



Strategic Plan 2025 - 2028

Message from the CPHR Canada Board of Directors

CPHR Canada stands at a precipice. The profound disruptions of the past five years – from a global pandemic to the rise of artificial intelligence and a growing recognition of mental health challenges in the workplace – have fundamentally reshaped what it means to lead people and organizations. As expectations continue to shift, trust in institutions erodes, and the nature of work evolves, the strategic importance of human resources has never been more prominent. Now is the time for bold, unified leadership for the profession; CPHR Canada is prepared to answer that call.

This strategic plan represents the next stage in the evolution of CPHR Canada. Over the past decade, the organization has evolved into a recognized, revitalized federation with a renewed focus on alignment, professionalization, and national collaboration. Between 2015 and 2020, CPHR Canada built a foundation on a unified designation, national competency framework, and strong relationships with member associations. Since 2020, we have stepped into our strategic potential, driving harmonization across jurisdictions, growing brand recognition, and asserting our influence internationally.

Internally, this momentum has built an appetite for ambition. Across the federation, provincial and territorial associations are increasingly aligned, governance structures have matured, and a new generation of leaders are ready to carry the profession forward. Most importantly, there is a shared vision at the national level to move from earning a place at the table to proactively shaping the future of work in Canada and beyond.

Externally, our environment demands nothing less. Economic, demographic, and technological transformations are creating new risks and opportunities. Global divisions are deepening. Misinformation is rising. Public cohesion is fracturing. Meanwhile, organizations across Canada are grappling with an aging workforce, accelerating integration of AI into business operations, and rapid global economic transformation. In this evolving context, the demand for credible, ethical, and future-ready HR leadership is only increasing. And yet, the HR profession is still young and its value is not always fully understood or recognized. CPHR Canada is changing that – by amplifying the voice of the profession, setting national standards, and partnering across sectors and regions to shape a better world of work.

This plan marks a new chapter in CPHR Canada's journey, one that is grounded in the profession's history and oriented toward our emerging future. What follows is the plan that will guide our work and define our collective impact over the coming years.

Methodology

The development of this strategic plan was grounded in a thoughtful, inclusive, and iterative process designed to reflect the diverse perspectives across the CPHR Canada federation. The process began in late 2024 with a series of interviews and focus groups involving Board members from each provincial and territorial jurisdiction. These conversations surfaced key opportunities, risks, and aspirations for the HR profession and CPHR Canada. The resulting insights report was shared with all participants in advance of the strategic planning session to ensure a shared foundation for the work ahead.

In January 2025, CPHR Canada convened an intensive two-day strategic planning session in Montreal with full participation from the Board of Directors and senior leadership from across the country. This session led to the creation of a bold new strategic framework, including a refreshed vision and mission, three strategic priorities, and a set of clear, actionable objectives. The framework reflects a shared commitment to advancing the profession, unifying the voice of HR in Canada, and positioning CPHRs as strategic leaders in work, workplaces, and society.

Following the session, consultants from Joanne Zuk Strategy Inc. worked with CPHR Canada to refine the framework and translate it into this comprehensive strategic plan. The process was led by CEO Anthony Ariganello and supported by the Executive Committee of the Board, ensuring continuity, alignment, and supportive leadership throughout the planning process.

This plan represents the collective vision and leadership of the entire federation, built from the ground up through engagement, collaboration, and a shared belief in the power and potential of CPHRs.

Vision and Mission

VISION

Elevating Leadership. Transforming Work. Defining the Future.

This vision reflects CPHR Canada's bold aspiration: to elevate the role of human resources as a strategic lever for leadership, innovation, and impact.

