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BUILDING A FUTURE AS ONE

We have talked extensively about collaboration for most of the past decade, for some members this initiative has been on-going since HRIA was created in 1984. We were founded as a provincial association by several regional associations that saw the need for a provincial body to coordinate a certification program for Certified Human Resources Professionals and represent Alberta nationally.

Our shared history in serving human resources practitioners in Alberta reaches much farther back to the mid-1940s when the Personnel Association of Edmonton and the Personnel Association of Calgary were created. "Personnel" has long been a term of the past and "Human Resources" has evolved as a profession.

In 2012, we reached a turning point in collaboration by reaching agreement to move beyond a contractual partnership between different associations to completely merge as one single association. By the end of 2012, four of our six regional partners made the decision to join the HRIA brand and form a local Chapter to deliver services locally. The membership of the last two regional associations, HRMAL and HRAC, both passed the vote to become Chapters in the first part of 2013.

As with any profession, continuous evolution is required and our ability to be agile and adapt to the changing needs of organizations and weather the shifts in our economy will be critical. With "collaboration" becoming a term of the past, we are now focusing on elevating the credibility of our profession through continued marketing and preparing for self-regulation of our profession.

On behalf of our Board of Directors, thank you for your continued support to the Association and your commitment to the profession of human resources. 2013 will be an important time of transition as we continue to evolve and build a future as one.



Shannon Friesen, CHRP
Chair, HRIA Board of Directors



DELIVERING RESULTS

In 2012, we focused on delivering the year-one priorities of our new strategic plan and continuous feedback from members re-affirmed this direction. We heard clearly from members that the initiatives that resonated most for you were: aligning as one association and marketing the CHRP designation.

The CHRP campaign is key to building awareness for the designation and broadening the understanding of the value that strategic and effective human resource practices can bring to an organization. The campaign was designed to increase awareness of the designation and educate on the breadth of human resources beyond the typical perception of 'hiring and firing'.

With the success of our collaboration partnership over the past three years, the opportunity to align as one association was a timely one. Many members believed that collaboration meant we already were one, but we weren't. We worked together to deliver shared services, but we were still operating as separate legal entities (separate logos, boards, financial statements, staffing, etc.) Leaders of all associations came together a number of times over the past few years and in June of 2012 at a meeting of all Boards we came to agreement on the new model for one association. Through continuous dialogue, all leaders recognized our ability to do more as one association and we have advanced quickly to put that model into place.

We also saw improvement in the ratings on the 2012 Member Satisfaction Survey and we conducted our first Member Salary Survey with close to 1,400 respondents, highlights of both are available later in this report. Thanks to all who have shared your feedback.

Accountability is foremost in our minds and we won't lose sight of what has helped us to grow to where we are today, a professional association with over 5,600 members across the province. It was an ambitious and successful year and we look forward to continued success in 2013.

Nora Molina, MBA
Executive Director



BUILDING A FUTURE AS ONE

STRATEGIC PLAN: A NEW DIRECTION – A FUTURE OF POSSIBILITIES

Our long-term vision for the HRIA, the CHRP designation and the profession in Alberta is focused on the end goal that:

Human resources will have influence in every organization in Alberta

Mission To strengthen and promote the profession of human resources

Vision The source for human resources leadership and expertise

Values

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

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.

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

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.

In charting this path, we asked ourselves and many others, what is the future of our profession? Thinking long-term, ten, even twenty years from now, what needs to happen for our profession to evolve to our desired level of recognition and credibility? What would we be doing and how would we be perceived by our stakeholders? How can we create the future we desire for the profession of human resources?

Our plan is structured around three key areas to address the needs of members, Alberta businesses and organizations, and the public in general.

BUILDING A FUTURE AS ONE



As a professional association and certifying body, we represent Qualified Professionals – Certified Human Resources Professionals. Our primary role will always involve Developing Qualified Professionals, through our certification program and through the learning programs we offer that assist our members in their continuing professional development.

- 1. Developing Qualified Professional.** As a professional association and certifying body, we represent Qualified Professionals – Certified Human Resources Professionals. We will continue to provide the tools and resources to certify and elevate the professional skills of human resources practitioners. In 2012, our national organization, the Canadian Council of Human Resources Associations (CCHRA) began a research study to update the CHRP Body of Knowledge. HRIA has provided representation and support at various stages of this study which will conclude in 2013 and likely result in changes to our certification model. On-going review of certification methods is a best practice for professional programs and we will ensure we communicate any changes well in advance.
- 2. Partnering with Business.** As an active partner we will ensure organizations understand the value of human resources, and the value a CHRP brings to their daily challenges. Your participation and support of that are pivotal to our success. With nearly 3,000 Certified HR Professionals in our membership, you can be an ambassador for the designation and the profession. Our goal is to raise the profile of the CHRP designation and educate others on the breadth of human resources so that they embrace HR as a strategic business partner leading their organizational success.
- 3. Leading the Profession.** Through the vast knowledge and expertise of our membership, we will develop our influence and promote leading HR practices in our organizations and communities. With representation on Advisory Committees in both the post-secondary sector and the business community we will continue to influence educators to align curriculum with the CHRP Body of Knowledge™ and provide input to HR related public policy in Alberta.

BUILDING A FUTURE AS ONE

HRIA REPORT CARD

The report card below was adopted in 2011 to assist you in understanding key metrics regarding the performance of your association.

