



# 2021 Business Plan The Path Forward

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## Message from the CEO

While I am honored to be appointed as the CEO of CPHR Alberta, much work remains to be completed. As indicated in our most recent survey, membership satisfaction decreased from 63% in 2015 to 47% in 2016. While I believe that members take great pride in the designation, they have concerns with respect to the lack of a long-term vision, organizational stability, value and the financial sustainability of the Association.

While we faced many challenges last year, the Association needs to focus on the future. As such, CPHR Alberta has developed a five-year Business Plan which addresses membership concerns and repositions the Brand for success. Consistent with our commitment to change, management has developed an Engagement Plan which focuses on strengthening our relationship with members. Collectively, these initiatives represent our Path Forward.



As a component of our future plans, CPHR Alberta will commit to improved transparency, communication, collaboration and the tracking/reporting of our progress. These are big steps forward. CPHR Alberta's success hinges on the full cooperation and commitment of senior management, the Board and its members to work together to fulfill common objectives and achieve a shared vision for the future.

I look forward to connecting with you over the coming months, and to the successful implementation of our plans.

A handwritten signature in black ink that reads "P. Dugandzic". The signature is written in a cursive, slightly slanted style.

Peter Dugandzic  
Chief Executive Officer

# HUMAN RESOURCES INSTITUTE OF ALBERTA

Chartered Professionals in Human Resources of Alberta (CPHR Alberta) is the professional association dedicated to strengthening the human resources profession and upholding the highest standards of practice. With 6,000 members in major cities across Alberta, the Northwest Territories and Nunavut, we are the third largest HR Association in Canada. We are the exclusive certifying body in Alberta for Chartered Professionals in Human Resources (CPHR), the professional standard in Canada. The CPHR demonstrates HR expertise, experience and ethical management of today's human capital. Together with our members we are working towards becoming a self-regulated recognized profession.

Incorporated in 1987, CPHR Alberta has been working to build a strong foundation for the future, backed by an internationally recognized CPHR designation, code of ethics and rules of professional conduct. Our path forward will be influenced by feedback from our members, post-secondary institution partners and the business community.

We are supported by dedicated staff who are eager to show you what they can deliver, a talented Board of Directors, and committed volunteers who share our vision for the future. Moving forward, we are focused on building value for our members and strengthening the CPHR Alberta brand as we work towards self-regulation and professionalizing the profession.

## Vision

To deliver excellence in member value and elevate our brand to become the leader in Canadian Human Resources designation.

## Mission

To protect the best interest of the public by focusing on continuous education, regulatory competency and ethical standards and by engaging with the business community to prepare our members for success.

## Mandate

### Professional Recognition

To position the Human Resource profession as a recognized and valued profession by securing a self-regulated profession legislated to act in the public interest, by ensuring that the CPHR designation is widely recognized and valued by our stakeholders

and by continuing to advance human resources practices in Alberta.

### Professional Standards

By demonstrating that CPHRs provide the highest standard of service, advice, and credibility consistent with the Code of Ethics and Standards of Professional Conduct.

### Research, Trends and Information

To ensure that the organization consistently provides credible information on current and emerging human resource trends and issues, and facilitates access to expert opinions on the practice of human resource management to members, employers, government, educational institutions, and media.

### Professional Development

To provide CPHR Alberta members with enhanced competencies and capabilities through training and the sharing of best practices and experiences.



CPHR Alberta is an amalgamation of well-established regional HR associations and represents the interests of a broad demographic membership base. Given the nature of the membership, it has been difficult to offer services which consistently reflect the needs of its members. As such, there has been growing member concern with respect to the quality of service offered and the value of the membership.

During the five-year period, 2010 to 2014, the organization grew in size, services, reputation and influence. During this time period, CPHR Alberta delivered surplus budgets driven by a vibrant economy and revenue generation from business development, conference and professional development, and membership dues. In 2014, the Alberta economy declined. To respond, we reduced staff, re-prioritized services and focused on cost control. Even with these actions, we delivered deficit budgets over the past two years.

Given our financial position and resulting cutback in services, member concerns escalated. While CPHR Alberta attempted to resolve membership concerns with respect to service quality and the value in the membership designation, it is criticized for falling short of expectations and not being fully engaged with its members.



## Current Position

CPHR Alberta lacks a consistently strong reputation within the membership. While junior practitioners see value in CPHR Alberta's service, we tend to lose support from the more senior ranks which represent a significant proportion of the membership population.

While CPHR Alberta has struggled to maintain an adequate level of engagement with its members, more focus needs to be directed to strengthening regional relationships, soliciting member feedback and realigning the service platform to meet the needs of the membership.

Under new leadership, we are focused on strengthening the foundation that many of you have worked hard to establish and repositioning CPHR Alberta for continued relevance and future growth. Our path forward must establish CPHR Alberta as the voice of HR professionals, enhance member satisfaction, protect our industry standards and embark on a new strategic direction supported by performance benchmarking.

In short, we must focus our efforts to effectively deliver on our mandate.

## Strategic Direction

CPHR Alberta's activities will closely align with the following strategic priorities:

- Improved member engagement and communication
- Strengthening business community connections
- Improving brand recognition
- Enhancing the professional development offering
- Streamlining the professional standards process
- Increase autonomy to Chapters
- Establishing third-party revenue sources via business development initiatives
- Growing our membership base
- Securing self-regulation
- Financial sustainability

While we have created lofty goals, we believe working together focused on common objectives, we will be successful and in doing so, unite CPHR Alberta members, the Association and the business community to create a collaborative environment for the future.

## Background

CPHR Alberta's finance group operates as a traditional head office function, consistent with established and generally accepted accounting principles. While the finance group worked to a high standard, the CPHR Alberta organization, over time, transitioned to a culture which embodied a look back perspective to managing the business. As such, the Association missed opportunities to proactively manage the business by addressing emerging trends. As a result, we lagged in terms of our ability to respond to change.

## Current Position

Moving forward, the Association requires the finance and operating groups to work together and contribute to defining business solutions. This front-seat view will allow closer monitoring of changing conditions, enabling CPHR Alberta to proactively address the business and initiate change in response to emerging market conditions.

## Finance Business Plan

While Finance will continue to deliver core financial functions, management scope will be expanded to include the development and monitoring of key performance indicators (KPI). KPIs will enable the Association to segment our performance, anticipate emerging financial trends and take strategic action to respond.

While the finance group evaluates financial performance using a variety of metrics on an ad hoc basis, the Association has not consistently used KPIs as a management tool. As such, the use of metrics needs to be incorporated into future management plans developed to guide CPHR Alberta's progress in achieving our strategic and operational goals.

