

UNITING A PROFESSION

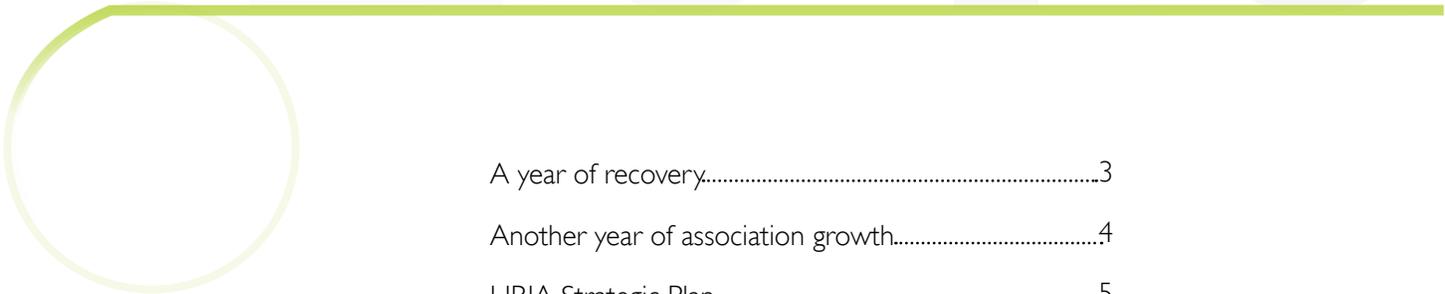


2010

ANNUAL REPORT

2010

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2010

A year of recovery

What a difference a year makes!



In the past year, HR priorities have shifted from cost cutting/management, employee engagement/motivation, and managing performance to dealing with labour and skills shortages, and attracting and retaining workers and particularly in hard-to-recruit locations, as the economy recovers. Once again there is a skills deficit and supply pools are shrinking.

HR professionals are finding that workforce planning is critical. The shortage of labour we saw back in the boom of 2005-2008 is expected to re-emerge in 2012 and there is increased workforce requirements and demand for special skills. Many of you are facing challenges with tighter Temporary Foreign Worker regulations and replacing retiring workers. Job creation is expected to grow faster than labour supply. We are seeing a noticeable increase in job postings for HR/Recruiters/Talent Acquisition professionals to deal with this new surge. As priorities shift, hopefully we have gained greater insight from the past to deal with the future, and to keep moving forward.

Here at HRIA, your Board has been focused on its strategic initiatives: building stronger governance practices, which included rewriting our bylaws, enhancing the profession and CHRP designation, as well as building stronger national and provincial relations, and finalizing our collaboration initiative with all of the regional associations. One commonality among the members is the belief that the road to providing a better understanding of the value of the HR profession is more effectively travelled together. We are extremely pleased to be working together, making us stronger and growing our profession as we adapt and embrace our future.

As much has changed over the last year, HRIA remains committed to its members. This report illustrates that dedication to you, and to your affiliation with HRIA.

On behalf of our Board of Directors, I thank you for your continued support to the association and commitment to the profession of human resources.

A handwritten signature in black ink that reads "C. Bouchard".

Charlotte Bouchard, MBA, CHRP
Chair 2009-2011

Another year of association growth

Growth, growth and still more growth...



That seems to be the continuing trend here at HRIA despite the economic downturn we've recently experienced. While many companies have struggled to come through this difficult time, HRIA has maintained a strong financial position and our member growth has remained constant. The demand for qualified HR professionals continues to be evident in the increasing number of individuals seeking to obtain the Certified Human Resources Professional (CHRP) designation, the increase in the number of job posting that indicated a preference for hiring CHRPs, and the increase in postings on HRIA's job board - the *Alberta HR Job Source*.

In 2010, the Staff at HRIA introduced a wide variety of new services including online voting for board elections, a virtual AGM with satellite locations throughout the province, a comprehensive member survey and a new professional mentoring program. All of these initiatives were designed with the intent to break through geographic boundaries and reach out to all members across the province.

