

# CPHR/CRHA

CHARTERED PROFESSIONALS  
IN HUMAN RESOURCES  
CANADA

CONSEILLERS EN RESSOURCES  
HUMAINES AGRÉÉS  
CANADA

## 2022 – 2024 STRATEGIC PLAN



People Leading Business™

CPHR Canada represents 27,000 members in the Human Resources Profession across nine provinces and three territories in Canada. Established in 1994, CPHR Canada is the national voice on the enhancement and promotion of the HR Profession. With an established and credible designation and collaboration on national issues, we are proactively positioning the national human resources agenda in Canada and representing the Canadian HR Profession with HR Associations around the world.

December 2021

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## 1. FOREWORD

### WE ARE CPHR CANADA, CANADA'S PROFESSIONALS IN HUMAN RESOURCES.

#### HISTORY

The origins of CPHR Canada date back to 1992, when several provincial associations recognized the need to collaborate on national issues and share information. They also saw the need for one organization to represent Canadian HR professionals to the federal government and coordinate a national designation, which had been adopted by several provinces. On September 15, 1994, the official constitution of the Canadian Council of Human Resources Associations (CCHRA) was confirmed by representatives from across the country. Two years later, Canada's National Human Resources Council was formally established.

In 2017, the CCHRA and the member associations agreed to change the national HR designation to CPHR™, and the new entity **CPHR Canada** was created. CPHR Canada is the National representative of the HR profession and represents Canada on the International stage. CPHR Canada is a member of the North American HR Management Association (comprised of Canada, the U.S., and Mexico), and is a member of the World Federation of People Management Association.

#### STRUCTURE

CPHR Canada is overseen by a Board of Directors representing all member Associations as well as a public representative, which is responsible for CPHR Canada's vision, mission and strategic objectives. The Board meets four times a year. A national office works in conjunction with individual committees, composed of volunteers from across Canada, to carry out the strategic and operational objectives set by the Board.

CPHR Canada member Associations include:

- CPHR ALBERTA, also representing the Northwest Territories and Nunavut
- CPHR BRITISH COLUMBIA and YUKON
- CPHR MANITOBA
- CPHR NEW BRUNSWICK / CRHA NOUVEAU-BRUNSWICK
- CPHR NEWFOUNDLAND & LABRADOR
- CPHR NOVA SCOTIA
- CPHR PRINCE EDWARD ISLAND
- ORHRI (CRHA QUÉBEC) and,
- CPHR SASKATCHEWAN

Standing Committees include the Chief Staff Officers Council, Governance Committee, Finance and Audit Committee, Standards Committee, and Executive Committee while ad-hoc sub-committees, task forces, and workgroups may occasionally be formed to undertake special-purpose assignments.

## BYLAWS

CPHR Canada operates in accordance with its Bylaws, which are publicly available. Governing the structure, roles, authorities, and accountabilities of the Board and its Directors, the Bylaws provide for development and oversight of specified governance protocols.

## ALLIANCES AND COLLABORATIONS

CPHR Canada proudly and thoughtfully represents the HR profession in Canada on the international stage. It collaborates with its associates and counterparts to identify issues of common concern, share best practices and strengthen the HR profession.

CPHR Canada is Canada's representative to the North American Human Resources Management Association (NAHRMA) and the World Federation of People Management Associations (WFPMA).

As of this day, CPHR Canada has also established mutual recognition agreements with SHRM in the United States, and the Hong Kong Institute of HR Professionals, as well as Memorandums of Understanding with the Australian Institute of Human Resources, and the Institute of Human Resources of Bangladesh.

## GENESIS OF THIS 2022-24 STRATEGIC PLAN

As part of its continuous improvement ethos, CPHR Canada embarked on a renewed strategic planning exercise in the fall/winter of 2021, culminating in a special session of the Directors and CSO's on December 2-3, 2021; the primary purpose of which was to receive and review the feedback collected from the pre-session survey, to discuss more salient aspects of environmental scan input, to identify strengths and weaknesses, to revisit Mission and Vision, and to elaborate strategic goals as deemed appropriate.

With the goal of modernizing CPHR Canada's Strategic Plan, the December 2-3 session, facilitated by Bruce Withrow of Meeting Facilitators International, set out to review CPHR Canada's performance, its environment, and its prospects for the immediate years ahead. This document represents the resulting consequence of that effort – intending to capture the essence of the exchange and to articulate a path forward.

As is commonly the case, the process is equally and proportionately more important than the product – and as such, we thank all who have contributed to each.

