

The background features a gradient from dark purple at the bottom to a lighter orange-pink at the top. Stylized human icons in a light pink color are arranged in a triangular pattern at the top left, a vertical strip on the right, and a triangular pattern at the bottom right. The central area has a dark purple background with a subtle checkerboard pattern.

Human Resources Professionals Association

Strategic Plan 2019–2021

Human Resources Professionals Association

Strategic Plan 2019–2021

INSIDE

Inspiring Professionalism	4
About HRPA	5
Our Mission	8
Our Vision	9
Our Values	10
Executive Summary	11
Strategic Themes & Goals	14

Inspiring Professionalism



HRPA IS UNDERGOING A SIGNIFICANT TRANSFORMATION.

Honouring our past as a high performing member association that was visionary enough, committed enough to marking a path forward to true professionalization, whilst being bold enough to envision a future even brighter and filled with more possibility than previously imagined.

No significant transformation occurs without some growing pains. We are transitioning from being a single-mandate member association to a professional regulatory association. This is no small change and will demand steadfast commitment to our mission and vision.

We say "inspiring professionalism" with two specific communities in mind. For the public, who should look to regulated HR professionals for the highest standards of professional practice. For the practitioners of our profession, who should look to their regulatory association as a leader, innovator and dedicated thought leader in advancing professional HR practice. Igniting a collective aspiration for our profession from within is just the starting point. We also want employers, workers, consultants, entrepreneurs, small business owners and other professionals to place a high value on the expertise of HR professionals. We aim to inspire others with our professionalism.

This is an ambitious journey. One that takes decades, not three to five-year strategy cycles. By committing to this expedition, our members and the public can look forward to a constantly rising bar of HR expertise.

We remain inspired by our members, the HR practitioners in the field every day that are attuned to the changing landscape of their business and know-how to design, develop and manage people practices that make an enduring difference in business and in workers' lives.

IT IS A PRIVILEGE TO LEAD AS A PEOPLE PROFESSIONAL.

About HRP

WHO WE ARE & WHAT WE DO



THE HUMAN RESOURCES PROFESSIONALS

ASSOCIATION (HRPA) is a regulatory association in Ontario with more than 23,000 registrants. Through the fulfillment of its Objects, the Association governs and regulates the practice of registrants by establishing, developing, maintaining and enforcing the standards of qualification, practice, ethics, knowledge, skill and proficiency of its members, students and firms. Promoting and protecting the public interest by regulating the practice, competence and professional conduct of members is our paramount interest.

HRPA plays an important role in promoting and protecting the welfare and interests of the Association and the human resources profession. To this end, elevating HR professionalism and continuing to advance the status and recognition of our profession is a unifying focus of the Association, our Chapters and Members.

The pioneering work of our predecessor organizations laid the foundation for the Human Resources Professionals Association of Ontario Act, 1990. This Act empowered the Association with the responsibility to grant and regulate the Certified Human Resources Professional (CHRP) designation.

In 2013, HRP

Since the passing of the Act in 2013, the HRP

Our members voluntarily submit to regulation. They do so because they, with us, share a collective belief that HR is a true profession. In order to be recognized as a profession we must all conduct ourselves with the highest standards of professional practice and ethics as enshrined in our Rules of Professional Conduct. We truly believe that only those practitioners willing to subject themselves and their practice to these standards can call themselves a "human resources professional." We also believe that human resources professionals play an integral role in Ontario society – we make workplaces work. We are business professionals that practice HR for the benefit of our organizations and society at large. Workers, business owners, leaders and partners in government have a right to expect excellence in HR practice from our professional members.

MEMBERS



WE STRIVE TO ENABLE our members to provide the best possible HR practice through our standards, regulation and learning programs. Supporting members with knowledge, skill development and professional mastery in their practice of human resources is a source of pride and continuous development for the Association and our Chapters.

Organizations leverage two types of capital to drive business results: financial and human. A business trusts the management of financial capital to a regulated accounting professional, where the highest standards of performance, ethics and compliance are required. The same should be true for the governance of human capital. The best protection for the public in Ontario is through a system of internal responsibility in which workplaces value their people and workplace success to such an extent that they would only accept individuals with a recognized HR designation where they can be confident in professional practice.