Over the coming months, CPHR Alberta will identify relevant KPIs to create a dashboard to show continued progress toward achieving our strategic priorities.

## Summary of Business Plan Financials

The financial aspects of the 2021 Business Plans are summarized in Table 1 in the Appendix.

Major assumptions include:

- Member turnover down 50% by 2021
- New members recruitment up 50% per year by 2021

- Business development activity adds significant revenue by 2021
- Stable staffing for 2017, with limited turnover / high retention
- Addition of one new staff member (FTE) per year beginning 2018
- Assume a 2% annual salary increase
- 10% annual increase in PD revenue due to more offerings
- Interest rate on investments at 0.85%
- US exchange rate averages 1.4

Over the plan period, annual revenue will increase by an average of 10%; operating costs as a percentage of revenue are averaging 25%, consistent with historical performance. Administration costs as a percentage of revenue are averaging 54%, consistent with prior years. By 2018, the Association is forecasted to balance the budget and by 2019 return to generating an annual surplus.

In 2016, the CPHR Alberta Professional Standards team addressed a number of standards changes driven from the national level. The two changes with the greatest impact included:

- Changing to a rolling CPD requirement
- Allowing members without degrees to obtain the CPHR

While the changes are now complete, there are opportunities to improve the efficiency of the process.

## Professional Standards Business Plan

2017 will see plans to further strengthen the designation process and improve our communication with members. This action plan will drive efficiency and improve clarity with respect to the designation process.

### EVA Audit Process

Over the coming year, the Professional Standards team will assess the need to implement an experience validation audit process. To this end, the team will investigate whether an EVA audit requirement will add value to the designation process, and also determine how other professional associations perform this process.

Professional Standards will make an informed decision about implementing an EVA audit process by the end of 2017.

### Improved Information to Members

To assist CPHR Alberta members in the professional designation process, the Professional Standards team will create short informational videos or webinars for members on high-interest topics such as:

- How to submit your CPD log
- How to gain CPD hours without spending money
- How to fill out your experience validation assessment application

The Professional Standards team will create these informational videos by the end of 2018.

### Increased Consistency

Building upon the recent update to the public Registration Manual, the Professional Standards team plans to refine its processes in order to ensure consistency and clarity by documenting all registration-related processes in a comprehensive manual intended for internal staff members. By doing so, CPHR Alberta is securing the sustainability of CPHR Alberta's core service.



# PROFESSIONAL STANDARDS PLAN

## Background

Process consistency and transparency are central to members valuing and participating in obtaining and maintaining their CPHR designation. In the past, policies were handled inconsistently and presented hurdles for members seeking the designation. Members want to know that the process isn't open to interpretation, and that the time they invest in obtaining and maintaining their designation reflects high, consistent standards.

For the past two years, CPHR Alberta's Professional Standards team has worked hard to improve the consistency, transparency, and rigour of our policies and procedures.

The recent creation of the Registration Manual, a Registration Committee and the Continuing Professional Development (CPD) Audit and Experience Validation Assessment (EVA) Manuals has clearly defined the path to obtaining the CPHR designation in Alberta. The designation has been further strengthened by creating a Code of Ethics and Standard of Professional Practice, as well as by developing registration policies, and forming a team of unbiased CPHR volunteers to manage the process.

The Professional Standards team has also improved communication about our policies and procedures to members, reducing misinformation about how to obtain and maintain the CPHR Designation.

## Current Position



# REGULATORY AFFAIRS PLAN

## Background

CPHR Alberta submitted its application for self-regulation under the Professional and Occupational Associations Registration Act (POARA) in December 2014. As part of the application, CPHR Alberta is seeking protected title for the HR designations CHRP, CPHR and CIRC, along with the corresponding Fellow designations (FCHRP, FCPHR, FCIRC).

The groundwork has been established for the following three steps that must be completed prior to CPHR Alberta being granted registration under POARA:

1. Recommendation to the Labour Minister by the Registrar for registration under the Act;
2. Drafting and approval of regulations that will be enabled under POARA; and,
3. An Order in Council by the Cabinet putting those regulations into force

CPHR Alberta has allocated reserve funds to draw upon for costs incurred to pursue and secure self-regulation. This includes legal costs for the expert drafting of regulations.

CPHR Alberta understands the urgency that exists to secure self-regulation prior to the next provincial election, scheduled for spring 2019.

## Current Position

The Registrar of the Registered Professional and Occupational Associations is currently finalizing a report to the Minister with a recommendation on whether or not to proceed with the drafting of regulations. Until this recommendation is put forward, the Regulatory Affairs team remains focused on increasing awareness of CPHR Alberta with key influencers.

In collaboration with the Professional Standards team, the Regulatory Affairs team has contributed to the implementation of new standards for the designation, including changes to the ongoing CPD requirements and a non-degree route to qualify for the designation.

# Regulatory Affairs Business Plan

## Grassroots Government Engagement Campaign

Leveraging the passion and expertise of our members will be central to CPHR Alberta's government engagement and awareness campaign. The campaign will focus on increasing awareness of

The document will be completed by mid-2018.

## Increased Recognition of CPHR

CPHR Alberta believes that obtaining the CPHR should be celebrated by recipients and their employers alike. In 2017, CPHR Alberta will offer to send letters of recognition to employers of newly designated members to reinforce the value of the designation, the CPHR brand, and the professional commitment of their employees with respect to obtaining their designation.

## Honouring the Non-Degree Route

Following changes made by the National Body in 2010, HR practitioners who wished to gain the professional designation were required to have completed a minimum of a Bachelor degree. During the implementation of this requirement there was a grandfathering period, but not all HR practitioners in Alberta were able to meet all the requirements before the period closed. In 2016, the National Body approved a new route to obtaining the CPHR without a degree requirement. This route is aimed at mature HR professionals with a minimum of 8 years of professional level experience.

In 2017, the Professional Standards team will implement a process to honour the non-degree route for 2017 and will assess the applicability of this route past 2017. As part of the assessment, CPHR Alberta members will be offered opportunities to provide feedback.

## Plans for 2018 and 2019

Moving forward, the Professional Standards team will evaluate additional options to streamline the registration process. These include:

- Developing a user guide for members who are considering submitting an EVA application
- Developing a more meaningful NKE preparation workshop to assist members contemplating taking the knowledge exam
- Improving the efficiency of the CPD process by reducing the lag time between CPD submissions and audit

## Conclusion

The Professional Standards team is committed to strengthening the registration process. Our goal is to better assist candidates to meet the necessary standards to achieve the CPHR designation and to smooth the path for chartered members to maintain the designation.

