograph of a crowd of people walking through a modern building with large glass panels. The image is used as a background for a report cover. A solid blue vertical bar is on the left side, and the title text is overlaid on it.

Improve Protection of the Public

Improve Protection of the Public



HRPA's biggest achievement of 2013 was the passage of Bill 32

Establish HRPAs as a fully credible, regulatory association

HRPA's biggest achievement of 2013 was the passage of [Bill 32 \(the Registered Human Resources Professionals Act, 2013\)](#). This new act acknowledges that HRPAs members possess a high-level of professionalism, that creates real value and protection for organizations that employ them and enhances the Association's mandate in protecting the public. The updated regulatory powers resulting from Bill 32 would enable HRPAs to better protect the public interest from incompetent or unethical human resource practitioners, help prevent abuse of corporate positions and, if abuse should occur, provide the public with an effective means by which to seek recourse.

In support of HRPAs ongoing development as a Tier 1 regulator, over 2013, HRPAs:

- Renewed its National Commission for Certifying Agencies (NCCA) accreditation
- Reorganized and updated regulatory information on HRPAs website
- Updated the online register search function to include a search for members authorized for independent practice
- Updated [discipline pages](#) to display current cases referred to the Discipline Committee
- Developed a Complaint Evaluation Form for members and complainants
- Updated Appeals information gathering processes
- Updated and expanded orientation manuals for regulatory committees

Improve Protection of the Public

Advance HRPAs as the preeminent HR association in Ontario

Last year HRPAs continued to make great strides in establishing itself as an HR thought leader and expanding its influence with government, other associations, business and the public. Over 2013, HRPAs:

- Partnered with the Great-West Life Centre for Mental Health to host a Mental Health Forum interpreting the Voluntary Standard on Psychological Health and Safety and what it means for employers
- Continued presenting CanadaWorks 2025 Future of Work Research at Canadian Council for Learning and Leadership Development (CCLLD) Conference and Western Cities HR Conference
- Partnered with *Canadian Business* on a “future of the MBA” survey
- Presented at the Human Rights Commission of Ontario’s policy launch on removing the “Canadian experience” barrier
- Enhanced HRPAs’ profile in regulatory community (CLEAR, CNNAR)

Raise HRPAs’ reputation as a “benchmark” organization for professional association effectiveness

HRPA continued its work in developing itself as a benchmark organization by creating and implementing a new Gold Standard to objectively assess the Association’s capability; as well as rolling out new Chapter Operating Terms, developing standardized onboarding materials for new chapter executives and redefining Chapter executive job descriptions that align with HRPAs strategy. Over 2013, HRPAs also:

- Tracked perceived performance as a professional regulatory body from the perspective of our members through the questions on the regulatory section of our annual member survey
- Revamped Chapter Recognition Awards to be in alignment with the Strategic Plan’s key metrics: growth, engagement, retention, volunteering opportunities, mentoring opportunities, use of HRPAs engagement tools (Buddy, Keep-in-Touch, etc.)
- Met with all chapters with 500+ members and reviewed results of 2013 member survey, explaining results in the context of approved association benchmarks so that Chapters better understand role and relationship to HRPAs

Expand HRPA
influence in
public policy



Expand HRPAs Influence in Public Policy

Create a credible voice that contributes to public policy in the interests of our members, organizations and the profession



A key HRPAs mandate is to build the Association's influence in setting public policy to ensure legislative and regulatory decisions made by governments and other decision makers reflects the needs of members, organizations and the profession. In support of this, last year HRPAs continued working closely with elected officials and key ministries on the following:

