



**HUMAN RESOURCES
MANAGEMENT ASSOCIATION**

The Voice of the HR Profession

Human Resources Management Association 2015-2016 Strategic Plan



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An Abridged Description of the HRMA

The Human Resources Management Association (HRMA) is a not-for-profit organization specializing in the advancement of professional people practices. Committed to providing leadership in HR excellence, HRMA is the foremost professional association for HR professionals throughout the province of British Columbia and the Yukon.

Founded in 1942, HRMA is a democratic organization governed by a volunteer Board of Directors elected by the membership. As the largest HR association in Western Canada, HRMA has grown to include more than 5,500 members comprised of CEOs, directors of HR, consultants, educators, HR generalists, students and small-business owners.

As a member of the Canadian Council of Human Resources Associations (CCHRA), HRMA contributes to the setting of national standards for the Certified Human Resources Professional (CHRP) designation in collaboration with other provincial associations from across the country. In BC and the Yukon, HRMA is the sole grantor of the CHRP designation and is responsible for upholding industry standards.

HRMA's Vision:
Recognized as 'The Place' for Leading People Practices

HRMA's Mission:
Keep people first in the decisions of leaders

HRMA's Mandate:
Promote and enhance the profession and advance member value

HRMA also offers professional learning and networking opportunities including workshops, symposia, and events inclusive of an annual conference and tradeshow. Rounding out its service offerings, HRMA maintains a number of resources:

- The **Knowledge Centre** which supports an increase in the knowledge, strategic capability and impact of the Association's members and an increase in the importance and contribution of HR to organizational performance and the economy. The Knowledge Centre supports our members by providing tools such as research articles, whitepapers, and HR trend survey results.

- **PeopleTalk**, a quarterly magazine, is Western Canada's largest HR publication for industry professionals. The magazine provides lively features and insights from leading labour relations lawyers, business consultants, and other HR specialists. *PeopleTalk* reinforces HRMA's leadership position by delivering the latest in global HR news and insights into important business subjects.
- **HRVoice.org**, HRMA's dynamic information centre, provides ongoing thought-leadership, news and views gathered from the Association's research and learning function, PeopleTalk, blogs, other online sources, and Association initiatives. The site is comprehensively broken out by both topic and source, easily browsable by keyword search or tag cloud, and connects to all other aspects of HRMA's online presence. Content on the site is updated daily and readers can follow *HRVoice.org* via RSS feed, email or HRMA's social media channels.
- The **Respectful Workplace Centre**, an online resource, provides WorkSafeBC guidance, training and reference material to assist employers and employees to be compliant with BC's 2013 legal obligations regarding the responsibility to prevent and address bullying and harassing behaviours in the workplace.

Additionally, HRMA lends career assistance to its members through its **Job Board**, administers the **Professional Mentorship Program** and recognizes the efforts and accomplishments of members through annual **Professional Awards**.

Since its inception, HRMA has become the driving force of the HR profession through upholding industry standards, serving member needs, advancing professional people practices, and representing the profession at the highest levels. Moreover, HRMA has demonstrated its ability to endure, adapt, innovate, lead—attributes that legitimize the Association's potential to accomplish more as it ventures towards ambitious new undertakings and a re-styled destiny.

HRMA Guiding Principles

The execution of the strategic direction, the performance of established mandates or deliverables, and any corresponding tactics shall be guided by the following fundamentals:

POSITIVE BRAND RECOGNITION

HRMA places high value on the CHRP designation and capitalizes on strategic opportunities to optimize its relevance to members, stakeholders, and the public. HRMA actively strives to elevate the profile of, and reliance on, both the Association and the designation.

INFLUENCE

Motivated by a desire to grow the Association's influence and to expand the opportunities for its members, HRMA upholds the CHRP designation's credibility while escalating its visibility and authority in the public domain by acting as the 'voice of the HR profession.'

STEWARD OF COLLABORATION

HRMA harmonizes its standards, practices and objectives with those of its pan-Canadian counterparts – optimizing the reach and relevance of the profession and of the CHRP designation. Acting with trust and integrity, HRMA contributes to the enrichment of member experience jurisdictionally and nationally by articulating a uniform and collective value proposition which resonates with the profession from coast-to-coast.

EXCELLENCE IN MEMBER DEVELOPMENT

HRMA continues to pursue educational and professional development excellence and position CHRP designation holders as trusted business advisors, acknowledged HR specialists and accepted business leaders.

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STABLE MEMBERSHIP - STEADY GROWTH

HRMA is appreciative of its stable member base. The Association seeks to responsibly expand its membership through professional excellence, diversification, and outreach as conditions permit. To succeed, all organizations need internal development; HRMA has the will and determination to grow.