CPHR Alberta's application for self-regulation, the value the HR profession brings to Alberta businesses and workers, and the need to protect the public from unethical and incompetent practice related to the HR profession.

This sustained government engagement campaign will request CPHR Alberta members to write to their local MLA in support of CPHR Alberta's self-regulation application and to raise the government's awareness of our issue. CPHR Alberta will require participation from those who stand to benefit the most – our members.

Practically, the campaign will include:

- Plain language overview of the value of self-regulation for the HR profession
- Backgrounder on CPHR Alberta
- "How to" document to make it easy for members to take action and write to their MLA
- Sample letter text
- Request to report back to CPHR Alberta
- Possible social media engagement

The grassroots campaign will begin in Q1 2017.

## Connecting with Government MLAs

In 2016, CPHR Alberta established some valuable connections with government MLAs. These connections are crucial to building support for self-regulation and the HR profession and to gain insight into upcoming government policy changes. These connections allowed CPHR Alberta to influence the content of Bill 208 before it was tabled in the legislature in November 2016.

The Regulatory Affairs team will proactively engage with government by arranging formal meetings with MLAs and other senior government representatives. These meetings will focus on information sharing about CPHR Alberta and the value of the HR profession in Alberta, as well as information gathering on potential regulatory changes that might influence CPHR Alberta's work toward self-regulation.

## Stakeholder Relations

Building mutually beneficial relationships and partnerships with our stakeholders will help to grow awareness of the HR profession and enhance the value HR professionals bring to businesses. Keeping stakeholders informed can help CPHR Alberta distribute more widely its research, such as the HR Trends Report, and provide thought leadership on best practices in HR.

To facilitate the growth in stakeholder relationships, the Regulatory Affairs team will develop a comprehensive and up-to-date stakeholder database in 2017. Using the database, CPHR Alberta will create a specific target list of key stakeholders that CPHR Alberta will connect with in 2017.

## Protecting the Public

The key role that a self-regulating profession must fulfill on behalf of the government is protection of the public. This is accomplished through the establishment of a Code of Ethics and Standards of Professional Practice, as well as a robust investigation and disciplinary process. In general, initiating an investigation and subsequently holding a disciplinary hearing follows the receipt of a complaint from a member of the public or another CPHR Alberta member. However, current awareness about the process for lodging complaints, initiating an investigation and executing the discipline process among the membership can be characterized as low.

In 2017, the Regulatory Affairs team will work with volunteers on both the Discipline and Appeals Committees to develop and execute a communication plan to bring greater awareness to our members about the complaints, investigation and discipline process.

## Aligning the CRM

CPHR Alberta's Customer Relationship Management (CRM) system is critical to the effective management of the designation process and, therefore, the protection of the public. CPHR Alberta upgraded to a new CRM in October 2015. Since then, the Professional Standards team has identified key system modifications needed to implement changes to the CPHR designation standards. CPHR Alberta has also identified possible modifications to improve usability for members.

In 2017, CPHR Alberta is committed to implementing additional upgrades to the CRM to support our transition to a self-regulated profession.

## Potential Focus for 2018

CPHR Alberta's current application for self-regulation does not include a request for a licensed scope of practice. This means that even once CPHR Alberta is granted protected title it will still not be mandatory to hold the CPHR designation in order to perform certain HR functions in the province of Alberta.

In 2018, the Regulatory Affairs team will explore the feasibility and the associated process to be granted scope of practice. The first step would be to consult with our members on which HR practices should be restricted to Chartered members due to the level of risk involved and the need to protect the public. Based on feedback, a broader consultation plan would be developed. As part of this plan, CPHR Alberta would research a scope of practice and include instances where the possible activities, if performed in an unskilled or unethical manner, could lead to public harm. This research would help articulate the value of a defined scope of practice.



## Conclusion

The Regulatory Affairs team is committed to achieving recognition of the HR profession through the granting of self-regulation. We recognize that our members are our greatest supporters and can be CPHR Alberta's best advocates for the need to protect the public, if they are informed and supported in their advocacy.

In addition, although CPHR Alberta has made good progress in building relationships with the current Alberta Government, the Association can and must do more to educate policymakers and other stakeholders about the value competent and skilled HR professionals bring to Alberta businesses and organizations. The 2017 Regulatory Affairs plan is focused on increasing this understanding and awareness, and positioning members as informed, persuasive advocates for the profession.



# MEMBER SERVICES PLAN

## Background

In 2013, six individual HR member associations formally aligned as one association and became Chapters of CPHR Alberta.

Leadership councils and sub-committees led each Chapter, fostering their own culture and ensuring that local priorities and preferences were being met. However, there was no consistency in programming across the province. The budget for each Chapter's initiatives was based on the member population served by the Chapter. Chapters had full autonomy to make decisions regarding initiatives delivered in their region and were supported by CPHR Alberta staff to coordinate the initiatives. However, inadequate communication to the membership about the constraints of the funding model caused concerns at the Chapter level related to the perception of inconsistent levels of programming across the province.

To deliver on the 'one association' commitment to provide consistent programming across the province, Member Services staff set standard levels of service in 2015. The funding model changed, and leadership councils transitioned into Chapter Volunteer Committees. Chapters experienced a challenging transition, as the move to a standard level of service and programming was viewed as ending each Chapter's independence and individuality. Each Chapter Volunteer Committee provides local support to the CPHR Alberta-led activities and events offered for that Chapter. Committees provide feedback on the types of events and topics relevant to the Chapter's members. Budgetary authority and standard levels of service are Members Services' staff

responsibilities.

## Current Position

CPHR Alberta's Member Services team provides education and support to members through professional development (PD) and networking opportunities including boot camps, member mingle events and conferences.

In addition, the Member Services team builds community through other services including the mentorship and volunteer programs. The Association recognizes the contributions of our members at the annual Celebrating Excellence Awards.

Members receive regular communications about professional development events, member benefits and sources of industry-related information via the print and online editions of the quarterly HUMAN Capital magazine, and monthly e-communications such as CPHR Alberta Essentials and chapter newsletters.

Social media is also used to attract members and non-members for our professional development sessions.

Historically, CPHR Alberta's pricing strategy for member services has been to price products and services at rates lower than industry average. While this strategy has kept costs low for members, it has undervalued the quality of what is being delivered.

Many of CPHR Alberta's Member services generate little to no profit or have been offered on a cost-recovery basis. Community-building activities such as the mentorship and volunteer programs are revenue neutral.

Despite the range of services provided, recent feedback indicates that many members have difficulty seeing the full value of membership. This feedback also identified gaps within our services that need to be addressed.