## 2. METHODOLOGY

A number of inputs and considerations were ruminated in the development of this renewed Strategic Plan. A review of guiding documents was conducted while an environmental scan was performed, identifying also the more salient issues and opportunities facing HR professionals and their provincial associations.

Resulting from Board of Directors and Chief Staff Officers meeting discussions, a special strategic planning session of the Board and senior staff representatives was scheduled and held in December 2021. Upon having considered some prospective session facilitators, Bruce Withrow, the Founder of the firm 'Meeting Facilitators International', was selected to assist in organizing the work before CPHR Canada and to lead the December 2-3, 2021, session.

Further informed by pre-session participant survey results, the group deliberated issues impacting the profession, performed SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, participated in group discussion and reporting, and reaffirmed CPHR Canada's Mission and Vision which have been reproduced in Section 3 below.

Forming part of the December 2-3 agenda, the work culminated in the advancement of strategic goals in support of the Mission, Vision, and observed issues and opportunities confronting the profession. These strategic goals have likewise been reproduced in reformatted fashion through Section 4 below.

Not included in its entirety due to its competitive and proprietary nature, a final report as tailored by Meeting Facilitators International dated December 10, 2021, has been released to CPHR Canada – forming the basis of this Strategic Plan.

### 3. CPHR CANADA GUIDING PRINCIPLES: FOUNDATIONS OF PLAN

Understanding and self-reflection have guided the strategic planning process. That is, an understanding of current fundamentals streaming from the environment in which we operate, and self-reflection of the state of the CPHR designation with particular attention around member development and brand recognition.

The CPHR Canada Strategic Plan is informed and guided by a set of organizational values, which taken together intend to attract and preserve the trust of constituents. Not necessarily exhaustive, these values comprise of:

- ✓ Solidarity – the national voice of the HR profession
- ✓ Excellence in member development
- ✓ Sense of collectiveness and collaboration
- ✓ Sustainability
- ✓ Corporate and organizational accountability
- ✓ Scalability
- ✓ Perseverance

With a desire to positioning the CPHR designation in the minds and hearts of designation holders, clients, employers, and the broader public, CPHR Canada has maintained its current purpose and branding focus as follows:

***Purpose:***

WE HELP EMPLOYERS AND EMPLOYEES REALIZE THEIR POTENTIAL FOR SUCCESS.

***Brand Position:***

CPHR is globally recognized for providing strategic HR and business leadership.

***Brand Promise:***

CPHR continually offers leadership in HR competency.

***Brand Characteristics:***

We are impactful, professional, credible, influential, and visionary.

Concurrently, CPHR Canada has maintained its Mission and Vision which appear as follows:

***Mission:***

AS THE NATIONAL VOICE OF THE HR PROFESSION, WE LEAD THE RECOGNITION, ADVANCEMENT AND INFLUENCE OF THE HR PROFESSION BOTH NATIONALLY AND GLOBALLY, ALL THROUGH A SPIRIT OF INTER-PROVINCIAL COLLABORATION.

***Vision:***

WE PROTECT THE PUBLIC AND ADVANCE THE ECONOMIC AND SOCIAL SUCCESS OF OUR WORKPLACES THROUGH STRATEGIC HR LEADERSHIP.



Continuing our path to serve as highly regarded and trusted business advisors, the focus of CPHR Canada and its member bodies is to function as champions of the CPHR designation. As contributors to responsible business practice and economic prosperity, and as stewards of the CPHR credential, we are mindful that, for our brand to resonate, we must provide value to both those who hold the CPHR designation and to those who rely on the holders of the CPHR designation.



## 4. CPHR CANADA'S 2022-2024 STRATEGIC GOALS



### Professional Recognition

We will enhance the value and recognition of the HR profession and of the CPHR designation with all stakeholders.

#### Actions:

- ✓ Review and update our credentialing process.
- ✓ Develop and execute a plan to increase the value of the brand.
- ✓ Continue to work in collaboration and partnership with the Provincial Associations to achieve the goal of increased value of the CPHR brand and designation.
- ✓ Provide support to the provinces in their efforts to elevate the CPHR designation and the value of the HR profession with Provincial Legislatures.
- ✓ Continue to be, and to build our position, as the voice of the profession nationally, and on behalf of Canada internationally.





## Impact

We will influence organizations and public policy to adopt innovative HR practices that advance healthy inclusive engaging workplaces and a more prosperous sustainable economy.