Members of HRPAs submit to voluntary regulation. While it is true that anyone can call themselves a “human resources professional” we believe that there is a threshold to be called a “professional” in any profession. Without the requisite education, experience and professional standards oversight that comes with regulation, there is no safeguard nor minimum standard of practice for those entrusted to lead human capital across our province. The public in Ontario should expect that any registered HR professional is acting in accordance with governing legislation relating to employment, safety and human rights.



Professional Member Categories

CERTIFIED
HUMAN RESOURCES
PROFESSIONAL

CERTIFIED
HUMAN RESOURCES
LEADER

CERTIFIED
HUMAN RESOURCES
EXECUTIVE

Associate Member Categories

- PRACTITIONER
- ALLIED PROFESSIONAL
- STUDENT



CHAPTERS



THROUGH ITS THRIVING NETWORK of Chapters across Ontario, members experience outstanding professional networking, mentorship and professional development. Members select the local community of HR professionals they wish to network, learn and grow with, and champion professionalism together in HR in their local communities.

Chapters are the crucial link between HRPAs's vision and our members. Together, HRPAs and Chapters are striving to see HR flourishing as a valued profession in Ontario. By providing a forum for members to exchange knowledge and ideas and by mentoring students and early career practitioners, our Chapters play an important role in cultivating a pipeline of highly prepared and inspired talent in the field of human resources.

Chapter leaders and members are pivotal ambassadors of our profession.

- ALGOMA
- BARRIE
- BROCKVILLE
- CHATHAM-KENT
- CORNWALL & DISTRICT
- DURHAM
- GRAND VALLEY
- GREY BRUCE
- GUELPH & DISTRICT
- HALTON
- HAMILTON
- KINGSTON & DISTRICT
- LONDON & DISTRICT
- NIAGARA
- NORTH BAY
- NORTHEASTERN ONTARIO
- NORTHWESTERN ONTARIO
- OTTAWA
- PEEL
- PETERBOROUGH
- QUINTE & DISTRICT
- SARNIA & DISTRICT
- SUDBURY
- TORONTO WEST
- TORONTO
- WINDSOR & DISTRICT
- YORK REGION

Our Mission

OUR PURPOSE

A regulatory association that sets the standards of HR professionalism.



THE OBJECTS OF HRPA were issued by the Ontario Legislature by means of the *Registered Human Resources Professionals Act, 2013 (the Act)*. Furthermore, the Ontario Legislature has delegated to HRP A those judicial and regulatory powers deemed necessary or beneficial to enable HRP A to fulfill its mission and mandate.

HRP A’s core mandate is to promote and protect the public interest by governing and regulating the practice of members, firms and students. There are many facets to the fulfillment of this mandate. Although the word ‘regulation’ is used as a shorthand, HRP A’s mandate also includes governing the practice of members, firms and students and includes providing them with leadership and guidance.

Professional regulation could be defined as “anything and everything that is done with the genuine intent of promoting and protecting the public interest by reducing, suppressing, mitigating or eliminating harms or potential harms stemming from the practice of a profession.” HRP A is dedicated to supporting our registrants with ethical and appropriate Rules of Professional Conduct in order to guide practitioners in their HR practice.

Our Vision

OUR FUTURE

HR flourishing as a valued profession.



THE HUMAN RESOURCES PROFESSION was significantly legitimized through the Acts of 1990 and 2013. While this legislation sets out the duties and obligations of the Association to fulfill its core public protection mandate, the Association also has an obligation to promote and protect the welfare of the human resources profession.

Through public advisory consultations, employer outreach, advocacy for the profession and our unparalleled commitment to member professional development, we can envision a future in Ontario where the professional practice of human resources is truly flourishing as a valued profession.

Our Values



RESPECT

Members of the profession, our stakeholders, our clients and the public can expect us to treat them with dignity, respect and inclusiveness. We listen, we consider issues thoughtfully and respond with care. We value diversity of thought and engage others with sincere interest. In every interaction we commit to treating each other and those we serve and partner with the utmost respect.



INTEGRITY

We can be trusted and relied upon to do what we say we will do. We act with honesty, professionalism and a commitment to do the right thing.



TRANSPARENCY

We report information to our stakeholders in a timely and open way. We solicit input and gather perspectives to inform effective decision making. We share our plans openly knowing we are accountable for what we do.



ACCOUNTABILITY

We accept the privilege and responsibility that comes with being stewards of the profession. We take our role seriously and commit to accepting accountability for our actions.