- Made presentations and submissions on: 2013 Provincial Budget to the Standing Committee on Finance; on Bill 21 the Employment Standards Amendment Act; and participated in Government Youth Employment Roundtable; Ministry of Labor Stakeholder Meetings on ESA review
- Assisted in the development of a Private Members Bill on the Ontario Human Rights Tribunal
- Ministry of Citizenship & Immigration rated HRPAs as the ministry's most important stakeholder
- Participated in Ministry of Labour Stakeholder Meetings as resource on workplace trends and requirements
- Held Lobby Day at Queen's Park, which included meetings with the Premier's Office, Ministers of Labour, Citizenship and Immigration, Training Colleges & Universities, Economic Development, Trade & Employment and the Official Oppositions Leaders Office and Economic Portfolio Critics
- Collaborated with Ontario Chamber of Commerce on workplace accessibility publication
- Scott Allinson, HRPAs VP Public Affairs appointed to Ontario's Accessibility Standards Advisory Council

Expand HRPAs Influence in Public Policy

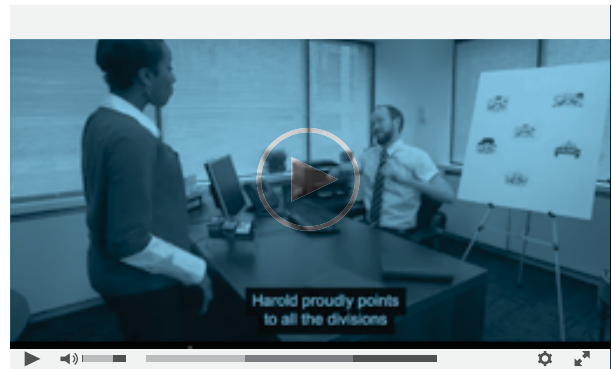


HRPA was a member of the ADO's Employment Awareness Steering Committee in 2013, and recognized as a "go-to" stakeholder for the Directorate.

Accessibility

In collaboration with the Accessibility Directorate of Ontario, HRPAs completed its second season of the Adventures of Harold Jeepers videos—a comic series educating organizations on how to comply with the Accessibility for Ontarians with Disabilities Act (AODA) employment standards. The second season saw Harold Jeepers tackle the Information and Communication standard. DVDs of Harold Jeepers were also sent to Ontario business and provincial post-secondary HR faculties for use in the classroom.

HRPA was a member of the ADO's Employment Awareness Steering Committee in 2013, and recognized as a "go-to" stakeholder for the Directorate.



Watch the Harold Jeepers AODA Videos

Expand HRPAs Influence in Public Policy

Striving to give HRPAs members a more global perspective



Develop HRPAs as a globally aware organization that strengthens our members' ability to function in a borderless world

To give HRPAs members a more global perspective and promote HRPAs thought leadership to HR organizations around the world, last year the Association:

- Introduced the HR Daily member email which provides international HR news and commentary to HRPAs members
- Represented Canada on the North America Human Resource Management Association (NAHRMA) and the World Federation of People Management Associations (WFPMA)
- Initiated discussions with the UK's Chartered Institute of Personnel and Development (CIPD) on cross recognition of designations

Committed Staff



HRPA's 2013 Employee Engagement survey came back with a highly impressive 85 per cent engagement score.

HRPA's 2013 Employee Engagement survey came back with a highly impressive 85 per cent engagement score. Last year, HRPA maintained the commitment and engagement of its staff by:

- Creating The Hive--a new Employee Portal launched based on staff input
- Creating a new recognition program (including peer to peer) based on the HRPA loyalty card
- Providing staff with individual customized Total Cost of Compensation reports--a comprehensive overview of salary and all paid benefits
- Updating the employee policy manual and implementing a new performance assessment system
- Developing AODA policy for organization and ensuring compliance