## Member Services Business Plan

### Expanding Professional Development

Today's members share common goals and challenges to stay current with HR profession topics and trends, whether they access educational content in person or online. As we move forward, the Member Services team will reassess the professional development program and coordinate with the membership to gain a clearer insight into their needs.

In 2016, CPHR Alberta hosted 72 professional development activities, reaching over 2400 attendees.

While attendance at professional development and networking

sessions grows incrementally, additional work is required to engage members at all career levels by providing flexible learning opportunities and a broader spectrum of services.

By 2021, Member Services' goal is to have the total number of annual PD attendees reach 60% of the membership.

## Balanced Professional Development

Survey data shows that our members face challenges that vary by career level and industry. In the past, CPHR Alberta has been criticized for delivering PD more focused on the entry and mid-career levels. In 2017, the Member Services team will evaluate options to expand senior-level professional development content to be available in 2018.

In addition to expanding the options for senior-level PD programming, the Member Service team will assess the option of hosting roundtable sessions focused on challenges that are unique to senior roles. The sharing of perspectives will produce new thinking that challenges best practices.

## Growth of Volunteer Involvement

Volunteers – especially at the Chapter level – have played a lead role in helping CPHR Alberta deliver timely, relevant PD events to members.

Moving forward, as the portfolio of programs expands, additional volunteer opportunities will be created to support the program offerings. These additional programs will require more resources to maintain the high standards for events members have come to expect.

A volunteer recruitment program will be in place by the end of 2017 to support the expansion of CPHR Alberta's programs.

## Chapter Autonomy

In 2015, CPHR Alberta's Member Services staff set standard levels of service, and as a result, regional leadership councils transitioned to Chapter Volunteer Committees. While the goal was to ensure a more fair delivery of programming, members told us this also resulted in a loss of each Chapter's independence and individuality.

In order to rebuild this sense of community, CPHR Alberta will develop a framework that encourages member/chapter organized events. This framework will outline the resources available to help these events succeed – especially around advertising and promotion. By ensuring Members have autonomy and support to develop events on top of those organized by CPHR Alberta staff, each Chapter will better reflect local needs and values.

This framework will be rolled out in the second quarter of 2017.

## Streamlining Member Services Technology

As developments in technology continue to evolve, the way that CPHR Alberta delivers knowledge needs to change. Online education is no longer a trend; it is mainstream.

Members expect online learning to be easy to access, simple to navigate, and have high-quality delivery and content. CPHR Alberta staff require online learning to be easy to administer, simple to track, and problem-free during delivery.

Changing the existing infrastructure and reducing the number of back-end platforms used to coordinate member services is the best long-term option.

Moving forward, a new integrated platform will be developed which will improve the member experience. The platform will track in a central location an individual's use of the Association's activities and services. Adding a self-reporting functionality to the platform by 2021 will create further efficiencies in the annual Continuing Professional Development (CPD) log reporting process.

## On-Demand Content Migration

Making on-demand educational content available to members will provide additional services to smaller Chapters, increase overall member satisfaction and add stability to CPHR Alberta's revenue stream.

A web-based 24-hour on-demand library will be developed no later than Q2 2018. Once complete, CPHR Alberta will expand the development of educational content by live streaming more events and converting the content into video on-demand and webinar files for the on-demand library.

## Partnerships

The CPHR competency framework features both the technical and general skills, abilities and knowledge necessary to effectively practice HR. CPHR Alberta's professional development program addresses these competencies; however, many areas of specialization exist within the HR function. To bridge the gap that exists in delivering specialized professional development, CPHR Alberta will seek out partnerships with other like organizations within these specialties.

Through these partnerships, CPHR Alberta members will gain access to a greater variety of professional development at the partner member pricing.

In 2017, CPHR Alberta will seek out potential partners and areas of collaboration. An expanded partnership program will be available in 2018.

## Preferred CPD Provider Program

CPHR Alberta has over 3,000 Chartered members. These professionals must participate in and report annually on their continuing professional development activities. Many third-party organizations offer education that aligns with the CPHR competencies; however, it is not always clear what credit will be granted for their offerings.

Creating a program that connects members with an approved network of third-party educational resources that support the learning and maintenance of their designation will streamline the CPD process to track CPD hours.

CPHR Alberta commits to review an Approved CPD provider program by mid-2018.

While the CPD provider program's primary focus will be on smoothing the process to find credit-worthy PD, the program will also generate a reliable non-membership revenue stream that contributes to CPHR Alberta's financial stability.

## Conclusion

CPHR Alberta's Member Services team is committed to a higher level of engagement with its members to solicit feedback in terms of what revisions are required to the current professional development framework. Through this process we will identify and execute strategic enhancements to meet future member needs.



# BUSINESS DEVELOPMENT PLAN

## Background

CPHR Alberta and its members benefit from a robust HR industry seeking opportunities to introduce their products and services to CPHR Alberta members.

Over the past two years, sponsorships, job postings, and advertising have moved from a passive approach with one-off agreements that required potential partners to reach out to CPHR Alberta, to proactive relationship building generating longer-term agreements providing a triple win – benefit to CPHR Alberta members, CPHR Alberta's bottom line, and the partner.

Relationships with many advertisers, sponsors and partners were poorly defined, primarily relying on goodwill. Campaigns were project-based or of a short duration. CPHR Alberta's products had

not been reviewed for effectiveness or value, and partners were not engaged to provide feedback on product improvement. We've shifted from a transactional approach to business development, such as single-event sponsorships, to a program 'investment' way of approaching potential partners.

Much of CPHR Alberta's non-dues revenue fluctuates, and is often tied to broader regional economic performance. Postings to CPHR Alberta Job Source, requests for advertising and commitments for sponsorships have been especially hard-hit for the past two years. The province's economic fortunes have driven potential partners to 'sharpen their pencils' and expect clearly defined benefits from partnering with CPHR Alberta.

## Current Position

All of CPHR Alberta's products were reviewed and refreshed in the past 18 months, starting with the sponsorship package. Advertising opportunities were evaluated during the digital communications rollout in Q2 2015. This evaluation highlighted the need for simplicity, metrics and evaluation, and placement options with a focus on online options. Visual ads were simplified into a single universal spec, reducing the cost for advertisers to build a longer-term campaign. The inventory of ad spots was increased with the addition of visual ads into Chapter and Job Source emails, and with the addition of industry listings into Chapter emails. Paid website advertising was launched in 2016 after a number of trials to determine traffic and pricing.