We added one additional staff position in 2010, a Marketing Manager, to assist us in meeting a wide variety of marketing and communications needs and to reduce our dependency on external consultants in this area. With this new in-house support, 2010 saw a refresh of all our marketing and communications materials, including all email news templates, and in particular the e-Source. We also merged Regional Association websites with the HRIA website, and subsequently launched a new website in the first part of 2011.

2010 has been a tremendous year of change and success, and the Staff at HRIA are looking forward to an even better 2011.

A handwritten signature in black ink that reads "Nora Molina". The signature is written in a cursive, flowing style.

Nora Molina, MBA
Executive Director

HRIA Strategic Plan

Vision

The source for human resources leadership and expertise

Mission

To strengthen and promote the profession of human resources

Values

Integrity - We conduct ourselves with the highest ethical principles and professional standards. Honesty, openness and trustworthiness are the hallmarks of our profession. We act in a responsible and credible manner when fulfilling our obligations.

Accountability - We meet the commitments we make and take responsibility for all actions and outcomes.

Growth - We believe that perseverance and dedication will lead to success. We are committed to embracing innovative solutions for the enhancement of services and intellectual advancement within our profession.

Leadership - We lead by example and demonstrate commitment to our stakeholders and to the profession by achieving our vision and mission.

Excellence - We develop, promote and embrace the highest quality standards and a commitment to continuous improvement within the profession of human resources.

HRIA Strategic Plan cont.

Key Objectives

1

Completing collaboration implementation in 2010

2

Enhancing member services through increased professional development offerings and improved communications

3

Repositioning the board as a governance board overseeing the association through the Executive Director

4

Enhancing the profession of human resources and the CHRP designation

5

Building on strong provincial and national relations

Wrapping up collaboration

Putting the final pieces together

While collaboration implementation began in 2009, our greatest success on this initiative in 2010 was renewing discussions with the Human Resources Association of Calgary (HRAC) and successfully reaching an agreement that satisfies all parties. Special thanks to the following individuals with HRAC and HRIA for their leadership and cooperation throughout this process:

- Alykhan Bandali, President-Elect, HRAC
- Charlotte Bouchard, Chair, HRIA
- Susan Cassidy, Past- President, HRAC
- Todd den Engelsen, Vice Chair, HRIA
- Don Lipsett, Treasurer, HRIA
- Nora Molina, Executive Director, HRIA
- Kevin Neish, Treasurer, HRAC
- Wayne Thomas, President, HRAC
- Claudia Verburgh, Past-Chair, HRIA
- Kari White, Manager, Member Services, HRAC

In 2010 we worked through harmonizing administration processes, member rosters and aligning member communications with all the regional associations. Throughout 2011 we will be working closely with HRAC in order to align websites and services for event registration and communications.

Thanks to the implementation team members for their time and commitment in bringing this project to life:

- Amber Armstrong, Peace Region Human Resources Management Association
- Aly Bandali, CHRP, Human Resources Association of Calgary
- Allan Friesen, CHRP, Human Resources Management Association of Lethbridge
- Ken McInnis, Human Resources Management Association of Lethbridge
- Nora Molina, Executive Director, Human Resources Institute of Alberta
- Angèle Mullins, CHRP, Human Resources Institute of Alberta
- Chuck Smith, CHRP, Wood Buffalo Human Resources Management Association
- Kristy Svoboda, CHRP, Central Alberta Human Resources Management Association
- Shawna Yam, CHRP, Human Resources Management Association of Edmonton

There have been many many volunteers over the years who have contributed to making collaboration a reality, we simply can't thank you enough for your belief and support for a better future together.

2010

Managing the business

New Service Model

Key aspects of managing HRIA business involve administering the certification process, marketing HRIA and the CHRP designation and coordinating various services for members including professional development partnerships, member communications, annual conference, and HR job postings.

Under Collaboration, HRIA and the Regional Associations share the responsibility of service delivery to our members. Members now pay one single membership fee and receive benefits from all participating associations.