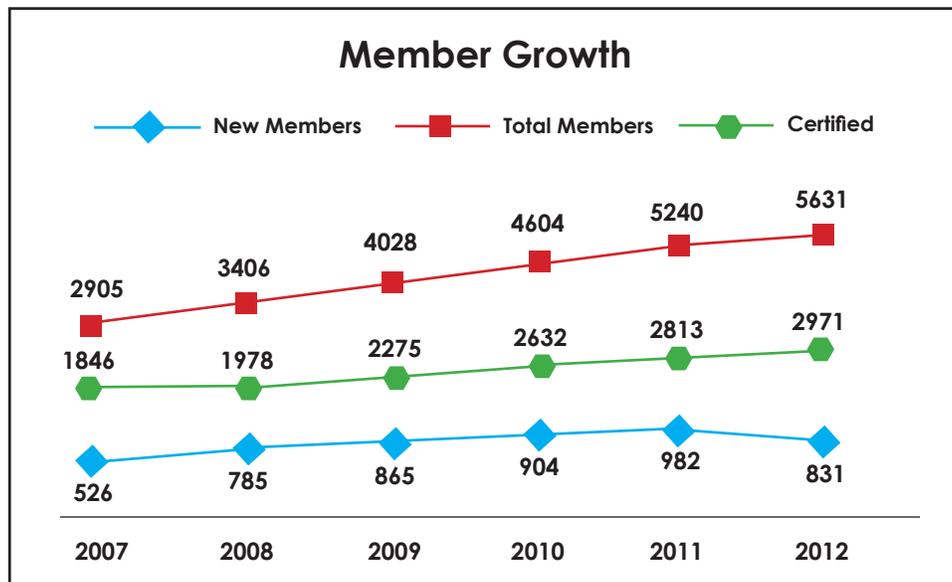
Three key variables are identified: growth, satisfaction, and fiscal responsibility.

	2012	2011
Membership Growth	5,631	5,240
Growth	7.5%	13.8%
CHRP's	2,971	2,813
Member Satisfaction		
Overall satisfaction with HRIA	64%	62%
Overall satisfaction with Services	74%	73%
Fiscal Responsibility		
Annual Revenue	\$3,199,455	\$2,848,405
Dues Revenue	31.9%	31.3%
Non-Dues Revenue	68.1%	68.7%
Where Your Dues Go		
Regional Activities - PD & Networking	50%	50%
CCHRA to support national association	19%	18%
HRIA to support delivery of programs and services	31%	32%

BUILDING A FUTURE AS ONE

Membership Growth

As of December 31, 2012, we welcomed 831 new members to the association bringing our total membership to 5,631, an increase of 7.5% over the prior year. In addition, certified members make up 53% (2,971) of our total membership.



Many factors have affected our membership growth over the past five years, including: the introduction of the degree requirement, blending membership rosters with all the regional associations, and changes to the experience requirement in 2012. While growth from new membership applications dropped off in 2011 after the degree was introduced, overall growth was maintained through the addition of approximately 400 new members through collaboration with the Human Resources Association of Calgary. Growth in 2012 resumed to the 800+ level of new applicants similar to the average growth of new members prior to the degree requirement.

Responding to Member Feedback

Based on your survey feedback in 2011, we committed to deliver on three key initiatives in 2012:

- 1. Selling the Value of the HR profession** – this was one of our key priorities in 2012 and we launched the CHRP Advertising Campaign as a result.
- 2. HRIA Member Salary Survey** - was conducted in late 2012 and summary information is available in this report.
- 3. Benchmarking and best practices** - through the quarterly HUMAN Capital magazine, and the monthly HUMAN Connections e-newsletter, professional development workshops and conferences, we deliver information on best practices and benchmarking. These resources are continuously rated as high valued.

BUILDING A FUTURE AS ONE

The 2012 Member Satisfaction Survey

Our thanks to the 1,091 members who took the time to share your feedback! We were pleased to see that the respondent sample, which represented 19% of our membership, is an accurate reflection of our membership demographics. We are confident that the results are a fair representation of member opinions and needs.

Membership 'Overall Satisfaction with HRIA' rating increased by 2% to 64% and is on par with other professional organizations. We saw improvement in all areas of the member survey. Although, overall satisfaction is within the Marginal range of 56%-65%, satisfaction is highest among those who actively utilize services with overall response in the Very Satisfied range of 71%-75%.

Benchmark Satisfaction	2012	2011	Other Professional Associations
Overall Satisfaction With HRIA	64%	62%	63%
Overall Services	74%	73%	71%
Overall Representation	54%	51%	54%
Ease of Having Voice Heard	57%	56%	58%
Member Influence	53%	50%	56%
Effectiveness of Communications	73%	70%	59%
Overall Benchmarking Satisfaction Rating	63%	61%	62%

COMMON THEMES

Need for more Information

While we continue to score highest on effective communications, feedback from the survey suggests that there is still room to improve. The shift in numbers below is a significant improvement, but there is still a large percentage of members who report they do not have enough information on key matters affecting the association. In particular, the percentage of members indicating they do not have enough information on the following areas is indicated below:

Percentage indicating they do not have enough information	2012	2011
HRIA has a clear vision and strategic direction	27%	33%
HRIA usually achieves what it sets out to accomplish	38%	45%
HRIA is instrumental in shaping the future of the profession	24%	28%

Fiscal Responsibility - Understanding the Bottom Line

There is little change in financial measures. Overall revenue has increased as a result of membership growth and an increase in use of related services such as examination and conference registrations. The balance of where funds are allocated is virtually unchanged.