At its peak in 2014 (coinciding with the province's economic boom), job posting revenue reached \$500,000, or 21% of non-dues revenue. CPHR Alberta Job Source was evaluated through a competition comparison and a user survey. As a result, prices were decreased for both members and non-members, with a new formula featuring a 25% discount for CPHR Alberta members. Due to the CRM upgrade, the ability to measure traffic to the CPHR Alberta Job Source has been eliminated, though engagement measured through the Job Source email is at its highest point ever (exceeding 70% open rate). As one indicator of the value to members of the job postings, the Job Source email has the lowest opt-out rate of all member emails, with the email reaching 5,200 or over 86% of CPHR Alberta members monthly.

Sponsorship has moved away from goodwill and passive logo placement to featuring measurable marketing value for sponsors. Many past event sponsors felt the audience at CPHR Alberta events was not sufficiently senior enough to deliver actionable leads. Longer exposure periods in promotional marketing, additional digital components and editorial content opportunities have proven popular. Targeted events to senior leaders were launched in 2016 for the Haskayne School of Business and Ultimate Software, providing a model for other sponsorships.

In 2016, Business Development revenue totalled \$300,000, down from previous years.

# Business Development Business Plan

## Advertising

A media kit with prices, specifications and publication dates for 12 months was launched in August 2016. To date, the kit has received positive feedback and is positioned to contribute to revenue over the coming year. Advertising revenue in 2016 will continue to focus on email advertising, primarily through Learn & Connect, CPHR Alberta Job Source, and Chapter emails. HR Essentials ad spaces will be offered as incentive spaces for longer campaigns. Analysis of click-through rates and other metrics for email marketing has allowed the Marketing team to fine tune their communications, more effectively reaching CPHR Alberta members with relevant messages.

Moving forward, CPHR Alberta will focus on the following initiatives:

- Developing longer, more targeted campaigns
- Decreased reliance on event advertising
- Achieving an annual revenue target of \$150,000 by 2021

## Promotions, Partnerships and Reselling Agreements

Online learning companies have begun providing white label platforms for existing business courses. CPHR Alberta is partnering with two of these providers to test the member appetite for these programs. In each case, CPHR Alberta receives a revenue share of the course fees to cover advertising costs, and to compensate CPHR Alberta for access to its members. Similarly, reseller agreements provide a revenue share to CPHR Alberta for member purchases of third-party products.

In 2015, CPHR Alberta designed a revenue-sharing model for promoting major events. This partnership provides a significant registration discount for CPHR Alberta members, event recognition for CPHR Alberta, complimentary passes (for prizes or staff development), and a revenue share for CPHR Alberta in exchange for a robust ad campaign for the event. In addition, online marketing metrics bolster partners' perception of value for their participation, as they have near real-time feedback on market reach and audience interest. CPHR Alberta will continue to seek strategic partnerships for this model in 2017.

Moving forward, CPHR Alberta will focus on the following initiatives and aim to:

- Develop affinity agreements for HR-related business products/services
- Develop online learning promotions
- Establish promotional partner agreements for revenue and marketing opportunities
- Develop contra ("in-kind") agreements to decrease costs

for CPHR Alberta services

- Achieve an annual revenue target of \$150,000 by 2021

## Sponsorships

Comprehensive agreements such as our past ones with Haskayne, SAIT and Ultimate Software will continue to be the model for increased sponsorship commitments. By moving away from single-event based agreements there is a dual benefit of an increased chance of sponsor success (through longer-duration exposure), and increased support for CPHR Alberta (due to the greater magnitude of sponsor benefits).

The most valuable new benefit introduced to sponsors has been our Conference webinar series. These webinars are a prime example of a three-way mutual relationship:

- CPHR Alberta members receive complimentary professional development,
- CPHR Alberta receives cash sponsorship, and
- Our partners receive relevant leads and positive exposure.

Additional webinars will be offered to CPHR Alberta members over the coming months. In 2016 we had a tremendous response to webinars, with over 150 registered participants and representation from every CPHR Alberta Chapter, and a dozen communities across Alberta. The second and subsequent nine events have shown consistent increases in attendance, and positive feedback from members and sponsors. This reinforces our belief that members are keen on CPHR Alberta's benefits; continued attention to convenience, relevant and timely topics, and ease of registration and delivery will strengthen this approach, generating benefits for all.

Event sponsorship must match an event with a relevant sponsor. Thus, as lead times into CPHR Alberta events increase, so will sponsorship opportunities continue to increase as well. Grouping CPHR Alberta events into series' such as a 'Breakfast Series' or 'HR Leadership Roundtables' increases the scale of the product, its overall appeal to sponsors, and provides several touchpoints for sponsors with CPHR Alberta members, too.

- Achieve an annual revenue target of \$150,000 by 2021

## CPHR Alberta Job Source

Job Postings are the most volatile source of revenue for CPHR Alberta. However, CPHR Alberta Job Source can continue to provide a solid revenue stream by expanding its market share through a continued focus on customer service. While the Job Source struggles to compete with the online ease-of-use of Glassdoor or Indeed job sites, our flexibility to ensure customers have direct and welcome access to staff assistance is our strongest differentiator. Increasing awareness of the CPHR Alberta Job Source, both internally to members and externally to non-members (including those out-of-province), can generate valuable long-term returns. While much of this awareness will come from marketing

efforts, periodic checkups on prior customers is important to stay top-of-mind for HR recruitment. Evaluation shows that Job Source is a valued component of member benefits.

- Achieve an annual revenue target of \$250,000 by 2021

## Grants

CPHR Alberta does not currently have an inventory of available grants. Because the majority of grants are project-based, rather than contributing to general revenues, an inventory of public- and private-sector grants will provide a go-to resource for potential funding. CPHR Alberta projects can be cross-referenced against the grant inventory to identify the best fit for applications.

In 2017, CPHR Alberta will focus on the following:

- Primary survey of Federal and Provincial grants by end of Q1
- Survey of Municipal and Foundation grants by end of Q2
- Survey of Corporate grants by end of Q3
- Annual revenue target of \$50,000 by 2021

## Conclusion

Business Development can be a strong contributor to CPHR Alberta's non-dues revenue. Our products have been refreshed and new channels for lead generation have been established. As partners, advertisers and sponsors complete their contracts, it will be crucial to seek out feedback on the performance of our products and services. CPHR Alberta is strategically positioned with strong business partners and market presence to more than double its current revenue and generate \$750,000 in non-dues revenue by 2021. The ability to develop a non-member revenue base will strengthen CPHR Alberta's financial position and help build market recognition.

building a positive perception of value from CPHR Alberta and its partners, further improving the CPHR Alberta member experience.