Local associations continue their responsibility in the delivery of regional professional development and networking opportunities within their designated regions, and HRIA focuses more on province-wide initiatives. In addition, HRIA coordinates the following services on behalf of all Regional Associations:

- a central database for all member rosters and annual renewal of memberships,
- a centralized website for all association information and events,
- the Alberta HR Job Source – the only dedicated site for HR jobs for the province,
- the annual Alberta HR Conference – the largest single event for HR practitioners with leading speakers on HR and business topics,
- registration for regional events, and
- numerous communication tools, including: quarterly magazine, monthly e-newsletters, bi-weekly PD events emails, weekly job posting emails and occasional e-bulletins

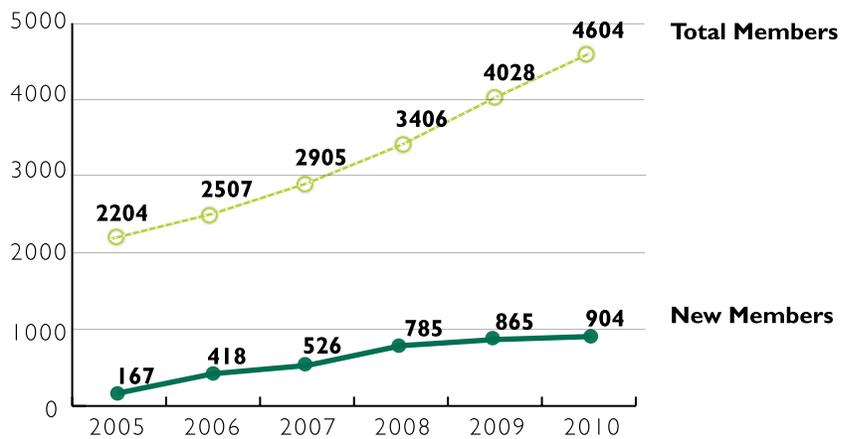


2010

Membership Growth

14.3 % Increase

As of December 31, 2010, we welcomed 904 new members to the association bringing our total membership to 4,604 – a 14.3% increase over the prior year. In addition, certified members now make up 57% (2,632) of our total membership.



New degree requirement for the CHRP designation is the key factor in 2010 growth.

A significant factor in our growth in recent years has been the number of individuals pursuing the CHRP designation in advance of the degree requirement that came in to effect January 2011. As anticipated, the number of associate applications leveled out towards the end of 2010. We expect that the number of associate applications and NKE writers will level out in mid 2011 and beyond as the in-flux of applicants without a degree has now ended.

2010

CHRP Designation



The CHRP designation is a nationally recognized level of achievement within the field of human resources in Canada. It reflects a conviction that the professional practice of human resources management safeguards the interests of employers, employees and the business community.

The CHRP is a symbol of professionalism and the critical role of people management in today's workplace. Through the national certification examinations, candidates must demonstrate capabilities and professional judgment in a wide range of human resources situations and functions as well as skills in strategic thinking, business insight, change management and problem resolution.

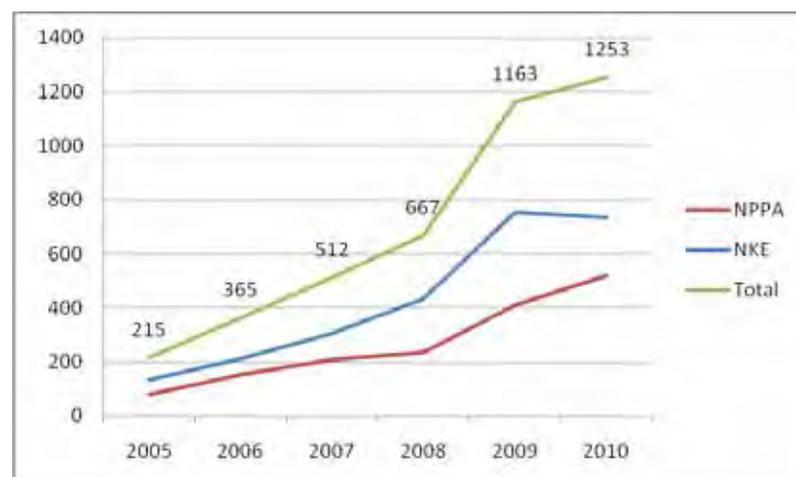
National Certification Exams

In 2010, the HRIA facilitated examinations for 1,253 individuals pursuing the CHRP designation – an 8% increase over the 1,163 who wrote exams in 2009.