Executive Summary

STRATEGY FRAMEWORK

➤ **IN EARLY 2018**, the HRPAs board of directors undertook a review of the Association’s performance and future aspirations. With the recruitment of a new CEO, the board directed the senior management team to modernize the strategy for the organization. After comprehensive stakeholder input on the Association’s performance and capability, a number of opportunities were identified as high priorities for the next three years.

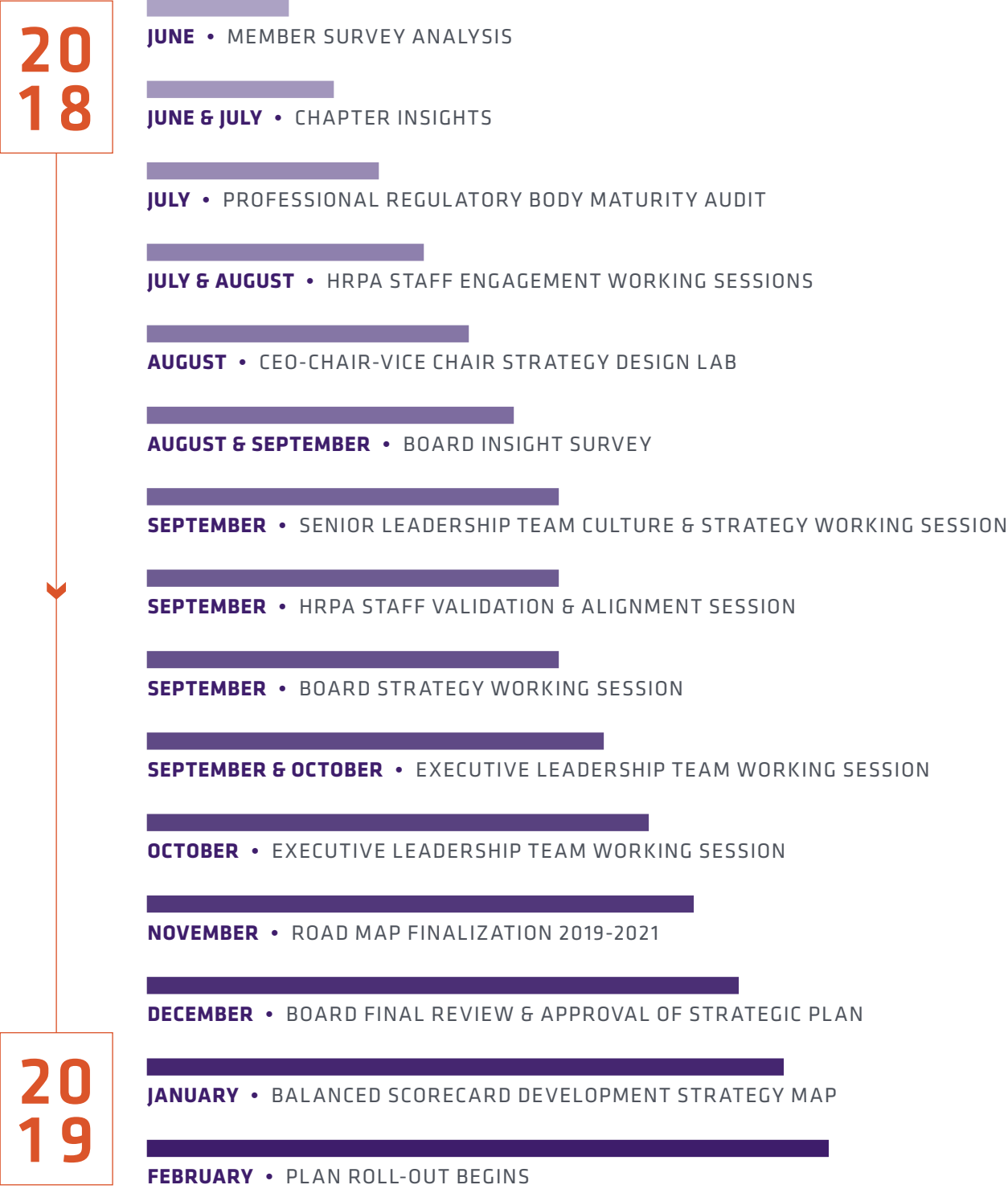
HRPA’s board sees a bright future for the human resources profession. The Association’s mandate to protect the public interest through effective governance and regulation is a responsibility not taken lightly. Fulfilling our obligations under the Act requires a fulsome review of what we have achieved to date and to look forward, anticipating what future requirements of the Association will be.