CORPORATE & ORGANIZATIONAL EXCELLENCE

HRMA is committed to fostering effective business practices leading to improved operational excellence. With continued regard for its core member service offering, HRMA continues to intensify its internal management efficiency and introduce administrative supports that promote clarity and fortify accountability. With the recognition that an association functions as a system in which all parts contribute to the success or failure of the whole, concerted effort will be directed to ensuring that all things effectually work together towards optimal outcomes.

SUSTAINABILITY

HRMA understands that it must thrive through changing economic conditions, in multiple milieus, while providing meaningful, differentiated results to all of its stakeholders. In pursuing a vibrant agenda, the Association is mindful of the interests of its members and constituents, and continues to safeguard for its ongoing viability.

SCALABILITY

Given the finite, yet elastic, nature of the Association's resources, HRMA is attentive to the scaling of its ambitions and activities in response to fluctuating market cycles and their impact on our resources. As such, HRMA commits to be prudent, but entrepreneurial — capitalizing on positive opportunities as they arise yet remaining nimble to less-advantageous circumstances.

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PERSISTENCE

HRMA is focused on, and committed to, its mission of “keep people first in the decisions of leaders.” Built through the perseverance of many HR practitioners, today’s HR management profession enjoys a high standing in the business community. The profession, having established itself as an indisputable business credential through strategic talent management, has become vital to the success of every organization.

Guiding principles in hand, HRMA is poised to lead, thrive, and succeed. Essential to the Association’s continued health and influence, the CHRP designation has taken its place in industry and is positioned to enjoy increasing authority and reward.



HRMA's New Strategic Direction

Building on the strong foundation previously established by the Association, HRMA is poised to pursue a renewed and bold strategic direction – one envisioned to create an enriched member and stakeholder experience. Through increased reach, visibility, and influence, HRMA is focused on advancement of the profession while honouring its long-standing virtues of trust, respect, and professionalism. As the profession approaches maturity, HRMA recognizes that the time has come to secure its position of leadership and to publicly exhibit its culture of excellence.

As the sole grantor in BC and the Yukon of the CHRP — a distinguished human resources designation and a respected business credential of choice —the Association is in the position to enshrine itself jurisdictionally and domestically while exploring international prospects.

The occasion to harmonize and to promote the rigour and quality of professional and practice standards of the pan-Canadian CHRP regime(s) is now within the profession's grasp, serving to strengthen its ethos of public trust, of protection of the public, of regulatory excellence and of its merit to self-regulate.

Concurrently, relationships with partners and collaborators such as academia, the business community, employers, legislators, and other like-minded associations will need to be sustained in order to maintain public confidence and endorsement of these important institutions.

The CHRP designation, which carries a high degree of professional and social responsibility, attests to: the evolution of the profession, the effective practice of the profession, its professional rigour, and its commitment to business and society at large. CHRPs and their association(s) are strong advocates of ethical professional practices and the exercise of due care in the conduct and performance of human resources management functions.

The Association, by leveraging its position as the strong and positive voice of the profession, will enhance HR's relevance to members, recruiters, consumers, and the public by acting as a meaningful thought leader, champion of social and economic development, and as a business influencer.

By following through on these goals, the Association will succeed in demonstrating the value of the CHRP brand, HR's contributions to ethical and effective business

practices, and to the preservation of public interest. By meeting these goals, HRMA solidifies CHRP's stature as the designation of diverse and trusted business advisors.

Towards these ends, the Board and senior management of HRMA met in October 2014 for a strategic planning meeting. The group analysed HRMA's current strategies, examined how the business environment has changed, and deliberated ways in which the strategic direction of the Association should evolve to meet these challenges. Moving forward, HRMA is committed to building the Association's standing while remaining focussed on the strategic direction.

As the agents of its members, and as the stewards of responsible human resource practice, HRMA is confident that the strategic planning meeting has been a positive and productive process - one which has captured the profession's key challenges and opportunities.

Anchored in its guiding principles, HRMA stands ready to be the protector of public interest, the leader within the profession, and an effective ambassador of both the CHRP designation and of the profession - demonstrating significant relevance and value to members and to their clients and consumers. As the Association contemplates implementation of its new strategic direction, the Board, management, staff and members can look forward to a challenging and exciting journey - one inspired by continued achievement.



HRMA's 2015-2016 Strategic Priorities

Through its deliberations, the Board and management of HRMA conducted a SWOT (strengths, weaknesses, opportunities, and threats) analysis of the Association. Recognizing that many of the Association's current strategies, tactics, programs and services continue to be relevant, a conscious choice was made to retain much of the Association's current framework, subject to continuing examination and refinement. The priorities identified herein do not serve to purge existing stratagem, but rather represent complementing strategies and considerations to bolster the Association's existing strategic framework. The Association does not seek to abandon its current source of success but, more accurately, to meaningfully build upon it.

Specifically, this plan is intended to preserve and to enrich:

- a service delivery offering that optimizes member value and satisfaction, while meeting the needs of the business community across BC and the Yukon;
- HRMA's position as 'the voice of the human resources profession' and of organizational leadership in BC and the Yukon; and
- the ability of HRMA to achieve and maintain financial and operational viability.