- *Elevating Leadership* speaks to the transformation of HR from a support function to a driver of business strategy and organizational culture. CPHRs are not simply stewards of process; they are leaders of change, architects of inclusion, and catalysts for organizational performance.
- *Transforming Work* signals our commitment to shaping the evolving nature of work itself. As technology reshapes tasks, and as societal expectations around equity, wellbeing, and flexibility intensify, CPHRs have a critical role to play in designing work that is meaningful, sustainable, and human-centered.
- *Defining the Future* acknowledges our responsibility to lead. The world of work is changing rapidly. Through our shared expertise, values, and standards, CPHRs can help chart a course toward a future that is more just, resilient, and prosperous for all.

This directional vision calls us to lead with confidence, clarity, and courage.

Vision and Mission

MISSION

We set the standards for HR excellence to ensure people leadership drives business, strengthens communities, and shapes economies. Through influence, collaboration, and global reach, we position CPHR professionals to lead transformation in work, workplaces, and society.

This mission defines our purpose and how we deliver impact. CPHR Canada exists to uphold and advance the highest standards of HR practice across the country. These standards extend beyond technical knowledge and professional conduct to reflect a broader belief: excellence in people leadership is essential to organizational success, societal wellbeing, and economic resilience.

- *People leadership drives business:* In every sector, strong HR practices are tied to productivity, innovation, and competitiveness. We ensure that CPHRs are equipped to lead through complexity, grounded in evidence-based practice and real-world experience.
- *Strengthens communities and shapes economies:* HR does not exist in isolation. Our work influences hiring, inclusion, learning, and advancement – key levers for social mobility and economic equity. By setting national standards and advocating for the profession, we elevate the role of CPHRs as a force for good.
- *Influence, collaboration, and global reach:* We recognize that progress requires partnership. CPHR Canada works in close collaboration with members associations, government, academia, business leaders, and international bodies to advance a shared agenda. We are not just participating in the transformation of work; we are leading it – in Canada and around the world.

Together, our vision and mission establish a clear identity for CPHR Canada: one that is rooted in professional excellence and driven by a deep commitment to shaping a better future of work.

2025 – 2028 Strategic Plan at a Glance

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Shaping the Future of Work

Drive the Evolution of Work and Leadership

Advance Professional Standards and Career Pathways

Embed HR Leadership in Post-Secondary Education

Positioning CPHRs at the Heart of Business and Community

Establish CPHR as the Standard for Business and Education

Position CPHRs as Strategic Leaders Shaping Business and Community

Strengthen the Professional Identity of CPHRs

Leading the Conversation on the Profession

Be the Trusted National Voice in Policy, Business, and Media

Unify Provincial Perspectives in National Advocacy Efforts

Elevate the Profession Beyond Our Borders

Strategic Priorities

CPHR Canada's vision is a call to action and statement of intent. It recognizes that the HR profession stands at the center of some of the most urgent and complex issues facing our society: workforce transformation, economic uncertainty, social equity, and organizational resilience. In anticipation of ongoing global change, this strategic plan sets a clear direction through three interrelated priorities that advance our mission and build on the profession's strengths.

Shaping the Future of Work

CPHRs are at the forefront of navigating profound shifts in how, where, and why work happens. This priority focuses on equipping the profession to lead in an era of AI, hybrid work, demographic change, and economic transformation. It includes the evolution of standards, learning pathways, and insights that position CPHRs not just to adapt to the future, but to shape it.

Positioning CPHRs at the Heart of Business and Community

The value of HR must be visible and valued – not only within organizations but across communities and sectors. This priority aims to strengthen the brand and influence of the CPHR designation, ensuring it is recognized by employers, governments, and the public as a hallmark of leadership, trust, and impact. It is about demonstrating that people leadership is not a cost center; it is a driver of performance, equity, and social well-being.

Leading the Conversation on the Profession

The future of HR is being written now, and CPHR Canada intends to lead the narrative. This priority focuses on amplifying our voice nationally and internationally, setting a bold agenda for the profession, and convening the conversations that matter. From media to policy tables, from research to thought leadership, we will elevate the presence and perspective of CPHRs in shaping the evolving role of the profession.