The HRIA continues to maintain conservative financial management and investment practices in order to safeguard the future growth of the Association. Our financial policy requires we maintain a minimum reserve of 50% of annual expenses (\$1.65 million) and we continue to exceed that requirement.

BUILDING A FUTURE AS ONE

From a financial perspective, we planned for growth in 2012 building on the past two years of strong revenue from job posting services. With this in mind we planned for a deficit budget of \$90,000 but ended the year with an actual deficit of \$65,232. A summary is provided below and full financial statements are in Appendix I.

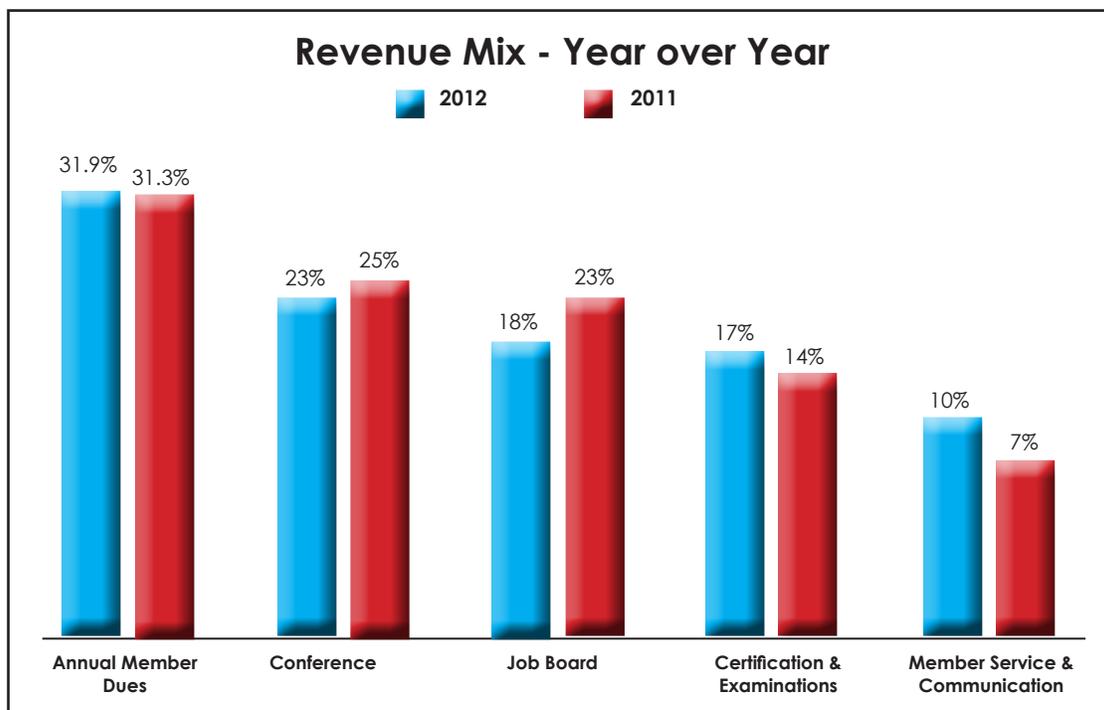
2012 Income Statement Summary

Revenue	\$3,199,836
Expenditures	\$3,265,068
Excess of revenue over expenditures/(deficiency)	(\$65,232)

2012 Balance Sheet Summary

Assets	\$2,185,721
Liabilities	\$220,428
Net Assets	\$1,965,293

HRIA has a fairly stable revenue mix with income from four main sources; Conference; Job Board; Examinations and Annual Member Dues. **Member Dues account for approximately one third of all revenue.** From the 2012 Salary Survey we see that 87% of member dues are paid for by employers. This is a very positive indicator that employers support and value the designation.



DEVELOPING QUALIFIED PROFESSIONALS

MEETING PROFESSIONAL STANDARDS

The CHRP designation is a nationally recognized level of achievement within the field of human resources in Canada.

The CHRP is a symbol of professionalism and it represents qualified professionals who provide critical leadership for effective human capital 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.

A variety of factors influence the shift in membership numbers, including: transfers in/out of province, retirements, and revocation of the designation. The following table summarizes year end statistics pertaining to the CHRP designation.

	2012	2011	2010
New CHRPs	241	227	418
Total CHRPs	2,971	2,813	2,632
Revocations	76	34	68
• Dues	36	22	52
• Recertification	40	12	16
Reinstatements	11	22	6

Expanding our Code of Ethics to include Rules of Professional Conduct

Currently all HRIA members must commit to abiding by the principles outlined in our Code of Ethics established by the Canadian Council of Human Resources Associations (see the inside back cover of this report). As we align HRIA with the best practices of self-regulated professions we have begun research on expanding our current Code of Ethics. There are many models to examine from other professions in Alberta and we are looking to our sister associations in Ontario and Quebec, where the HR profession is already self-regulated.

We will be establishing a working group of experienced professionals in 2013 to research and develop an appropriate model for Alberta. More information will be communicated on this later in the year.