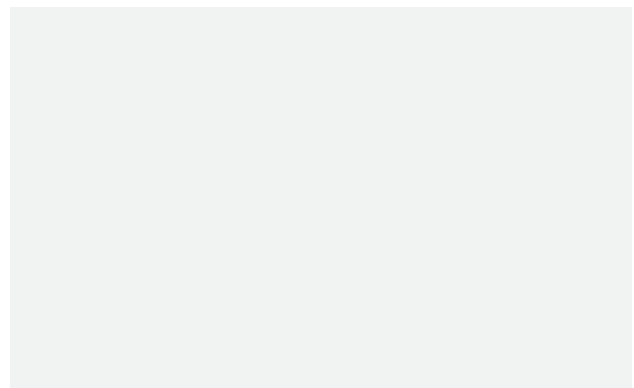
Engaged Volunteers

HRPA's overall volunteer engagement score was 4.3 out of 5



From serving on the HRPAs board to volunteering at HRPAs Annual Conference & Trade Show, the Association provides members with volunteer opportunities to build their networks, learn new skills and give back to the HR profession. Last year, HRPAs did much to support its more than 1200 volunteers, including:

- Implementing a standardized process to measure volunteer engagement at both the Provincial and Chapter level, with the results used as a benchmark and to develop an improvement plan. HRPAs overall volunteer engagement score was 4.3 out of 5
- Launching and delivering a new chapter executive onboarding and orientation program, plus creating standardized chapter executive job descriptions
- New chapter operating terms in place with all chapters with compliance matrix for chapter transition
- Developing a chapter election protocol
- Developing a volunteer application process that captures all volunteer opportunities at the Provincial and Chapter level



Watch the HRPAs Volunteering video

Financial Strength



Achieving a breakeven position one year ahead of commitment

While HRP is a non-profit, that doesn't mean the Association isn't run like a business, creating savings and generating extra revenues where possible and carefully watching our members' dues. Over 2013, HRP continued to strengthen its financial position by:

- Achieving a breakeven position one year ahead of commitment
- Arranging a new publishing deal for *HR Professional* magazine that generates guaranteed income
- Marketing the HRP Learning Centre as a premium rental meeting space
- Renting office space to the Institute on Governance (IOG) to generate revenue and extending IOG programming through the HRP Learning Centre
- Arranging a new revenue-sharing agreement with Meloche Monnex guaranteeing HRP 1.5% on policies
- Improving data security by upgrading HRP's network and enterprise backup systems
- Installing new webcast technology to launch HRP TV and broadcast live PD events
- Revising policy to protect HRP and its chapters re liabilities and responsibilities
- Finalizing an external audit on the first phase of the Cultural Competency Training Program – a 3-year government-funded project with a total funding value of \$685,000

Exceptional Communication with all Stakeholders

Reducing member email traffic by 70% while increasing readership per email by nearly 50%



A key pillar of HRPAs ongoing strategy involves exceptional communications to our many stakeholders: organizations, members, academia, other associations, board and chapter directors, government, the public and staff. Structured around an HRPAs “brand-based” communications plan, in 2013 the Association continued providing exceptional communications by:

- Reducing member email traffic by 70% while increasing readership per email by nearly 50%
- Implementing aggressive social media communications involving LinkedIn, Twitter, Water Cooler, YouTube and Facebook that consistently reaches more than 50% of HRPAs members (up from less than 30% in 2012)
- Creating HRPATV--a YouTube channel with 120+ videos and over 100,000 views
- Increasing voter turnout for HRPAs board nominations and elections with an enhanced marketing campaign

Create a vision of the “Future of Work”



CanadaWorks 2025



Deloitte.

In 2012, HRPA released *CanadaWorks 2025*—a report, co-authored with Deloitte, examining the future of work and how decisions made today around education, immigration, employment and industry investment will dictate the country’s fortunes in 2025. In 2013, HRPA continued promoting this vision by:

- Building CanadaWorks 2025 analysis into the Ontario Progressive Conservative (PC) party platform
- Presenting CanadaWorks 2025 to the Canadian Council for Learning and Leadership Development (CCLLD), The Premier’s Office and to the Official Opposition Leader, Tim Hudak and his Economic Portfolio Critics
- Showcasing CanadaWorks 2025 research at Queen’s Park Lobby Day

The background of the slide is a light gray architectural drawing, possibly a floor plan or a technical sketch, featuring various lines, rectangles, and some hatched areas. A solid blue vertical bar runs down the left side of the image. The title text is centered within this blue bar.