Strategic Priority 1: Shaping the Future of Work

The world of work is undergoing a fundamental transformation, driven by automation, demographic shifts, social change, and evolving expectations around equity, inclusion, flexibility, and purpose. In this era of complexity and opportunity, CPHRs must lead the change, shaping the systems, cultures, and strategies that define the future of work itself. This priority focuses on ensuring that CPHR professionals are strategic leaders, driving that transformation with confidence, clarity, and credibility. Together, the following objectives ensure that CPHR professionals remain essential - as architects of the workplaces, policies, and leadership cultures of tomorrow.

Drive the Evolution of Work and Leadership

CPHRs are under pressure not just to react to current realities, but to anticipate what's next. As the stewards of organizational culture, talent development, and strategic change, CPHRs have a unique responsibility to define what good leadership looks like in our rapidly changing economy. This includes helping organizations navigate the integration of artificial intelligence, managing hybrid and remote work environments, responding to generational change in the workforce, and embedding principles of psychological safety, ethics, and equity into how we lead. By supporting CPHRs to evolve alongside the world of work, CPHR Canada ensures that people leadership remains elevated as a competitive advantage.

Advance Professional Standards and Career Pathways

The credibility of the HR profession relies on rigorous, relevant, and future-focused standards. CPHR Canada will continue to lead the evolution of national standards that reflect the realities of a changing workplace and a diversifying profession. This includes modernizing the national competency framework, identifying new and emerging areas of specialization, and creating career pathways that are inclusive, accessible, and aligned with the needs of employers and professionals alike. Micro-credentials, stackable learning, and greater clarity around what it means to grow within the HR profession will help ensure the designation remains both aspirational and attainable across a CPHR's career journey.

Embed HR Leadership in Post-Secondary Education

To shape the future of work, we must also shape the pipeline of future leaders. This means embedding HR leadership earlier in the learning journey: across business schools, management programs, and applied training environments. CPHR Canada will support member associations to work with post-secondary institutions to influence curricula, promote the CPHR designation, and encourage the next generation of professionals in recognizing HR as a strategic, impactful, and rewarding career path. Our goal is not only to raise awareness, but to ensure the principles of great people leadership are foundational to how future business leaders are educated.

Strategic Priority 2: Positioning CPHRs at the Heart of Business and Community

Human resources is no longer a supporting function; it is a strategic driver of organizational success and societal wellbeing. As expectations rise for inclusive leadership, ethical governance, and adaptable workplace models, the presence of strong, credible CPHRs has never been more vital. This priority focuses on strengthening the visibility, value, and influence of CPHRs across sectors and communities, ensuring the profession is trusted as essential to Canada's success. Through the following objectives, we assert the critical need for CPHRs at the centre of decision-making, demonstrating that great people leadership is fundamental to organizational success, community resilience, and national progress.

Establish CPHR as the Standard for Business and Education

For HR to operate at the center of business and policy decisions, the CPHR designation must be recognized as the benchmark of excellence. CPHR Canada will position the designation as the preferred credential for people leadership roles, reinforcing its relevance across private, public, and non-profit sectors. In parallel, we will promote greater integration of the CPHR within post-secondary institutions, business programs, and executive education as a recognized path to strategic leadership. Our goal is to ensure that when organizations seek leaders in workforce strategy, they look first to CPHRs.

Position CPHRs as Strategic Leaders Shaping Business and Community

CPHRs bring more than technical expertise; they bring the strategic insight needed to shape resilient, equitable, and high-performing organizations. This objective is about elevating the public profile of the profession by showcasing the leadership, impact, and innovation of CPHRs across sectors. As trusted advisors, HR professionals must be seen as critical contributors not only to organizational performance, but to the strength of our communities. Through research, storytelling, and advocacy, we will highlight the role of CPHRs in solving some of today's most pressing challenges.