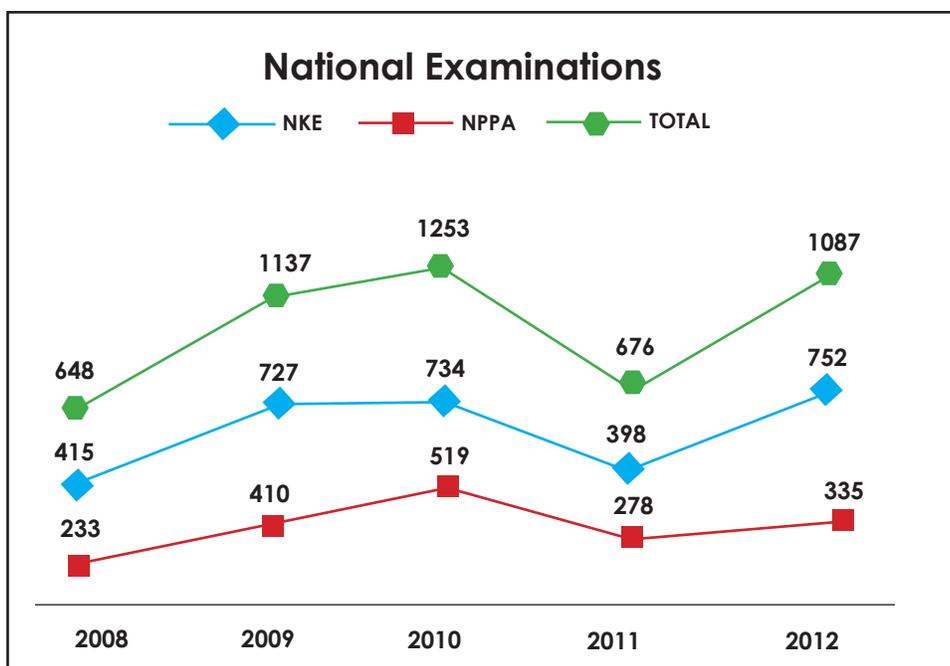
DEVELOPING QUALIFIED PROFESSIONALS

New CHRP Orientations – The Role of a Professional

To assist our newest Certified Human Resources Professionals in understanding their professional obligations, the New CHRP Orientations are delivered in Edmonton and Calgary each spring and fall. These sessions were developed to review the role of a professional, increase the understanding of professional independence and objectivity, explain about continuing professional development, the role of HRIA, our National Code of Ethics, HRIA values, volunteer opportunities and provide a great opportunity to meet other new professionals.

National Certification Exams

With the introduction of the degree requirement in 2011, we saw a spike in exam writers in the two years preceding. As expected, exam registrations dropped significantly in 2011 but returned to above average rates in 2012.



Pass rates for exam writers in Alberta continue to be slightly higher than the national pass rate. In 2012, CCHRA changed the scoring method for exams from a percentage score to a scaled score similar to GMAT exams. The Score ranges from 200 - 800, with a pass mark of 500.

DEVELOPING QUALIFIED PROFESSIONALS

ENHANCING MEMBER SERVICES

In response to the 2011 Member Survey, HRIA conducted its first ever comprehensive member salary survey. The following summarizes the results. The full survey results have been provided to participants free of charge. Copies may be purchased by non-participating member and non-members via the HRIA website.

HR Salary Survey Highlights

- Self-reported member survey with 1,407 respondents, at a 27% response rate this survey is considered a 'super sample'. CHRP respondents equaled 821 (58%), and non-certified respondents equaled 586 (42%).
- CHRP designation holders have a higher median annual base salary of \$91,800, while non-designation holders report median annual base salary of \$67,000. This is a difference of \$24,800 (37%).
- The 2012 median annual base salary for all respondents to the survey is \$80,834, which is an increase of \$5,629 (7.5%) over the 2011 reported median base salary of \$75,205.
- The median expected increase in annual base salary for the upcoming year (2013) is 3%.
- If a respondent received a bonus (additional cash performance compensation / bonus or incentive) the median received in 2012 is \$10,000, which is up \$1,000 (9.1%) over the 2011 figure of \$9,000. Overall, 54% of respondents received a bonus or additional cash compensation.
- CHRPs are more likely to hold Management positions, 72% of those in a Manager/Supervisor/Lead position responding hold a CHRP, compared to 75% of Directors responding, and 73% of Vice Presidents responding. Regular (non-management employees) are least likely to hold the designation.
- The designation has a strong impact on earning potential, Managers with a CHRP report earning 18% more than non-certified Manager, Directors with a CHRP report earning 24% more than non-certified Directors, VPs with a CHRP report earning 13% more than non-certified VPs.
- Female respondents (77%) form the majority, of the population, a finding that mirrors the profile of the HRIA membership.
- The median compensation for male respondents is 17% higher than it is for female respondents.
- The responding population is highly educated. 74% of respondents report having a Bachelors degree or higher. Higher levels of education result in higher compensation. Analysis of the data shows an increase in earnings of approximately \$33,000 between a Master's and a Bachelor's degree.
- 87% of respondents have their HRIA membership dues paid for by their employer.

DEVELOPING QUALIFIED PROFESSIONALS

Survey Highlights by Top Reported Positions

POSITION	%	%	Range	CHRP		Non-Certified		Salary Increase for CHRP
	Total Respondents	CHRP		Total Respondents	Median	#	Median	
Advisor/ HR Advisor	11%	62%	\$68,888-\$151,475	\$80,000	93	\$71,000	57	13%
Manager	24%	72%	\$80,000-\$177,070	\$98,700	240	\$83,500	92	18%
Director	7%	75%	\$101,500-\$192,970	\$129,100	76	\$104,417	26	24%
Consultant	5%	61%	\$67,000-\$160,000	\$86,500	73	\$70,000	47	24%
Vice-President	2%	73%	\$125,625-\$245,000	\$165,000	19	\$146,000	7	13%

Supporting Professional Development

HRIA offers a wide variety of professional development opportunities that are open to all members, but only our certified members are required to obtain and report points to show evidence of their ongoing competence.