Summarized Financial Statements

Summarized Financial Statements

Independent Auditor's Report

To the Members of Human Resources Professionals Association

The accompanying summary financial statements, which comprise the summary balance sheet as at November 30, 2013 and the summary statement of operations for the year ended November 30, 2013 and related notes are derived from the audited financial statements of Human Resources Professionals Association for the year ended November 30, 2013. We expressed an unmodified audit opinion on those financial statements in our report dated March 20, 2014. Those financial statements, and the summary financial statements, do not reflect the effects of events that may have occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the statements and disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Human Resources Professionals Association.

Management's Responsibility for the Summary Financial Statements

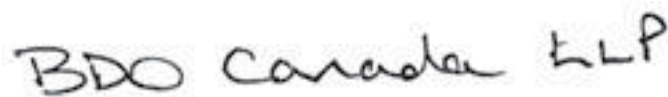
Management is responsible for the preparation of a summary of the audited financial statements in accordance with Canadian accounting standards for not-for-profit organizations, as described in Note 1.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Audit Standard (CAS) 810, 'Engagements to Report on Summary Financial Statements'.

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Human Resources Professionals Association for the year ended November 30, 2013 are a fair summary of those financial statements, in accordance with Canadian accounting standards for not-for-profit organizations.



Chartered Accountants, Licensed Public Accountants
Mississauga, Ontario
March 20, 2014

Human Resources Professionals Association

Balance Sheet

	2013	2012
ASSETS		
Current		
Cash	\$ 405,426	\$ 209,375
Short-term investments	2,000,000	2,306,418
Accounts receivable	544,191	355,562
Prepaid expenses	706,499	693,804
Security deposit	50,000	50,000
	3,706,116	3,615,159
Long-term investments	7,943,419	6,319,956
Capital assets, net	2,203,790	2,417,809
Product development costs	—	133,079
Security deposit	250,000	300,000
	\$ 14,103,325	\$ 12,786,003
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued liabilities	\$ 1,372,607	\$ 1,126,827
Deferred revenue	5,565,485	5,108,033
Deferred capital contributions	—	99,019
	6,938,092	6,333,879
Deferred rent	1,009,481	1,115,742
Deferred capital contributions	—	11,892
	7,947,573	7,461,513
Net assets		
Invested in capital assets	2,203,790	2,417,809
Internally restricted	1,045,102	937,543
Contingency fund	2,406,860	1,876,797
Unrestricted	500,000	92,341
	6,155,752	5,324,490
	\$ 14,103,325	\$ 12,786,003

Note 1: Summary Financial Statement Preparation

Management is responsible for the preparation of these summary financial statements. The summary presented includes the summary balance sheets and the summary statements of operations. It does not include the statement of changes in net assets, the statement of cash flows or all disclosures required under Canadian accounting standards for not-for-profit organizations.

Copies of the complete November 30, 2013 audited financial statements are available at the Human Resources Professionals Association's office or can be requested by emailing finance@hrpa.ca.

Human Resources Professionals Association

Statement of Operations

For the year ended November 30	2013	2012
Revenue		
Administration	\$ 217,944	\$ 132,663
Annual conference	3,618,498	3,571,287
Membership and member services	5,536,505	5,397,621
National rebate and shared services	75,498	187,991
Professional development and support programs	1,352,079	1,503,107
Publications, communications and marketing	433,613	476,303
Regulatory affairs	969,072	714,320
	12,203,209	11,983,292
Expenses		
Administration	2,671,619	2,583,903
Amortization	808,340	850,447
Annual conference	2,347,852	2,524,348
Board and board committees	381,261	455,395
Chapters, volunteers and awards	306,010	314,673
Membership and member services	904,340	827,301
National levies and support	503,030	436,682
Office space and utilities	663,117	720,666
Professional development and support programs	1,358,041	1,456,310
Public affairs and research	440,355	429,004
Publications, communications and marketing	803,347	897,917
Regulatory affairs	857,389	816,141
	12,044,701	12,312,787
Excess (deficiency) of revenue over expenses before investment income	158,508	(329,495)
Investment income	672,754	192,841
Net excess (deficiency) of revenue over expenses for the year	\$ 831,262	\$ (136,654)