Major promotional projects have been suspended since 2013-2014. The last major project focused on increasing the CHRP designation name recognition. This campaign included print, radio and billboard advertisements produced by an external agency. Significant event sponsorship funding was also included to gain exposure to key business leaders. Limited evaluation was included in this project and it is unclear whether the campaign had any effect on general public awareness of CHRP.

## Current Situation

CPHR Alberta's marketing budget has been reduced in line with overall cost management due to lower revenues driven by the decline in the economy. However, contra agreements and strategic partnerships have augmented the marketing budget. Much of CPHR Alberta's marketing focuses on reaching members directly, and has worked to build new, measurable channels to reach our audiences.

CPHR Alberta 2016 Conference marketing received recognition from members for the first time for an improved tone, message and content. Scalable click-based advertising through Google and LinkedIn has yielded cost-efficient results, and provided a sustainable model for future projects.

The Marketing team has developed evaluation metrics to track the effectiveness of CPHR Alberta's online marketing tools, such as email marketing, and the CPHR Alberta website. Some examples of these tactics' reach are:

- An average of 400 people/day visit the CPHR Alberta website
- 9,100 unique visitors in December alone.
- CPHR Alberta.ca's most-visited page received 34,000 unique visitors in 2016.
- Average 30% click-through rate on CPHR Alberta Job Source emails

## Marketing Business Plan

Name recognition is only one component of the Marketing team's plan; true marketing success will achieve a strong brand identity as well. CPHR Alberta marketing will deliver action-oriented messages and campaigns that shift the organization's public brand position from 'vague non-profit' to 'trusted advisor'. CPHR Alberta will achieve this change by rolling out a series of campaigns beginning in 2017 with specific messages, targeted audiences and measurable, defined goals also beginning in 2017. Marketing CPHR Alberta as a 'trusted advisor' will yield real returns by elevating our public profile and reinforcing CPHR Alberta's value and relevance with members.



## Background

Throughout 2016, CPHR Alberta marketing has been focused on digital outreach. The refreshed website has continued to grow with additional content and new features. Content marketing (attracting CPHR Alberta member viewership and engagement and interaction with sponsor-generated content) has been the biggest success – both through CPHR Alberta-produced content such as the webinars, and partner-produced content such as the Robert Half Infographics. Content marketing creates a positive feedback loop, where quality, relevant content draws in members,

While traditional marketing approaches such as print, radio, and billboards don't fit within CPHR Alberta's limited promotional budget, the Association's marketing goals can be met within budget through the execution of the Marketing Business Plan initiatives.

## Content Marketing

Whether it is CPHR Alberta's latest research, presentation slides, submitted article or snap poll, the content that CPHR Alberta is creating and managing needs to be leveraged to increase its audience reach. Further, this content needs to generate responses back through clicks, comments or forwards to measure the impact and audience engagement, and provide secondary messages for further amplification. This will allow CPHR Alberta to fully occupy the HR space online and be seen as the 'trusted advisor' for the HR profession.

## Public Relations Engagement

Media focuses on the human impact of issues, and few organizations have as many stories to tell as CPHR Alberta. Beginning in 2017, CPHR Alberta needs to publicize the angles that speak to the impact our members have in Alberta. The Marketing team will humanize CPHR Alberta research and articles with comments and quotes from members, as well as distribute a planned monthly press release in print-ready format. This will be supplemented with ad hoc, topical press releases with partners, such as the Calgary Chamber of Commerce, etc.

CPHR Alberta can shape the public's perception of the profession, raising awareness of the value of HR, and reaching a broader audience in preparation for self-regulation. Media coverage will help reach our influencers and 'prime the pump' for future conversations on self-regulation.

## Paid Digital Advertising

Click-based advertising is cost-effective and scalable. It's a relatively low-labour tactic and provides reliable, timely metrics on the success of our campaigns. Our 2017-2018 plans include:

- Developing ongoing online ad campaigns to support CPHR Alberta products and services
- Establishing quarterly evaluations of campaign success
- Integration with social media

## Partnerships

CPHR Alberta met potential members at Alberta Venture's Alberta's Best Workplaces event, gained advertising at the Women in Leadership and Business Conference, and was promoted as a sponsor at the Calgary Chamber of Commerce. None of these benefits required cash payment by CPHR Alberta but they provided additional channels or audiences for our products, services and key messages. These partnerships have created templates that can

be duplicated with other partners to gain event marketing, contra advertising and co-branded content opportunities such as the successful webinar series.

Our plans in 2017 include:

- Identifying 10 new high-value partners
- Initiating five new partnerships
- Integrating CPHR Alberta websites and social media profiles

The Marketing team's investment in CPHR Alberta's digital platform is paying off. The audience is growing, and visitors are spending more time on the site. CPHR Alberta.ca is improving the quality of its content, user experience and web performance. By continuing to invest staff resources in the thoughtful development of our digital assets, we ensure that all our stakeholders can access a resource that meets their needs and delivers on CPHR Alberta's ends.

We will:

- Create a monthly blog feature with content from CPHR Alberta Consultants
- Create a reposting schedule based on high-traffic/high-comment posts
- Prepare a quarterly report identifying theme-driven trends

## Market Research

Understanding our members and partners is critical to achieving success for CPHR Alberta. As CPHR Alberta moves away from a generic 'single audience' focus toward engaging diverse demographic groups, market research is needed to help us pinpoint the needs of these groups. However, the capacity of our partners and members to be surveyed is limited, and have shared their experiences with 'survey fatigue'. Thus, a co-ordinated calendar of surveys, focus groups and other market research endeavors is needed.

The success of our market research can be improved by adopting continuous improvement in our methodology. Survey questions, delivery, timing and reminders will be evaluated and refreshed to ensure reliable, accurate results. Similarly, gaps in our research will be identified with appropriate surveys or other qualitative methods undertaken to complete our audience profiles.

## Conclusion

CPHR Alberta doesn't need a million-dollar marketing budget to position our brand in front of our stakeholders. The Marketing team's success in 2016 has demonstrated the value of a content marketing strategy, and by redoubling the team's efforts in content marketing CPHR Alberta's audience and profile will grow.



## Background

As a trusted partner, CPHR Alberta reaches a broad spectrum of stakeholders, including members, academia, government, and the business community. As such, CPHR Alberta is viewed as the voice of the HR community with the mandate to speak on behalf of its members, and promote awareness and recognition of the value of the CPHR designation.

As the CPHR designation's brand ambassador, CPHR Alberta works to advance the HR profession within the province and closely align our initiatives with the National Council to position the HR profession as a strategic, engaged partner within the business community.