Based on the 2012 Member Survey, your top concerns are: recruitment and retention; succession planning; training and development; and leadership development. We work together with the Chapters to plan our service offerings, your feedback will guide the programming in the year ahead.

HRIA also works with other organizations to coordinate program offerings through a variety of partnerships. These include in-person sessions as well as webinars through partners such as CCH, Thomson Reuters and the BC Human Resources Management Association. In 2012, we continued with the delivery of the Executive Compensation Certification offered in partnership with Global Governance Advisors and offered webinars and seminars on HR Metrics delivered in partnership with the BC Human Resources Management Association. We also introduced a new offering of Workplace Investigations, an in-depth three day program which has received excellent evaluations from participants.

Annual Conference

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

Year after year, we welcome Certified 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. The HRIA Annual Conference continues to grow and evolve to meet the needs of members and others in the Alberta business 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.

DEVELOPING QUALIFIED PROFESSIONALS

Member Engagement

The phenomenal success of HRIA is a reflection of the ever-increasing dedication and enthusiasm of members who have chosen to give of their time to support HRIA 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 on local, provincial and national committees.

Appeals Committee

Award Selection Committee

Complaints, Investigation & Discipline Committee

Conference & Speaker Selection Committee

Editorial Advisory Committee

National Standards Advisory Committee

National Professional Practice Analysis Work Group

Post-Secondary Liaisons

Professional Mentoring Committee

Recertification Audit Committee

Alberta Standards Advisory Committee

Special Projects Committee

Chapter Events Committees

DEVELOPING QUALIFIED PROFESSIONALS

Recognizing Excellence

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.

These awards demonstrate the value and appreciation the HR community and HRIA have for our fellow practitioners.

Congratulations to the following 2012 recipients:

Award of Excellence

- Individual - Tamara Nelson, CHRP - Manager, Human Resources & Recruitment, Summit Liability Solutions Inc.
- Team - HR Team, West Edmonton Mall

Rising Star - Sheena Ohnysty, CHRP - Recruitment Coordinator, City of St. Albert

Community Champion - Bonnie Pascall - Principal, Pascall Management Services Inc

Distinguished Career – Michael Ford, CHRP, LLB - Partner, Davis LLP

Fellow Certified Human Resources Professional (FCHRP) – The fellowship recognition is a long standing tradition in many professions which represents the highest honour a professional association may grant an individual member. The fellowship recognizes outstanding contributions to the profession and to the community, as well as exemplary character and testament to the values of the association.

Trevor Axworthy, FCHRP

Receives his fellowship certificate from Todd den Engelsen, CHRP, Chair, HRIA Board 2011- 2012



Trevor was an active volunteer with the HRIA, serving as President in 1992-93 and representing Alberta on the National Standards Implementation Committee. He was a founding Director of the CCHRA where he was recognized for his earlier work on advancing the concept of National Standards and professional HR practice in Canada. His career has spanned over 30 years and numerous countries.

Trevor's has generously contributed to the broader communities in which he lives through his involvement with a number of organizations including Rotary International and the Mustard Seed Street Ministry Society. Whether through work or volunteering, Trevor contributes strategically to policy, program and organization-wide strategy development. He also served for a number of years (2002-2008) as a Member of the Canada Pension Plan/Old Age Pension Review Tribunal Commission - representing the province of Alberta.

PARTNERING WITH BUSINESS

EXPANDING PARTNERSHIPS

Business in Calgary/Business in Edmonton - In late 2012 HRIA finalized a partnership deal with the popular Calgary magazine, *Business in Calgary*, and their newly launched publication, *Business in Edmonton*. This partnership is an expansion of the previously established relationship with HRAC. The more formalized agreement connects BIC/BIE with the HRIA Celebrating Excellence Awards as a presenting partner and provides HRIA increased opportunities for advertising and brand exposure through their Leaders of Tomorrow events held in June of each year.

Calgary Business Hall of Fame - In the fall of 2012, HRIA and HRAC, once again sponsored the Hall of Fame Gala. This high profile event recognizes Calgary Business Leaders for their outstanding achievements and supports Junior Achievement. This event provided excellent exposure for our brands to approximately 1,000 business leaders in Calgary.

June Warren / Nickels Energy Group - In June 2012, HRIA entered into a partnership agreement with June Warren for their inaugural Oilweek's Rising Star Energy Forum. Starting with an evening celebration of the success of Alberta's up and coming professionals within the energy industry. Followed the next day with a leadership forum that included morning and afternoon professional development sessions and an inspirational keynote address from John Furlon, former VANOC CEO. The partnership provided discounted rates for HRIA members and offered excellent CHRP Brand exposure amongst the elite with Alberta business.

TD Meloche Monnex

In 2012 HRIA renewed our agreement with TD Meloche Monnex as our exclusive insurance provider for our member's Advantage Program. As the leading provider of group home and car insurance, TD Meloche Monnex knows how important it is to save wherever you can. As a member of HRIA, you can benefit from special privileges, such as preferred group rates, enhanced coverage and flexible limits.

Venture Publishing - In May 2012 HRIA participated in Venture's popular awards program, Alberta's Best Workplaces. As a presenting partner, the CHRP brand obtained increased exposure and was connected with high professionalism and business excellence. The partnership also allowed for HRIA's participation in the judging and as a moderator for a panel discussion during their half day Best Workplace Conference. HRIA members received discounted rates for the conference.