Financial Overview – Fiscal Year 2013

HRPA ended fiscal year 2013 with a surplus of \$831,262, compared to a deficit in fiscal year 2012 of (\$136,654). Operating revenue for the year increased by 1.8 per cent over the previous year, or \$219,917, while expenses decreased by 2.2 per cent, or \$268,086. Investment income for the year increased significantly over the previous year due to an improvement in market values, along with returns on additional funds that were invested during the year. Overall, HRPAs continues to maintain a very healthy financial position with net assets totalling \$6,155,752. Following are highlights of some key variances year-over-year:

Balance Sheet

- Short term investments are slightly lower than the previous year, due in part to a transfer of funds into the long-term investment portfolio during the year. Overall, cash and cash equivalents are in-line with last year.
- Accounts receivable are higher in 2013 due to higher amounts pertaining to annual conference sponsorships and exhibitor fees. In addition, there was higher government funding receivable for programs at the end of 2013; this was subsequently received in fiscal year 2014.
- Prepaid expenses relate to the annual conference, insurance, software maintenance, licenses, and other costs having future benefits; overall, the total for these amounts is slightly higher in 2013.
- Long-term investments are higher than the previous year due to a significant increase in market value along with an additional transfer-in of funds during the year.
- Capital assets are lower than the previous year, due in part to 2013 being the third year of amortization of the new office space, as well as fully amortized membership software and website infrastructure costs.
- Product development costs pertain to remaining unamortized amounts related to the online HRwrx exam prep product, as well as government-funded programs associated with the Accessibility for Ontarians with Disabilities Act (AODA). These costs were fully amortized in 2013.
- Security deposit (current and long-term) pertains to a deposit that was required as part of the new office lease agreement in 2011. This deposit was partially repaid to HRPAs through an instalment payment of \$50,000 during fiscal 2013, with a further instalment of \$50,000 becoming due in 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.
- Accounts payable and accrued liabilities are higher than the previous year, due in most part to timing of payments at year-end.
- Deferred revenue pertains to amounts collected for the annual conference, membership dues, government funded programs, and other programs and services being held after year-end. This amount is higher in 2013, due to higher amounts related to government funded programs, annual conference registrations, and membership renewal revenue.
- Deferred capital contributions (current and long-term) related to the funding of two AODA-related projects by the Ontario government; these amounts were amortized over the useful life of the products, ending in 2013.
- Deferred rent pertains to two different amounts associated with the lease for HRPAs office and learning centre premises – one amount relates to the tenant improvement allowance, and another amount pertains to a recognition entry related to the rent-free period from the beginning of the lease term; these two amounts are being amortized over the term of the lease, according to accounting standards, and hence the balance in 2013 is lower than in 2012.
- Net assets have been restricted for capital budget purposes, including amounts pertaining to certain hardware and software upgrades and general office capital expenditures. The Contingency Fund is a reserve for general operating contingencies and is not available for use by the Association without prior approval of the Board of Directors.
- In line with general guidelines for not-for-profit associations, HRPAs target for reserves is set at 50 per cent of annual operating costs. Based on the operating budget for fiscal year 2013-2014, the association's reserve is at approximately 31.2 percent of annual operating costs.

Statement of Operations

Administration

Administration revenue was higher in fiscal 2013 due mainly to a steady increase in facility rental revenue associated with the HRPAs learning centre space. Expenses under Administration were higher due to slight increases in several costs, including higher learning centre expenses associated with increased sales volumes, and higher staff related costs.