National Knowledge Exam™ (NKE) = 734

National Professional Practice Assessment™ (NPPA) = 519

This spike in exam writers is directly related to the new degree requirement and is expected to drop considerably in 2011.



2010

CHRP Designation cont.

Recertification

Once certified, a CHRP demonstrates their ongoing competence through compliance with a recertification requirement. This requirement ensures that CHRPs stay current with the competencies set out in the CHRP Body of Knowledge™. To assist our members in meeting this professional obligation, HRIA and the Regional Associations offer numerous professional development opportunities throughout the year and support a variety of industry events.

Protecting the Public Interest

CHRPs play an important role in protecting the interests of the public by ensuring that employment related legislation is adhered to in the workplace. In addition, the CHRP Code of Ethics requires a CHRP to maintain ongoing competence in human resources responsibilities and to provide services in an honest and diligent manner.

In general, professionals are respected for upholding the highest standard of practice within their profession. The public expects professionals to uphold the laws of their profession and our country, to act independently and without bias, and without influence of any pressures that may violate these laws. When one states their “professional opinion”, it is with reference to these laws and standards.

On occasion, HRIA receives complaints from our members or from the general public about the conduct of a member. These concerns are heard by the Complaints, Investigation and Discipline Committee (CIDC), which consists of CHRPs who are senior members in the profession and one public member who sits on the committee.

Complaints	'10	'09
New complaints received	1	5
Complaints dismissed	1	1
Resolved by mediation	0	4

In keeping with good governance practices, all matters of complaints concerning HRIA, its members, or decisions of the Complaints, Investigation and Discipline Committee are heard by an

independent Appeals Committee. This new committee was established following the national guidelines of the CCHRA. The Appeals Committee also consists of senior members of the profession and is independent of the CIDC and the HRIA Board.

2010

Delivering member services

Alberta HR Conference

The Alberta HR Conference is the premier professional development and networking event offered by the HRIA. The conference is an annual event offering a distinguished line-up of keynote speakers, concurrent speakers and a trade show exhibiting innovative HR products and services. HRIA members enjoy discounted conference registration fees.

Year after year, we welcome HR professionals from across the province who engage in dynamic dialogue about the importance of exploring, encouraging and advancing the strategic value of human resources. HRIA continues to grow and evolve to meet the needs of members and others in the HR community.

The success of our conferences would not have been possible without the generous support of sponsors and exhibitors, the hard work of the conference planning committee and all the volunteers who make the event a success. Thank you to everyone involved in making this event an overwhelming success every year.

Professional Development

A wide variety of professional development opportunities are brought to you each year by HRIA and your Regional Association. We work together to coordinate program offerings through a variety of partnerships. These include in-person sessions as well as webinars through partners such as CCH, Payscale and the BC Human Resources Management Association.

Professional Mentoring Program

In 2010, we introduced you to the newest benefit of membership, the HRIA Professional Mentoring Program. The creation of the mentoring program was based on feedback from our members. We implemented an easy-to-use program that allows you to complete a mentoring profile and search for a mentor and/or protégé of your choice.

The aim of this program is to help link established human resources professionals with students, emerging HR practitioners, and HR professionals looking to transition into new fields of interest. This member only program helps build effective relationships among HR professionals in Alberta.

The response to this new program has been phenomenal with more than 320 participants and 114 established matches.

2010

Delivering member services cont.

E-Source Monthly Newsletter

In 2010, we made a few design changes to make it easier for members to read and enjoy. The *E-Source* is designed to provide members with timely news and event announcements. Each issue of the *E-Source* focuses on one of the Functional Dimensions of the profession of human resources by including articles, task summaries and other resources. These functional dimensions are outlined in the CHRP Body of Knowledge which is the foundation of the HR profession in Canada.