PARTNERING WITH BUSINESS

RE-ENERGIZING THE HR BRAND

An important aspect of ensuring organizations understand the value of effective and strategic human resources relates to how and what we communicate about HR ourselves, that includes human resources as a discipline, HRIA as an organization and specifically, the CHRP designation. The research conducted by Stone Olafson identified the following brand attributes:

Defined Benefits of HRIA and the CHRP

To be successful brands must create a relationship with key audiences by meeting both functional and emotional expectations at all points of interaction. It is important to note that these benefits (whether functional or emotional) are evolving and assuming a wider role in business than previously known for HR professionals, extending beyond traditional HR functions towards more strategic roles in organizations. The impact of these benefits are significant because they contribute to an overall image of HR professionals as strategists and leaders of organizations instead of the commonly held perceptions focused on tasks and services completed by HR teams.

Functional Benefits

- Deliver sound HR practices that protect and engage employees and make organizations more successful;
- Develop and deliver strategic advisers who can contribute to the overall health of an organization;
- Mitigate risks and prevent problems associated with managing people;
- Increase the effectiveness of organizations because of the strong understanding of how to leverage people;
- Representation for membership to government and educational institutions to inform on certification standards for qualified professionals; and,
- Provide value and insight on people and HR issues to other professionals like accountants and lawyers.

Emotional Benefits

- **Trust:** businesses can trust that their HR leader is qualified and trained to address their challenges, trust of members that they are well represented and trained.
- **Credibility:** by proving dedication and commitment to a higher level of professional standards,
- **Peace of mind:** from knowledge the human element of business decisions has been considered and addressed when HR professionals give their strategic advice.
- **Security:** Among the workforce and organizations who rely on HR professionals to develop, deliver and manage policies and programs that protect safety and promote overall engagement, and to protection of people and organizations.
- **Achievement:** by helping organizations and individuals meet their business and career objectives.

Brand Attributes

Developing effective positioning for any brand relies on authenticity and consistency between what the brand says and how it is experienced. The identified traits associated with the HRIA and the CHRP brands are; Professional, Strong, Respectable, Intellectual, Mature, Classic, Distinct, Social, Inclusive, Personable, Optimistic, Passionate, Eager and Trustworthy.

PARTNERING WITH BUSINESS

CHRP Advertising Campaign

In the 2011 Member Survey, members told us they want to see marketing and advertising for the CHRP designation. Our work on this had already begun and our campaign launched in April 2012. In developing this strategy we asked ourselves, "who is it that organizations are interacting with on a daily basis on matters of HR? HRIA or our members?" The answer was our members, and with the majority of whom are already certified or pursuing certification the direction became very clear. To reach an end state where the CHRP is recognized on par with other professional designations our focus has to be on the designation. While all members may have an impact on the overall perception of the profession, it is the over 3,000 CHRP designates who represent the brand and hold a higher degree of influence, as has been evidenced by the recent 2012 HRIA Member Compensation Survey. Each CHRP has the ability to influence the reputation and credibility of our designation and the profession. By promoting you, we promote the profession.

Building from the brand development project and utilizing the data collected from research in several communities throughout Alberta we created an awareness campaign that highlighted business challenges, the breadth of HR functions and the value a CHRP can bring to addressing and mitigating, even eliminating these challenges.

GOALS

- Elevate the credibility, perception and perceived value of the CHRP Designation.
- Shift the mindset, within the Alberta business community, from the understanding HR beyond tactical function to that of a higher level strategic business partner.
- Position Human Resources and the CHRP Designation as a career of choice for future strategic business leaders.
- Instill a sense of pride and ownership in members holding and pursuing the CHRP.

OBJECTIVES

- Educate the business community on the complexities and multifaceted intricacy around human resources management and how it effects the bottom line
- Develop a campaign that has the maximum reach and frequency for the allocated budget

KEY MESSAGING

- Proper human resources management is the foundation for a successful business; employers, colleagues and clients turn to HR professionals for strategic advice, clear guidance, and leadership on all aspects of HR.
- The CHRP is the trusted designation for Human Capital.
- HRIA is a professional association that delivers strategic, credible business advisors and is the Alberta CHRP Source.

TACTIC

Create and deploy a multi-tiered educational marketing/communications campaign.

- Print; Alberta Venture, Alberta Oil, Oilweek, Business in Calgary, Business in Edmonton
- Landing Page ; www.CHRPAlberta.ca
- Radio Advertising; CKUA, QR77, CHED
- Light Rail Transit Display Ads; Calgary and Edmonton
- Video; YouTube posted and utilized on the landing page - Why Hire A CHRP

PARTNERING WITH BUSINESS

Magazine Print Ad

You've implemented a flex-time schedule to increase employee morale...

but now no one is in the office past 3:00 pm.



- Organizational Effectiveness
- Succession Planning
- Staffing / Talent Management
- Compensation / Total Rewards
- Occupational Health, Safety & Wellness

Certified Human Resources Professionals are trained to apply strategies and techniques to effectively handle the increasing challenges of human capital management.

Hire a CHRP today! www.CHRPAlberta.ca



HUMAN RESOURCES INSTITUTE OF ALBERTA

Large Light Rail Transit Super Card



You've been invited to a retirement party...
for half your senior management team.