### Actions:

- ✓ Work proactively to ensure that the voice of the HR professional will be heard by government on current and emerging issues of importance to the profession (e.g., right to disconnect, paid sick leave, DE&I).
- ✓ Work to elevate the importance of HR in governance models and practices such that it will get the same attention as financial or legal matters would.
- ✓ Contribute to the development and promotion of HR standards at Technical Committee 260 (TC 260), the official group of human resource management experts who develop International Organization of Standardization (ISO) standards.
- ✓ Develop, in partnership with other interested organizations, a toolkit to support HR professionals to deal with emerging issues such as Diversity, Equity, & Inclusion, Mental Health, Accessibility, Sustainability, Work from Home, Virtual Meetings, Hybrid Working Models, and the Gig Economy. We will in each planning cycle commit to a focused effort on a limited number of priorities. We must leverage the resources and contributions of other organizations and what already exists within the Provincial Associations.
- ✓ Conduct research into the major trends that are affecting the profession and the future of work. We should then publish and promote this information to all stakeholders. Both primary and secondary research, both on our own and in partnership.



## Public Interest

We protect the public by establishing the highest professional and ethical standards for our profession.

### Actions:

- ✓ Examine the accreditation pathways, standards and implementation across the provinces and identify opportunities to reduce variations Province to Province.
- ✓ Continue to promote the effective implementation of the Code of Ethics, professional standards, competency model, and designation across the country.
- ✓ Work to establish best practices for ensuring professional conduct by an Association and share these with the Provincial Associations.

## 5. CPHR CANADA 2022-2024 STRATEGIC PLAN OVERVIEW – “AT A GLANCE”

### PURPOSE

We help Employers and Employees realize their potential for success.

### MISSION

As the national voice of the HR profession, we lead the recognition, advancement, and influence of the HR profession both nationally and globally, all through a spirit of inter-provincial collaboration.

### VISION

We protect the public and advance the economic and social success of our workplaces through strategic HR leadership.

### MEMBER VALUES

CPHRs promote trust by abiding by exacting standards of:

- ✓ Education,
- ✓ Professional Conduct,
- ✓ Accountability, and
- ✓ Compliance

### STRATEGIC GOALS – CPHR Canada

#### Professional Recognition

We will enhance the value and recognition of the HR profession and of the CPHR designation with all stakeholders.

#### Impact

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#### Public Interest

We protect the public by establishing the highest professional and ethical standards for our profession.

## 6. IMPLEMENTATION OF THE 2022-24 STRATEGIC PLAN

Living in a substantively changed world where demographic shifts, technological advancements, and escalating globalization are redefining market needs, workplace expectations, and economic realities, all amid a global pandemic, CPHR Canada is mindful of the dual role that it serves – that is, shaping the proficiency of the human resource management profession in Canada while contributing to the advancement of the global HR profession. Concurrently, CPHR Canada also recognizes its role in fostering workplace best practice and in promoting the interests of workers, their families, and the economy within a philosophy which respects and preserves public interest.

HR, like most professions, rightfully continues to be a domain having jurisdictional accountability. While CPHR Canada has an important national-level policy role to play, the organization appreciates that its prospects are shaped by its ability to work collaboratively with other like-minded provincial bodies and traditional stakeholders having the shared goal of improving and advancing the profession of HR. In meeting its obligations, in optimizing its reach and influence, and in honouring its pledge to the HR profession and its practitioners, CPHR Canada abides by the core values that it has set for itself.

Leveraging its past achievements and equipped with a renewed 2022-24 strategic direction, CPHR Canada is primed to embark on the next leg of its journey, continuing to serve its members, prospective associates, business, government, and the public at large. Nominal in number, CPHR Canada's strategic goals represent an evolution in its continuing maturity as the national voice on the enhancement and promotion of the HR profession.

Endorsed by the CPHR Canada Board of Directors, the Chief Executive Officer working with the Chief Staff Officers Council will begin the important work of bringing life to the organization's new strategic priorities:

- Communicating strategies and tactics to member bodies and other affected stakeholders;
- Working closely with the Board, Committees and Staff to ensure congruence and harmony;
- Establishing appropriate tactics and assignments;
- Redeploying human and financial resources as required;
- Developing milestones by which to monitor and measure progress;
- Affecting necessary relationships and protocols; and,
- Delivering on the CPHR Canada pledge to its members and stakeholders.

Member bodies and Associations' members alike can rest assured that this renewed strategic direction has been carefully and thoroughly crafted – examining the environment and aligning its focused strategic goals with CPHR Canada's Mission and Vision.

Communicate, Motivate, Inspire, and Lead.....