Transparency and accountability are paramount to the success of the organization. These responsibilities are at the core as CPHR Alberta transitions to a higher level of engagement.

The success of CPHR Alberta's influence with these audiences is linked with the organization's ability to speak with one voice, tell stories that demonstrate the profession's value, position members as knowledgeable ambassadors, and clearly communicate the organization's vision, plans, and successes.

## Current Situation

The pace of change at CPHR Alberta has driven an increased volume of member communications, often overshadowing the ability to deliver strategic, sustained organizational-level communications on other necessary topics, and to other audiences.

Communications have been well intentioned, but the overall approach contained gaps in the evaluation of the effectiveness of timing, volume, tactics, and messages resulting in missed opportunities for clear communications with stakeholders.

The regular rush of just-in-time member communications has diminished the effectiveness of emails to members, eroding the value of a channel.

While the Association is well established, CPHR Alberta's goals have not been well communicated to the membership, and the broader stakeholder group lacks a clear understanding of CPHR Alberta's role and the value of the organization.

To support progress toward the Association's growth objectives and to maintain the culture which has launched our success, a stronger, more focused strategic communication program is essential.

Stronger communication stems from three parts – respect for our members' time and attention, listening to and applying member feedback, and developing clear, effective messages that use appropriate delivery methods and are evaluated for effectiveness. As CPHR Alberta continues to evolve, effective communication with all stakeholders plays a strategic role in positioning the Association as we continue to grow our influence. As we move forward, communication and branding activities take on increased significance in promoting a consistent identity and ensuring audiences understand our core values, buy into our path to the future, and act as the Association's ambassadors.

CPHR Alberta's social media channels, namely Twitter, have seen levels of engagement continually increase. Conference and online activities provide opportunities for further member engagement.

## Communication Business Plan

CPHR Alberta strives to improve communication with our stakeholders and will achieve this as we listen, understand, respond to and involve them in our operational activities. By working together, we can meet future challenges, manage change effectively, and create advocates for CPHR Alberta and the profession.

### Membership Communication

Email has been CPHR Alberta's primary form of communication with members. While this was well received in the past, members have raised concerns about the recent high volume of emails. As such, a more practical approach is required.

While members need access to timely information with respect to professional development offerings, conferences and general CPHR Alberta information, we believe that a transition to a web-based communication platform is the best long-term option as we move forward. Paired with social media, this will amplify our messages.

A web-based communication portal for members will be in place by the end of 2017.

### Focus Groups

CPHR Alberta's future success hinges on improving our understanding of industry trends and the impact those trends have on membership needs. As an expansion of our mantra, "you have spoken, we have heard", we plan to host annual focus group discussions within the Chapters to better understand member issues so that the CPHR Alberta team can improve alignment with our membership.

Member input will guide the development of relevant and timely communications, ensuring a match with what information members want, at a time that fits, via a channel they desire.

The Communications team will engage the Chapters to finalize the details associated with the 2017 focus group initiative.

## Senior Advisory Panels

A significant component of our membership hold senior-level positions, know the Alberta market and are considered long-standing members of the Association. As such, they possess a significant amount of knowledge and are well respected within their professional community.

Recognizing the need to improve engagement and therefore alignment with our members, access to senior-level HR practitioners is a key component to our communications plan. This complements the work underway with the Member Services team to increase senior-level professional development. To take advantage of this knowledge base, CPHR Alberta will develop Senior Advisory Panels throughout the Province.

The Advisory Panels will be strategically utilized in conjunction with other planned engagement activity, to realign CPHR Alberta's programs and services to reach this important audience of decision makers and leaders in the HR profession, as well as assisting Management to develop priorities for the future.

## Improved Transparency

Improved transparency and accountability are key components of our revised Business Plan. Access to CPHR Alberta Management and insights on the Association's plans and progress are essential components of the Communication team's program. The development of personal relationships with our members helps facilitate engagement and drive the exchange of timely information.

Effective 2017, CPHR Alberta management will be present at chapter meetings at least twice per year.

## Town Hall Meetings

Town Hall Meetings are an informal way to address the increasing need by members for more engagement. The Town Hall provides the venue to discuss the Association's strategic objectives, challenges and progress. Equally important, it provides the opportunity for timely feedback.

Building on the positive reception to our Town Hall in late 2016, beginning in 2017, CPHR Alberta will host quarterly web-based Town Hall meetings.

## Media Relations

In terms of Media Relations, CPHR Alberta lacks a media presence. The lack of a media focus limits CPHR Alberta's ability to advance our profile and promote the HR profession. A more aggressive position is required to support CPHR Alberta's strategic objectives and create Brand recognition.

In 2017, CPHR Alberta will build a network of media contacts across the province. To respond to media requests for comment, we will establish a list of CPHR Alberta-designated spokespeople who can quickly respond to the media. To support the initiative, designated spokespeople will receive media training. As a result, we will proactively pursue media opportunities to build awareness.

In addition to managing the media, we will develop white paper opportunities to position CPHR Alberta as a thought leader and promote content for various media outlets across the province, with a focus on Chapter communities.

Building on the proactive media approach identified in the Marketing plan, the Communications team will prioritize strategic media outreach to tell CPHR Alberta stories and leverage CPHR Alberta research, etc. Promoting CPHR Alberta insights into topical issues will build credibility as a "go to" source for media response on HR-related issues.

In addition, we'll develop a bank of key messages and be prepared to respond promptly and consistently to media requests. Media training will become a requirement, and will ensure that CPHR Alberta-designated spokespeople are trained to confidently and appropriately manage media interactions, contributing to an overall improved reputation for CPHR Alberta.

## Social Media

Social media provides an opportunity to engage with audiences on the platforms they actively tune into. As a marketer of information, it's important to leverage the power of content to build brand, influence demand and engage our audience. While CPHR Alberta has a social media presence and is increasingly active on Twitter, this approach requires a refresh and focus on delivering quality content and driving engagement. At the end of 2016, CPHR Alberta had successfully grown our follower audience to over 2,300 across Twitter and Facebook and had tweeted 5,500 times.

In 2017, CPHR Alberta will reassess its social media presence with a strong editorial schedule and develop plans to revitalize the program.

## Exit Interviews

Each year approximately 800 members leave the Association. While people choose to leave for various reasons, no attempt is made by CPHR Alberta to document the underlying issues and/or



convince members to reconsider their decision.

Beginning in 2017, CPHR Alberta will conduct exit interviews with members who have chosen to leave the Association, in an attempt to better understand the issues impacting member retention and to reduce future turnover rates.