- Organizational Effectiveness
- Succession Planning
- Staffing / Talent Management
- Compensation / Total Rewards
- Occupational Health & Safety



A Certified Human Resources Professional is trained to apply strategies and techniques to help with challenges like succession planning – so you can avoid issues like this.

www.CHRPAlberta.ca

HUMAN RESOURCES INSTITUTE OF ALBERTA - Your CHRP Source

Light Rail Transit Posters



Certified Human Resources Professionals are trained to apply strategies and techniques to effectively handle the increasing challenges of human capital management.

You wouldn't trust medical matters with anyone but a qualified health care worker.



So why trust human capital matters with anyone but a Certified HR Professional ?

Hire a CHRP Today !

www.CHRPAlberta.ca

HUMAN RESOURCES INSTITUTE OF ALBERTA - Your CHRP Source



Certified Human Resources Professionals are trained to apply strategies and techniques to effectively handle the increasing challenges of human capital management.

You wouldn't trust legal matters with a lawyer who hasn't passed the bar.



So why trust human capital matters with anyone but a Certified HR Professional ?

Hire a CHRP Today !

www.CHRPAlberta.ca

HUMAN RESOURCES INSTITUTE OF ALBERTA - Your CHRP Source

PARTNERING WITH BUSINESS

New Look for HRIA

As we moved forward planning for one association, the time was right for a refresh on the HRIA logo. An opportunity to introduce a new identity to encompass all associations. We chose a design that would complement the CHRP branding but still remain unique and distinct on its own. The new logo also reflects a more mature professional image, visually representing our solid foundation and the strength of our profession.



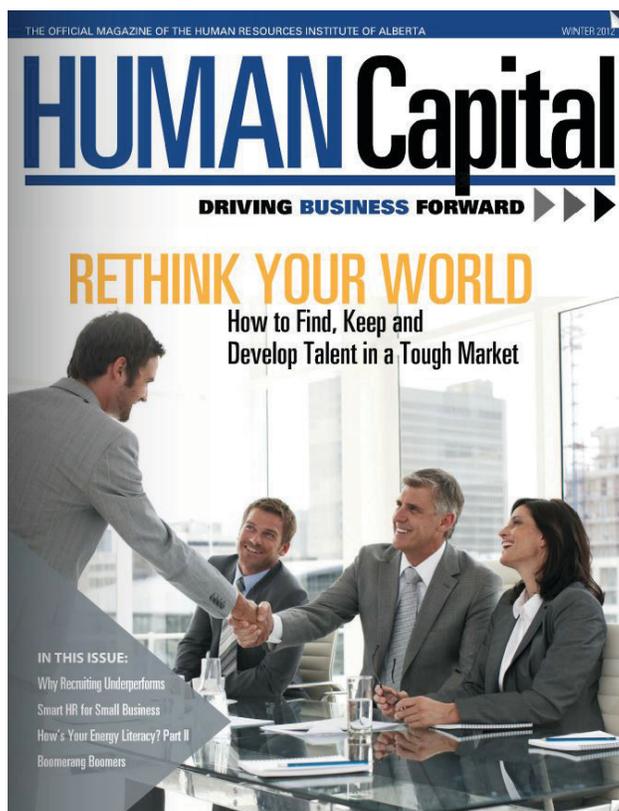
PARTNERING WITH BUSINESS

HUMAN Capital – Quarterly Magazine

HRIA's Network Magazine and HRAC's Perspective joined together to form a new quarterly print publication. This new publication reflects the growth and evolution of the human resources profession and its increasing influence and impact on business success. The objective of the magazine is to provide current and relevant information on trends and insights that further the advancement of business professionals and supports overall organizational success. Each issue delivers strategic advice that contributes to the overall health of a business and increases the effectiveness of an organization.

Just as human resources has evolved it is time for the material distributed by the HRIA to evolve. The publication shifts its focus from being an association, member-centric newsletter to an industry, business-focused magazine. This evolution has happened gradually over the last few years, but the market is ready for us to take this to the next level.

We launched the first issue to the membership in December, with a sneak peak included in both the November Business in Calgary and Business in Edmonton publications. A huge thank you to the volunteer committee who provided their guidance and feedback for the development of this new magazine. Thank you to the members who cast their vote on the new title. The publication is distributed quarterly with circulations continuing in Spring, Summer, Fall and Winter.



LEADING THE PROFESSION

PROTECTING THE PUBLIC INTEREST

What does it mean to protect the public? In simple terms, the role of a professional association is to protect the public from incompetent practitioners, whatever their subject discipline (medicine, law, accounting, etc.) Professionals are generally respected for upholding the highest standard of practice within their profession, and professional associations are required to ensure those standards are enforced. That typically means meeting a certain standard for certification such as writing required examinations and demonstrating a required level of experience, as well as continued competence, and adherence to a code of ethics and rules of professional conduct.

HRIA's role in protecting the public involves ensuring that Certified Human Resources Professionals have met the standards of the profession and abide by the National Code of Ethics. The National Code of Ethics requires all members of HRIA to maintain ongoing competence in human resources responsibilities and to provide services in an honest and diligent manner.

Member Conduct

On occasion, HRIA receives complaints from the general public or other members about the conduct of an HR practitioner. When the complaint involves 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. The following table outlines the outcome of complaints received in recent years.

Complaints	2012	2011	2010	2009
New complaints received	2	4	1	5
Complaints dismissed	2	2	1	1
Resolved by mediation	0	1	0	4
Finding of unprofessional conduct	0	1	0	0

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 in 2010 following the national model discipline process of the CCHRA. The Appeals Committee also consists of senior members of the profession and is independent of the CIDC and the HRIA Board. To date, there have been no complaints or appeals brought forward to this committee.