Network Magazine

Network is the official quarterly publication of the HRIA. The publication is positioned to create awareness and address issues in the human resources field. We have made several editorial changes to the magazine in 2010. We introduced the Legal Source, a legal column regularly appearing in *Network* magazine providing valuable commentary on some of today's HR law issues and the HR Office, HR related stories from the real world from HR professionals in Alberta. In addition, to provide members with a better online reading experience we introduced digital editions of *Network*. An archive of past issues can be found on our website.

Industry News

Industry News - the online place for members to find the latest news affecting HR professionals. Links of important HR articles featured in the news are posted on our website every month. Our goal is to continue to provide members with up to date HR news from across Alberta, Canada and around the world.

Advantage Program

The *Advantage Program* provides discounts and special offers available to members from a variety of organizations including home and auto insurance, group banking, hotels, car rentals, continuing education courses and more in Alberta and across Canada. We continue to seek out more opportunities that will benefit members.

As a member of the Canadian Council of Human Resources Associations, the HRIA also offers members the benefits of the Access Advantages program. This program includes access to an online bookstore with a wide selection of human resource management literature, posters, white papers and other benefits. Check out www.cchra.ca for more information.

Supporting Future Professionals

The HRIA supports various educational institutions through sponsoring HR student groups and speaking at post-secondary institutes about the HR profession and the CHRP designation.

We continue to support teams from the University of Alberta and the University of Calgary to participate in the National Excalibur competition, a Canadian University Tournament in Human Resources. This tournament teaches students how to solve real-life work situations and compete in a fascinating event. In the past year, HRIA participated in a variety of post-secondary activities:

- Sponsored the University of Lethbridge JDC West 2010 team
- The annual Student HR Conference that was hosted by the University of Alberta Human Resources Student Association (HRSA).
- Partnered with Grant MacEwan University on Adult Learner's Week to promote the importance of lifelong learning.
- Hosted events with the University of Calgary Human Resources Student Association and the Mount Royal University Human Resources Student Association.
- Provided guest speakers to several institutions across Alberta.

These initiatives are a success thanks to our many members who volunteer as Post-Secondary Liaisons.

Scholarships

The HRIA sponsors scholarships for HR students at universities across Alberta. Criteria for awards include academic achievement, demonstrated leadership through community and/or student involvement and financial need. Congratulations to the recipients of the 2010 scholarships:

- Athabasca University – Rosanne Davidson
- Grant MacEwan University – Nicole Benoit
- Mount Royal University - Amanda Quickfall
- University of Alberta – Amanda Leigh Mahdiuk
- University of Calgary – Raisa Alarakyia
- University of Lethbridge – Dean Meutzner, Alisha O'Neill and Erin Strilchuk

2010

Member engagement

The phenomenal success of our Association is a reflection of the ever-increasing dedication and enthusiasm of members who have chosen to give of their time to support our Association in so many ways. These committees allow members to participate in their association and contribute a wealth of experience and valuable perspective to guide the future direction of the HRIA. Volunteer opportunities provide members with valuable experience, fantastic networking opportunities and they earn valuable CHRP renewal credits.

In the past year our volunteer roster has more than tripled! Thanks to all of our dedicated volunteers who serve in various capacities.



Award Selection Committee

Complaints, Investigation & Discipline Committee

Conference Speaker Selection Committee

Editorial Advisory Committee

HR Experts

Post-Secondary Liasons

Professional Mentoring Committee

Recertification Audit Committee

Special Projects Committee

Promoting the brand

In 2010, we launched our first ever advertising campaign to increase awareness of the HRIA's job board – the Alberta *HR Job Source*. Advertisements ran in *Alberta Venture*, *Business in Calgary*, the *Business Edge*, *HR Reporter*, the *Calgary Herald* and the *Edmonton Journal*.

The Alberta HR Conference is also widely advertised in a variety of media including *HR Reporter*, *Globe and Mail*, *Calgary Herald* and *Edmonton Journal*.

To recognize significant accomplishments of members and acknowledge the contributions of volunteers, HRIA selectively places advertisements in major newspapers. These recognition ads help generate awareness of HRIA and the CHRP designation throughout the province.