Management has been directed to ensure the strategic initiatives undertaken in the years ahead enable our mission and our vision in service to four strategic outcomes: financial health and accountability; delighted customers/citizens; efficient and effective processes; and, a motivated and prepared workforce in the Association and across our network of volunteers. We must balance our financial, customer, employee and internal process, programs and projects to ensure that, when taken together, they advance our mission.

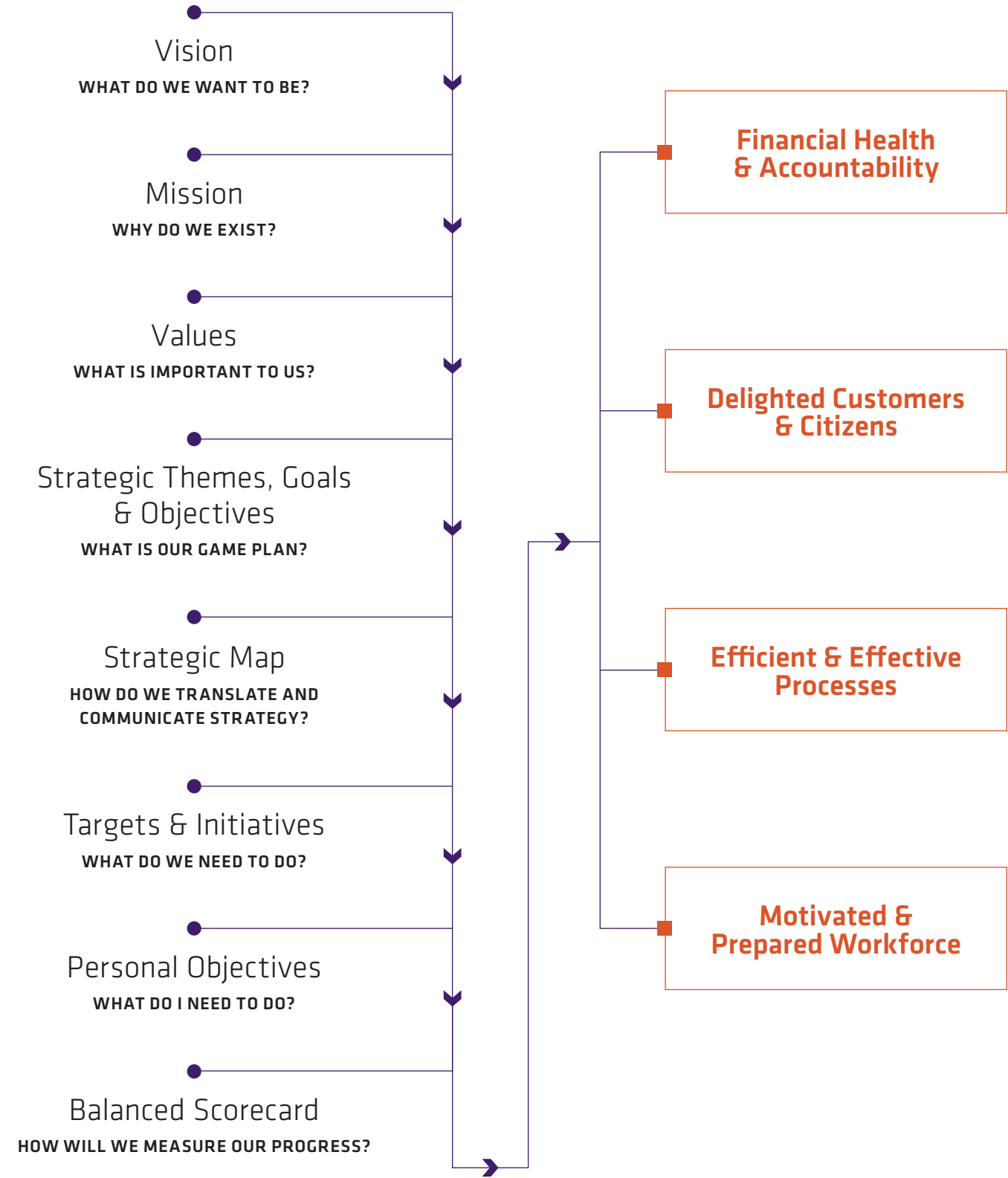
Through intensive consultation with staff, leaders and volunteers across the Association, we have confirmed our mission, vision and values and established a unified voice for our profession and our mandate as Ontario’s HR regulator.