## Member Engagement

Ensuring that CPHR Alberta members feel connected to the Association is vital. To supplement the actions documented in the Business Plan, management has developed an Engagement Plan to ensure CPHR Alberta members have opportunities to input into the Association's evolution. The Engagement Plan is currently under development. Future updates will be provided to members once they become available. The Engagement Plan is available as an Appendix to the Business Plan.

## Conclusion

CPHR Alberta's Communications team is committed to successful stakeholder engagement across a variety of platforms and reaching CPHR Alberta members throughout the member lifecycle. We are committed to reviewing our communication initiatives to advance best practices and to work together with stakeholders to align our approach with member direction.

Our success hinges on our ability to engage with members and other stakeholders to identify and respond to what we hear. Creating stakeholder value, advancing the HR profession and enhancing our reputation are key attributes to our strategic objectives.

CPHR Alberta's Communications team will advance a number of communication approaches to find the best combination of options to meet the needs of our stakeholders, increase awareness and positively position our members in the business community. A big piece of the team's commitment is to become more engaged and responsive – to ask and act on feedback, and then evaluate the results.



## GROWING OUR MEMBERSHIP

### Background

CPHR Alberta currently maintains approximately 6,000 members. They represent the industry sectors that drive our economy and they live and work in communities that reflect our diversity.

CPHR Alberta is committed to enhancing the value of the CPHR designation throughout the full life cycle of the HR professional by developing programs and services, building recognition in the broader community, and securing access to business and social networks to support their success.

## Current Position

The decline in the provincial economy combined with membership concerns with respect to the value of the designation, has resulted in approximately 800 members per year who leave the Association. The annual decline in membership is offset by the attraction of 700 new members per year. As a result, the size of the Association has remained somewhat constant since 2013.

CPHR Alberta recognizes that concerns with respect to the value of our services have had more of an impact on turnover, compared to the decline in the provincial economy. As such, member retention is a significant issue.

## Membership Growth Business Plan

Moving forward, it is our objective to strengthen the Association's relationship with its members and enhance the value of the designation through the execution of the Business Plan. By 2021, we are committed to reducing turnover and increasing membership recruitment rates by 50% such that, at the end of the five-year period, the size of the Association will be approximately 7,500.



## ACCREDITING POST-SECONDARY INSTITUTIONS

### Background

As the exclusive agency that coordinates the accreditation of HR programs at post-secondary institutions, CPHR Alberta adheres to a consistent set of standards and criteria to ensure the legitimacy of institutions. Students graduating from these Institutions with Human Resources degrees will meet the academic standards as developed by CPHR Alberta, and as a result be exempt from writing the National Knowledge Exam.

## Current Position:

There are 11 post-secondary institutions in Alberta that offer HR programs:

- University of Alberta
- University of Calgary
- Mount Royal University
- Athabasca University
- MacEwan University
- Southern Alberta Institute of Technology
- Northern Alberta Institute of Technology
- Bow Valley College
- Concordia University
- Red Deer College
- Norquest College

To date only one post-secondary institution has been officially accredited. The remaining 10 are in various stages of application development, review/assessment, and accreditation.

## Accrediting Post Secondary Business Plan

The accreditation of post-secondary institutions is an important component of CPHR Alberta's growth plan. Post-secondary schools represent a pipeline of potential new members who need to be cultivated and recruited to join the Association. As such, a significant focus of our future plan will concentrate on students enrolled in accredited HR programs.

Moving forward, our goal is to secure, at a minimum, one additional institution for accreditation per year, which will help drive consistency throughout post-secondary institutions and support membership growth.

APPENDIX: Table 1: Financial Projections 2017 - 2021

	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
Revenue					
Administration Revenue					
Annual Member Dues	1,725,000	2,020,000	2,120,000	2,290,000	2,485,000
Membership Fee – New Applications	60,000	65,000	75,000	80,000	85,000
Interest/Misc Income	15,000	15,000	15,000	15,000	20,000
Total Administration Revenue	1,800,000	2,100,000	2,210,000	2,385,000	2,590,000
Operation Revenue					
Member Service	75,000	75,000	75,000	75,000	75,000
Chapters	45,000	45,000	45,000	45,000	45,000
Conference	505,000	775,000	775,000	775,000	775,000
Business Development	290,000	335,000	410,000	525,000	525,000
Professional Development	150,000	165,000	185,000	200,000	220,000
Marketing & Communications	20,000	20,000	20,000	20,000	20,000
Total Operations Revenue	1,085,000	1,415,000	1,510,000	1,640,000	1,660,000
Regulatory Affairs & Research Revenue					
Professional Standards	235,000	235,000	235,000	235,000	235,000
Total Regulatory Affairs & Research Revenue	235,000	235,000	235,000	235,000	235,000
Total Revenue	3,120,000	3,750,000	3,955,000	4,260,000	4,485,000
Administration Expenses					
Legal & Audit Fee	20,000	25,000	20,000	20,000	20,000
Salaries & Benefit	1,270,000	1,450,000	1,575,000	1,715,000	1,805,000
Amortization Expense	50,000	50,000	50,000	50,000	50,000
Bank Charges/Credit Cards	60,000	75,000	80,000	85,000	90,000
Rent Expense	285,000	290,000	295,000	300,000	300,000
Office Administration	120,000	115,000	100,000	100,000	100,000
Total Administration Expenses	1,805,000	2,005,000	2,120,000	2,270,000	2,365,000
Board Expenses	75,000	80,000	80,000	80,000	80,000
Operations Expense					

Member Services	70,000	70,000	70,000	70,000	70,000
HR Conference	390,000	560,000	560,000	560,000	560,000
Chapters	90,000	90,000	90,000	90,000	90,000
Business Development	5,000	5,000	5,000	5,000	5,000
Professional Development	130,000	180,000	185,000	205,000	220,000
Marketing & Communications	40,000	100,000	100,000	100,000	100,000
Total Operations Expenses	725,000	1,005,000	1,010,000	1,010,000	1,045,000
Information Technology	185,000	190,000	190,000	190,000	190,000
Regulatory Affairs & Research Expenses					
Professional Standards	460,000	470,000	470,000	475,000	485,000
Total Regulatory Affairs & Research Expenses	460,000	470,000	470,000	475,000	485,000
Total Expenses	3,250,000	3,750,000	3,870,000	4,045,000	4,165,000
(Deficiency) Excess of Revenue over Expenses	(130,000)	\$0	\$85,000	\$215,000	\$320,000



Member Services

Communications And Engagement

Business Development

Professional Standards

Marketing

Post-Secondary Institutions

Regulatory Affairs

Growing Our Membership

One Piece Doesn't Tell The Whole Story  
We Make Sense Together

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