- Each Spring and Fall, we recognize new CHRPS and top scorers in the NKE and NPPA exams with advertisements in Network Magazine and the HR Reporter.
- In the Fall, we announced the new Board through advertisement in the HR Reporter.

HRIA also works to promote the CHRP brand in the post-secondary community at a wide variety of events, career fairs and speaking engagements and as well as advertisements in student agenda books.



Promoting the brand

Ad samples

CHRP
the difference
between a job
and a career

Join the Human Resources Institute of Alberta as a student member today and jump-start your Human Resources career:

HRIA member benefits include access to:

- discounted professional development
- Alberta HR Job Source postings
- online member directory
- HR publications

Join today at www.hria.ca

Searching for HR Professionals?

Use the Alberta HR Job Source.

Are you a HR professional? Use The Alberta HR Job Source

- Official job site for Alberta HR professionals
- Exclusive access to 4,000+ CHRP's and executives
- 100,000+ job searches annually
- Most active Alberta HR job site

Things to do today:

1. Hire a CHRP
2. Prepare for 2:00 meeting
3. Review strategic plan

Visit www.hria.ca for more information.

Email Templates

E-Source

News Bulletin

Notice of Meeting

2010

Managing The Bottom Line

Conservative Planning

From a financial perspective, we planned conservatively for 2010 based on the economic downturn of the previous year. Two important changes occurred which made a significant impact on our bottom line. First, the Canadian Council of Human Resources Associations changed the federation funding model that supports the national organization. This resulted in a refund of member equity to HRIA in the amount of \$78,000 and a decrease in our examination transfer payments to CCHRA of approximately \$185,000. Second, not knowing how quickly the economy would recover, we budgeted for job posting revenue to remain flat at the same levels as 2009. With the increased economic activity as well as job board advertising campaign, the revenue from job postings was \$124,000 over budget.

We were also able to re-negotiate our Calgary office lease mid-way through 2010 and reduce our rent expense by 40%. Overall, by year end, we saw an increase in revenue from increased memberships, national examinations registrations, and job postings resulting in an overall surplus for the year of \$ 422,395.

The HRIA continues to maintain conservative financial management and investment practices in order to safeguard the future financial stability of the Association. We conducted research of other similar non-profit professional associations across the country, and based upon industry recommendations we have adopted the practice of maintaining a minimum reserve equal to approximately 50% of annual expenses. The surplus in 2010 has allowed us to reach this recommended reserve level and ensure a solid financial position for HRIA.

2010 Income Statement	
Revenue	\$2,705,675
Expenditures	\$2,283,280
Excess of revenue over expenditures	\$ 422,395

2010 Balance Sheet Summary	
Assets	\$2,023,562
Liabilities	\$ 322,631
Net Assets	\$1,700,931

2010

Recognizing Excellence

Congratulations to the 2010 Recipients

Human resources professionals across Alberta are accomplishing amazing work in a challenging workplace environment. To recognize exceptional HR leaders, the Human Resources Institute of Alberta launched the Celebrating Excellence Awards Program in March 2007 allowing members to nominate and recognize the outstanding work of their peers.

The Award of Excellence, Distinguished Career Award and Rising Star Award demonstrate the value and appreciation the HR community and HRIA have for our fellow practitioners. These awards are contributing to HRIA's vision of being the source for human resources leadership and expertise.

Congratulations to the following 2010 award recipients:

Rising Star Award

Jillian Walker, Associate Member of HRIA
Healthy Workplace Coordinator,
The City of Calgary

Award of Excellence

Jenny Cruickshank, CHRP
District Talent Manager
Home Depot

Distinguished Career Award

David Knudson, CHRP
HR Business Partner,
The City of Calgary



2010

Representing Alberta Nationally

In September the 13th Annual World HR Congress, held in Canada for the first time..

HRIA is a founding member of the Canadian Council of Human Resources Association (CCHRA), representing more than 21,000 CHRPs and 41,000 members across Canada. Through CCHRA, HRIA is affiliated with the North American Human Resources Management Association (NAHRMA) and the World Federation of Personnel Management Associations (WFPMA), representing more than 400,000 people management professionals.