- ▼
- THE ANTICIPATED VALUE OF REFRESHING THE STRATEGY IS:**
- Reaffirm our vision, mission and future direction
 - Curate a set of organizational values to guide our people and volunteers
 - Re-invigorate the organization
 - Drive alignment across the association
 - Provide a clear set of priorities to enable effective decision making
 - Evolve the association’s operational and regulatory maturity
 - Improve operational performance and better manage associated risk
 - Communicate with and engage stakeholders with clarity and purpose

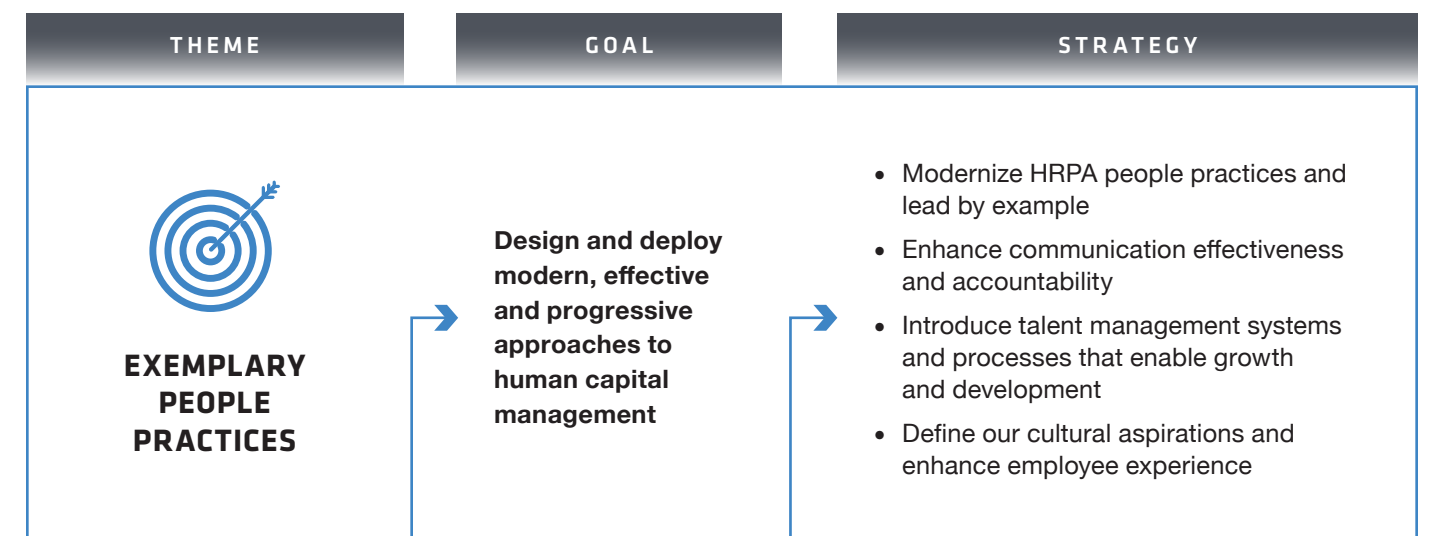
STRATEGIC PLAN DEVELOPMENT ACTIVITY MAP



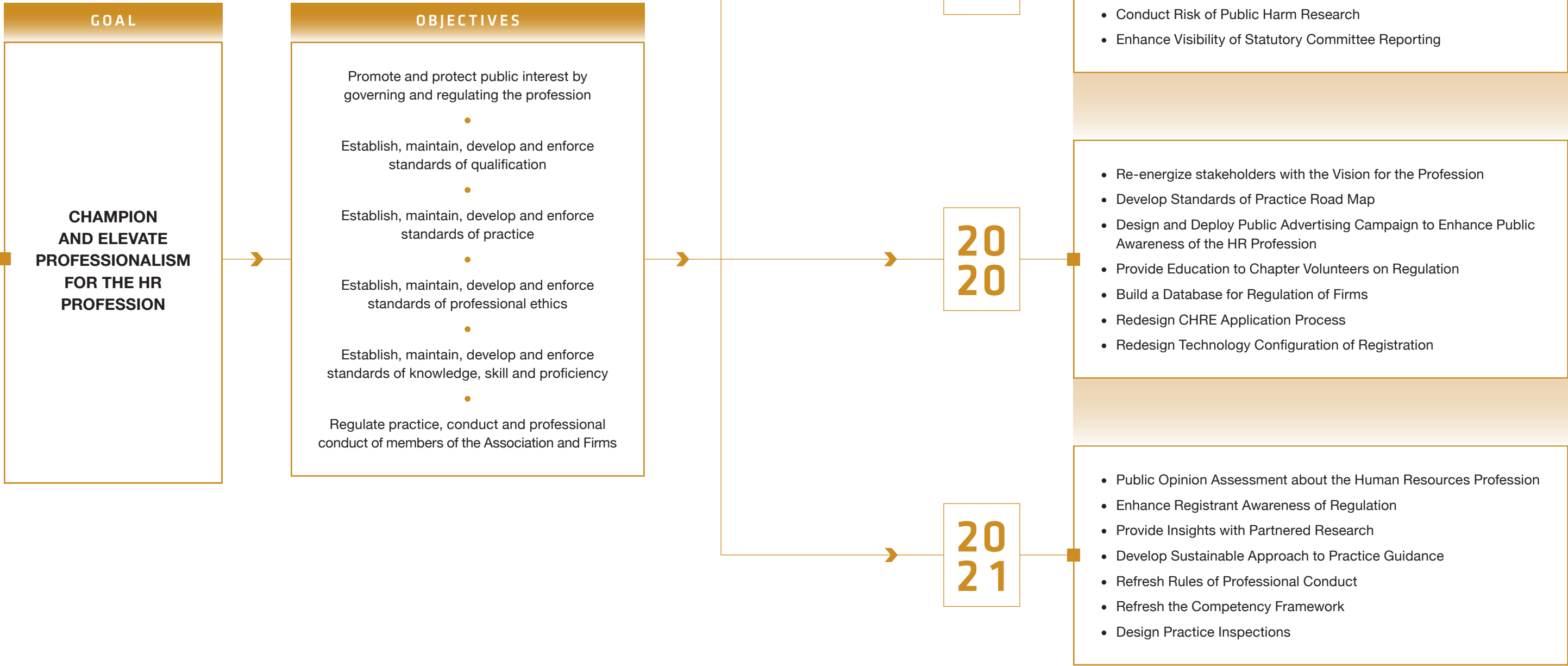
STRATEGIC OUTCOMES



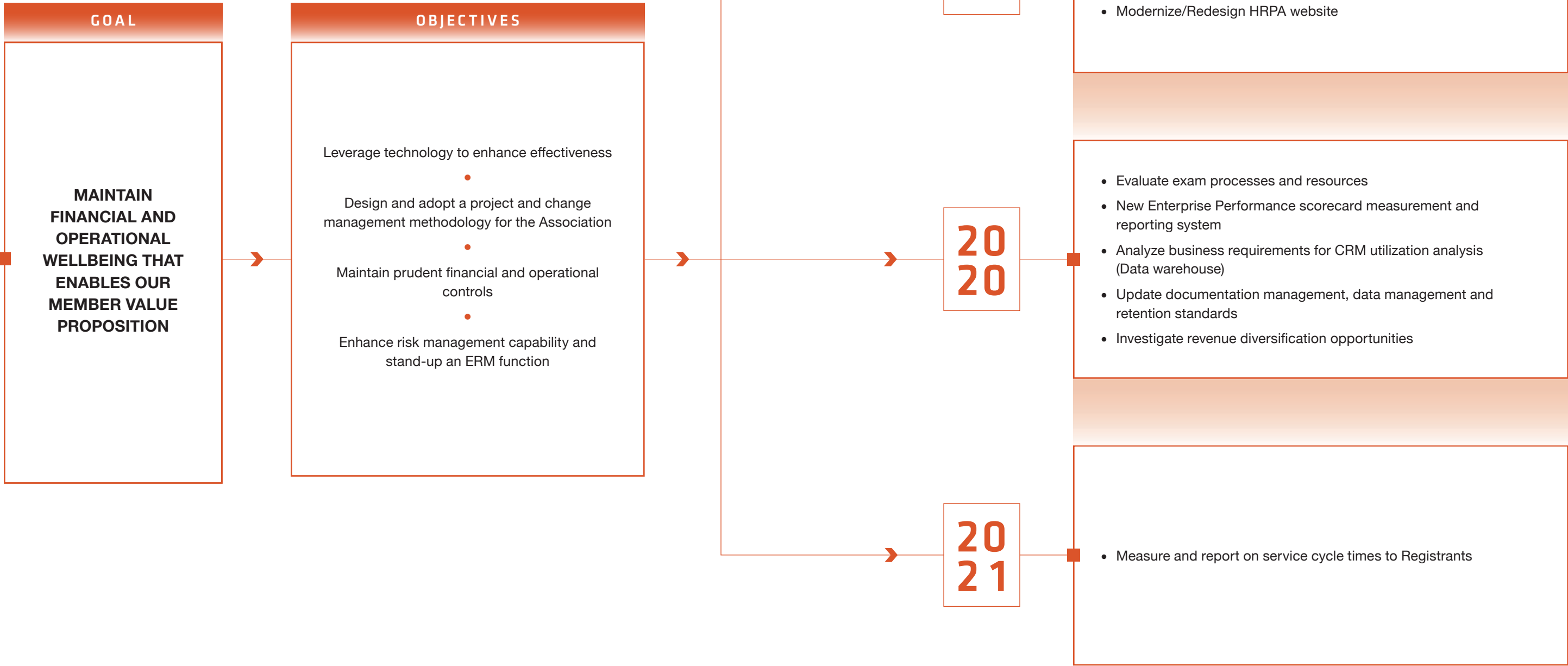
Strategic Themes & Goals