Amortization, Investment Income, Office Space & Utilities

Investment revenue increased significantly over the previous year, due to strong market conditions during 2013, along with additional returns associated with the transfer of funds into the portfolio in 2013. Expenses related to office space and utilities were lower in 2013, due to a credit from the landlord relating to the previous year's operating costs, along with lower monthly operating costs in 2013.

Annual Conference

The overall surplus from HRPAs Annual Conference and Trade Show increased from \$1,046,939 in fiscal 2012 to \$1,270,646 in fiscal 2013 – an increase of \$223,707. Part of this increase was due to revenue being \$47,211 higher than the previous year – a result of increased exhibitor revenue. In addition, costs decreased over the previous year, due mainly to lower operating costs associated with the event.

Board and Board Committees

Expenses under this area decreased in 2013, due in most part to a grant made to the Human Resources Research Institute (HRRRI) in 2012. No grant was made in 2013.

Membership and Member Services

Higher membership revenue in fiscal 2013 was due mainly to an overall increase in membership numbers, including a very high membership retention rate. Expenses under this area were higher due mainly to an increase in member recruitment activities and marketing, along with higher mentorship program costs.

National Rebate and Shared Services/National Levies and Support

Revenue under this area is lower than 2012 due mainly to a return of accumulated surplus by the national body (CCHRA) to the provincial associations in 2012, which did not occur in 2013. However, salary recovery revenue and facilities rental revenue were higher, due to shared services in 2013. Expenses under this area increased due to higher exam administration fees paid to CCHRA, owing to the higher number of NKE writers in 2013.

Professional Development and Support Programs

Total revenue (HRPA events and government programs) decreased by \$156,028 over the previous year. This decrease was due in part to lower revenue from executive programs, one-day conferences and workshops, seminars and live webinars. Revenue also decreased under the government funded programs area due to timing of several projects. Expenses decreased due mainly to lower costs associated with one-day conferences and workshops, seminars and webinars.

Publications, Communications and Marketing

Revenue under this area decreased in 2013, due to lower revenue associated with e-media and the magazine; these reductions related to a new publisher agreement for the magazine. In addition, revenue related to HRWRX was lower than the previous year, due to the lower number of registrants. Expenses were lower in this area in 2013, due mainly to lower consulting related to social media, along with lower costs associated with a new email management solution provider.

Regulatory Affairs

Regulatory affairs revenue increased by \$254,752 in 2013. This increase was due to several factors, including a higher number of the following: alternate route applications, challenge exam writers, NKE writers, registrations for the on-line academic program, and preapproved program and provider applications. Expenses increased in this area, mainly due to higher salaries and benefits expenses associated with an additional headcount.

2013 Board of Directors + Senior Management

Board of Directors

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Jo-Ann Ball, CHRP

Elizabeth Black, CHRP

Janet Brooks, CHRP, SHRP

Brenda Clark, CHRP, SHRP

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Geoff Ramey, CHRP, SHRP

Deidre Henne

Alice Kubicek, CHRP, SHRP

Kirk Merrett, CHRP

Andrew Noel, CHRP

Murray Odesse, CHRP

Karen Stone, SHRP

Melinda Sutcliffe, CHRP

Bob Thompson, CHRP

Senior Management

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Chief Executive Officer

J. Scott Allinson

Vice President, Public Affairs

Claude Balthazard, CHRP

Vice President, Regulatory Affairs and Registrar

Valerie Browne

Director of Professional Standards and Registrar

Kristina Hidas

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HR Research and Development

Chris Larsen

Vice President, Marketing, Membership
and Professional Development

Gary Monk

Vice President, Finance and Information
Technology

Marta Pawych

Vice President, Annual Conference and
Sponsorship

Louise Tagliacozzo

Director, Board Relations and Administration