The 13th Annual World HR Congress was held for the first time in Canada and hosted in Montreal in September 2010. It was an opportunity for renowned experts from 20 countries to share best practices and challenges and learn from each other. The World HR Congress is hosted by the WFPMA and held every two years in countries around the globe. HRIA sponsored a delegation of representatives from all regions in Alberta who attended this captivating event. A truly unique opportunity to discuss issues, gain insight into global trends and practices, to network with colleagues from around the world, build skills, and exchange experiences and perspectives.

Thank you to the following individuals for serving on the CCHRA National Board of Directors and National Committees in 2010 and raising the level of professionalism in human resources:

- Charlotte Bouchard, CHRP - Board Director, Canadian Council of Human Resources Associations
- David Knudson, CHRP, - Chair, Professional Standards Committee
- Christine Chater, CHRP - Alberta Representative, Professional Standards Committee
- Kathy Makin, CHRP - Angoff Panel
- Matthew Smallacombe, CHRP –Angoff Panel
- Kathey Birttles, CHRP – NPPA Panel
- Dr. Ian Gelatly, CHRP – NPPA Panel

2010

Providing Leadership

2010 Board of Directors

The Human Resources Institute of Alberta is managed by a volunteer Board of Directors that works collaboratively with six regional association boards to deliver value to members across the province. A special thank you goes out to the following Directors for their time and dedication – their significant contributions will be valued for years to come.

Finance & Audit Committee

Don Lipsett, Chair
Lisa Henderson
Heather Yewchuk
Todd den Engelsen

Governance Committee

Angéle Mullins Chair
Charlotte Bouchard
Shannon Friesen
Connie Scott
Claudia Verburgh



HRIA 2010-2011 Board of Directors

Back row (left to right): Angéle Mullins, CHRP; Heather Yewchuk, CHRP; Shannon Friesen, CHRP; Charlotte Bouchard, CHRP, Chair; Claudia Verburgh, CHRP; Nora Molina, Executive Director; Arlene MacLellan, CHRP

Middle row (left to right): Allan McC Calder, CHRP; Connie Scott, CHRP; Robyn Sullivan, CHRP; Todd den Engelsen, CHRP

Front row (left to right): Patrick Mack, CHRP; Don Lipsett, CHRP; Absent: , Lisa Henderson, CHRP; Aly Bandali, CHRP.

2010

Providing Leadership

HRIA Staff



Nora Molina, MBA
Executive Director



Rodica Zamfir, BComm
Manager, Certification & Membership



Esther Kim
Manager, Member Relations



Ioana Giurca, BComm
Manager, Accounting



Cori Imbery
Manager, Marketing



Jenny Chapman
Manager, Events & Sponsorship



Erica Blain, BA
Communications Coordinator



Gomathi Venkataswamy, BComm
Accounting Assistant



Lise Dumont
Office Coordinator/Receptionist

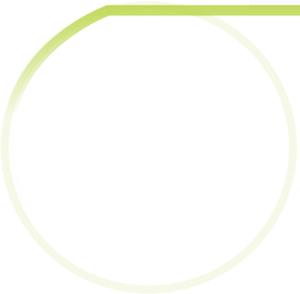
Looking To The Future

2011 and Beyond

As we put together the final pieces of collaboration in 2011, our future focus will continue to look at how we can best support continued programs and services as well as how we enhance member benefits and build on our strategic alliances. We will also expand our external initiatives to promote the profession of human resources and the value of the CHRP designation to the business community.

Your feedback in the 2010 member survey has provided valuable information to aid us in developing future programs and services, as well as repositioning HRIA's role as an advocate for the profession when working with business, the government and other interest groups.

We will also continue to add value to your membership, to focus our efforts on what we do best and ensure that we safeguard the trust of our membership and the resources of our Association. You can be assured that we will go forward demonstrating leadership, assuring accountability and integrity, striving for excellence and encouraging growth in our association, our membership and the profession.



2010



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