LEADING THE PROFESSION

REPRESENTING ALBERTA NATIONALLY

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.

The primary focus of the CCHRA is to provide a forum for national dialogue on matters relating to certification standards and practices, including examinations and the means for assessing recertification through continuing professional development. Numerous committees, working groups and task forces comprising volunteers, staff and consultants come together with a breadth of expertise and experience to share best practices, and work towards harmonizing our policies and processes.

In 2012, we worked with other provinces to launch a new Experience Validation Assessment process. The new experience requirement ensures that all newly certified CHRPs have presented three years of professional level experience in human resources. In addition, a comprehensive practice analysis study began in 2012 and is ongoing in 2013. It is expected that this study will impact our certification process and more information will be available on that by the fall of 2013.

Thank you to the many individuals participating with these initiatives to assist us in elevating the credibility of the designation and our profession.

LEADING THE PROFESSION

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:

- University of Alberta - annual Student HR Conference that was hosted by the Human Resources Student Association (HRSA).
- 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.

LEADING THE PROFESSION

PROVIDING LEADERSHIP

The Human Resources Institute of Alberta is governed by a volunteer Board of Directors that works collaboratively with six regional associations and chapters 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.

Shannon Friesen, CHRP – Chair
Alykhan Bandali, CHRP – Vice Chair
Todd den Engelsen, CHRP – Past Chair
Allan McC Calder, CHRP – Treasurer (Chair, Finance & Audit Committee)
Angela Boyes, CHRP – Director representing Wood Buffalo Chapter
Gail Evans, CHRP - Director
Wendy German, CHRP –Director representing Central Alberta Chapter
Laura Hansen-Sommers, CHRP – Director representing HRAC
Arlene MacLellan, CHRP – Director representing Grande Prairie Chapter
Chris McNelly, CHRP – Director
Don Schepens, CHRP – Director representing HRMAE
Susan McLean, CHRP – Director representing HRMAL
Matthew Smallacombe, CHRP - Director
Sherry Scott, CHRP – Director

HRIA Board of Directors – 2012-13



Back row (left to right): Shannon Friesen, CHRP, Chair; Gail Evans, CHRP; Todd den Engelsen, CHRP, Past-Chair; Arlene MacLellan, CHRP; Sherry Scott, CHRP; Matthew Smallacombe, CHRP; Front row (left to right): Allan McC Calder, CHRP (Treasurer); Laura Hansen-Sommers, CHRP; Angela Boyes, CHRP; Chris McNelly, CHRP; Nora Molina, Executive Director; Aly Bandali, CHRP; Absent: Susan McLean, CHRP; Don Schepens, CHRP; Wendy German, CHRP.

THE ROAD AHEAD

Building a future as one has allowed us to move ahead as a unified profession, to focus our efforts together on delivering services to members and elevating the credibility of the profession. With the efficiencies gained through becoming one association we will begin expanding our responsibility as a professional association and adopting standards on par with self-regulated professions. You'll hear more from us later in 2013 about expanding our Code of Ethics to a more robust Rules of Professional Conduct similar to those utilized by leading professional associations in Alberta.

We are also anticipating results of the national Professional Practice Analysis currently be conducted by the Canadian Council of Human Resources Associations (CCHRA). This study has been under-way for the past 12 months and we anticipate future changes to our certification model as a result. We'll keep prospective members informed of those changes well in advance.

You'll see continued marketing and expansion of our external initiatives as we promote the profession of human resources and the value of the CHRP designation to the business community.

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 your association will go forward demonstrating leadership, assuring accountability and integrity, striving for excellence and encouraging growth in our association, our membership and the profession.

NATIONAL CODE OF ETHICS

As a member of the Human Resources Institute of Alberta, I will commit myself to the principles outlined in the Code of Ethics established by the Canadian Council of Human Resources Associations. I will support and foster the society's code of ethical behavior through a high standard of practice as a Human Resource Professional.

- 1. Competence** - Maintain competence in carrying out professional responsibilities and provide services in an honest and diligent manner. Ensure that activities engaged in are within the limits of one's knowledge, experience and skill. When providing services outside one's level of competence, or the profession, the necessary assistance must be sought so as not to compromise professional responsibility.
- 2. Legal Requirements** - Adhere to any statutory acts, regulation or by-laws which relate to the field of Human Resources Management, as well as all civil and criminal laws, regulations and statutes that apply in one's jurisdiction. Not knowingly or otherwise engage in or condone any activity or attempt to circumvent the clear intention of the law.
- 3. Dignity in the Workplace** - Support, promote and apply the principles of human rights, equity, dignity and respect in the workplace, within the profession and in society as a whole.
- 4. Balancing Interests** - Strive to balance organizational and employee needs and interests in the practice of the profession.
- 5. Confidentiality** - Hold in strict confidence all confidential information acquired in the course of the performance of one's duties, and not divulge confidential information unless required by law and/or where serious harm is imminent.
- 6. Conflict of Interest** - Either avoid or disclose a potential conflict of interest that might influence or might be perceived to influence personal actions or judgments.
- 7. Professional Growth and Support of Other Professionals** - Maintain personal and professional growth in Human Resources Management by engaging in activities that enhance the credibility and value of the profession.

Enforcement - The Canadian Council of Human Resources Associations works collaboratively with its Member Associations to develop and enforce high standards of ethical practice among all its members.

KEY CONTACTS

HRIA Key Contacts

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BEYOND COLLABORATION

BUILDING A
FUTURE AS ONE