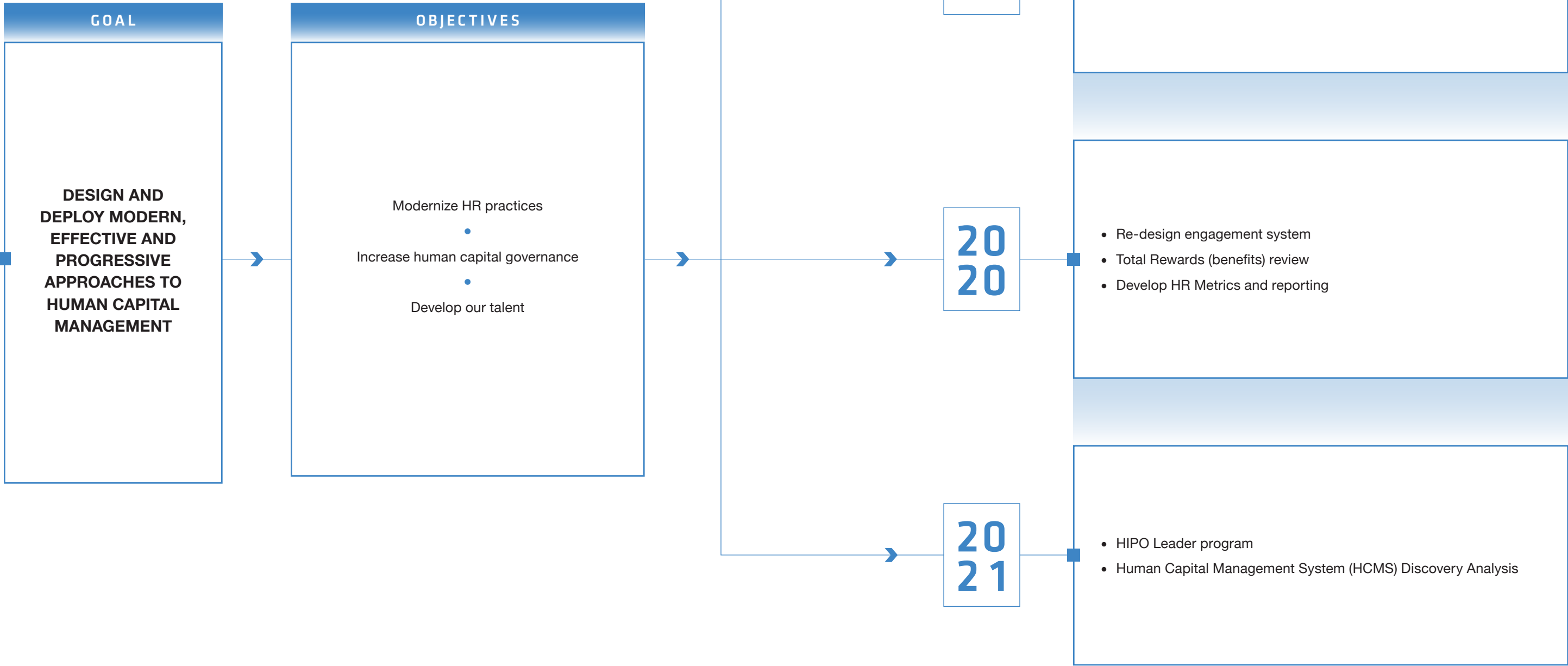
REGULATORY EXCELLENCE



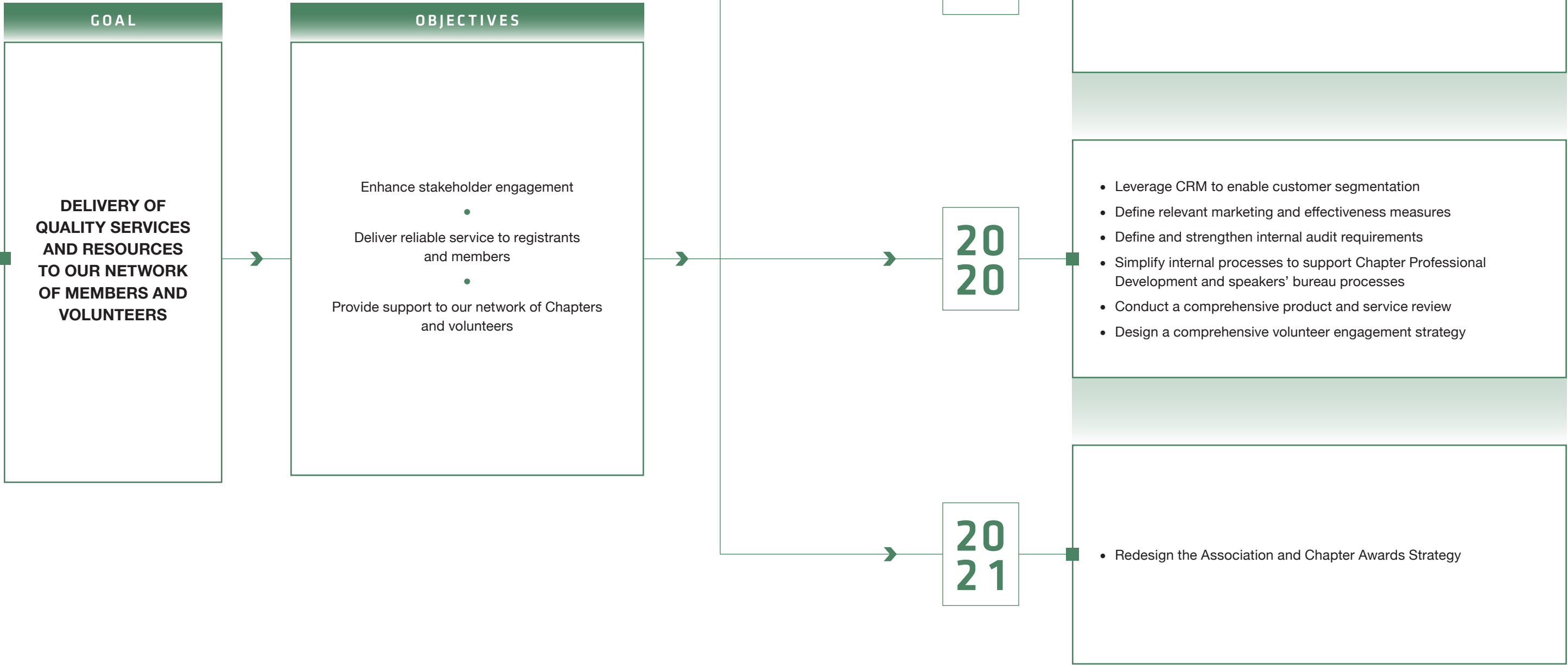
OPERATIONAL EFFECTIVENESS



EXEMPLARY PEOPLE PRACTICES



SERVICE LEADERSHIP





Human Resources
Professionals
Association

www.hrpa.ca