Strengthen the Professional Identity of CPHRs

A unified and confident professional identity is key to building influence of the profession. To do this, CPHR Canada will invest in strengthening how CPHRs see themselves and how they are seen by others. This includes creating a shared sense of purpose, building pride in the designation, and increasing clarity around the unique value that CPHRs deliver. We will also work with member associations to explore new tools and supports to help members articulate their impact and connect with others in the profession. By reinforcing identity from the inside out, we foster a stronger network of professionals who champion the designation and the values it represents.

Strategic Priority 3: Leading the Conversation on the Profession

As the nature of work continues to evolve, so too must the narrative around the HR profession. CPHR Canada is the leader in defining that narrative - asserting the relevance of HR, amplifying the insights of its members, and shaping public, business, and policy discourse in Canada and beyond. This strategic priority is about ensuring that CPHR Canada is not only at the table, but helping to set the agenda for how people leadership is understood and valued in a changing world. Through the following objectives, CPHR Canada will reinforce the truth that HR is about more than managing people; it is about shaping the systems, technologies, policies, and cultures that define how we live and work together.

Be the Trusted National Voice in Policy, Business, and Media

HR professionals have unique insight into the most urgent challenges facing organizations and communities, including talent shortages, mental health, equity, economic uncertainty, and technological disruption. CPHR Canada will ensure the voice of the profession is heard in public conversations: on panels, in media, at parliamentary tables, and in national forums. As the trusted authority on people leadership, we will bring evidence-informed perspectives to current issues and offer real solutions grounded in the lived expertise of CPHRs. Our goal is to elevate the profession's visibility and influence on the issues that matter most.

Unify Provincial Perspectives in National Advocacy Efforts

Canada's strength lies in its diversity, and so does the CPHR federation. To lead effectively at the national level, CPHR Canada must draw on the insights and experiences of its member associations, translating local realities into national advocacy priorities. This objective focuses on strengthening coordination across the federation to deliver a unified message to government, business, and the public. By pooling knowledge, aligning efforts, and speaking with one clear voice, we will maximize our impact and model the kind of collaboration that has the power to shape policy.

Elevate the Profession Beyond Our Borders

CPHR Canada is both a national voice and a global leader. As the HR landscape becomes more interconnected, we will continue to lead on the international stage, sharing best practices, learning from peer organizations, and contributing to the global advancement of the profession. This includes deepening our involvement with international bodies and strengthening mutual recognition of the CPHR designation worldwide. By asserting our presence globally, we enhance the prestige of the designation at home, create new opportunities for members, and ensure that Canadian HR expertise shapes the international future of work.

Implementation Plan

Turning strategy into action requires discipline, alignment, and a shared commitment to results. With this strategic plan as our foundation, CPHR Canada and its member associations will work together to operationalize the strategic priorities through coordinated, measurable efforts across the federation.

Implementation will be guided by the following principles:

Collaboration: Each priority area will be advanced in close partnership with provincial and territorial associations to ensure relevance, avoid duplication, and amplify impact.

Clarity: Clear objectives will be developed for each strategic priority to guide the work and balance resource allocation.

Accountability: Progress will be tracked through regular reporting to the Board of Directors and through ongoing dialogue with member associations.

Adaptability: Recognizing that the external environment is rapidly evolving, implementation will remain flexible and responsive to emerging opportunities and risks.

This plan is not a static document; it is a living strategy that will evolve alongside the profession. Through shared leadership, transparent communication, and a deep belief in the value of HR, we will bring this vision to life and deliver meaningful impact for our members, our organizations, and our communities.

Our Commitment

This plan represents both a roadmap and our shared conviction that CPHRs are essential to shaping the future of work, business, and community in Canada. It is rooted in the strength of our federation, the leadership of our members, and our collective belief in the value of strategic people leadership.

CPHR Canada is committed to working collaboratively across jurisdictions to bring this plan to life with integrity, focus, and ambition. We will measure our progress, adapt as needed, and remain grounded in the realities of those we serve. Most of all, we will lead with clarity, confidence, and purpose as we elevate the voice of the profession, strengthen its impact, and shape a future where people and organizations thrive.

Together, we are ready to define what's next.