Intending to complement and to fortify existing activity, three new strategies have been endorsed:

1. As the champion of HR matters in BC and the Yukon, HRMA will diligently serve the public interest.
2. As the preeminent HR body in BC and the Yukon, HRMA will advocate for advancement in the field of human resources management and be the leader in elevating the recognition and observable value of HR professionals - and in particular of CHRP designation holders.
3. HRMA will experience sustained growth and increased member satisfaction, ensuring viability and continuity well into the future.

More on HRMA's Three New Strategies

1. As the champion of HR matters in BC and the Yukon, HRMA will comprehensively serve the public interest.

Strategic Description

The opportunity is before HRMA to pronounce itself as the principal agent that protects and serves the public interest. Representing a significant change in culture and process, the Association has the option to seek self-regulatory status in the province of BC and in the Yukon through empowering legislation. Accompanying such an undertaking, the Association needs to create the infrastructure to support self-regulation including support mechanisms, codes, and standards. In tandem, the Association is well positioned to evolve its product offerings and support to members through establishing a rigorous regulatory framework and the merit to self-regulate.

Measurement of Success

Ranging in intensity and magnitude, the Association will be required to carry out a number of developmental activities. Shorter-term success can be evaluated through successful passage of enabling legislation. In the long-term, success will be evaluated on the Association's ability to function as an authorized designated body. This is dependent on the Association's introduction and enforcement of mechanisms such as dedicated 'Rules of Professional Conduct,' compliance and disciplinary standards, and the production of member resources such as an 'HR Practitioners' Handbook' and a 'Commercial Recruiters' Manual.' These mechanisms reinforce the Association's commitment to professional care, high performance standards, and remedial recourse.

POSSIBLE TACTICS

- Pursue self-regulation
- Develop a Code of Ethics with corresponding Rules of Professional Conduct
- Develop a Compliance Standard emphasizing the duties of CHRP members and candidates providing also for fair investigation and discipline protocols
- Provide commercial resources and guidance in the form of manuals, handbooks, and quick guides (ex. HR Practitioners' Handbook, Commercial Recruiters Manual, Employee Relations Handbook, Conflict Resolution Guide, Job Evaluation Companion)
- Seek opportunities to work with and influence government
- Advocate for responsible socio-economic policy
- Effectively leverage media, tell the HRMA story reinforcing HRMA's pledge to its members and the public

2. As the preeminent HR body in BC and the Yukon, HRMA will advocate for advancement in the field of human resources management and be the leader in elevating the recognition and observable value of HR professionals – and in particular of CHRP designation holders.

Strategic Description

The opportunity is before HRMA to increase awareness of its value proposition to members, consumers, government, and the public. Through consistent implementation of the Association’s branding and key messages in advertising and promotion, HRMA will position itself as the advocate of responsible HR practice, as a thought leader, as a contributor to government policy, and as a testament to the quality of the CHRP designation. Moreover, through these tactics, the Association can harness, shape, and advance not only the standing and prestige of the profession, but also the profession’s acceptance in the marketplace.

Measurement of Success

Success will be demonstrated in a number of ways: increased visibility in the public domain, attraction of a greater numbers of members, more active solicitation from government in public matters, heightened demand for CHRP designates, greater public awareness and regard for the designation, and expanded media presence, to name but a few. Not mutually exclusive to this strategy, success can be assessed and attributed also by virtue of securing such milestones as self-regulatory status (Strategy 1 above) and sustained growth and member satisfaction (Strategy 3 below).

POSSIBLE TACTICS

- Refine the CHRP brand statement (consider what most resonates with members and most engages the public)
- Implement promotion plan/strategy outlining mediums and modalities to be pursued
- Deploy resources for advertising, sponsorship, trade shows
- Seek opportunities to partner with like-minded professional bodies in the conduct of research, advocacy initiatives, or other representations
- Government appearances
- Participate in speaking engagements that enhance visibility of the HRMA; preferably within academia and the business serving community (ex. Chamber, FEI, TMAC)

3. HRMA will experience sustained growth and increased member satisfaction, ensuring viability and continuity well into the future.

Strategic Description

Having stability, HRMA is positioned to anticipate the needs of members, of prospective and expanded membership categories, of government, business, academia, and the public. In so doing, the Association can more effectively identify and target new partnerships and relationships while growing its member base, broadening its value proposition, and generating momentum for continuing satisfaction. Taken together, HRMA's efforts will lead to heightened contribution and recognition – translating into amplified opportunity and prospect – ultimately converting into higher sustainability through reputational and financial reward. To achieve such success, HRMA will explore and affect member recruitment campaigns, expand its professional development delivery capacity, study its options in regards to offering membership in foreign markets, pursue Mutual Recognition Agreements and consider more diversified membership categories (ex. publicly listed entity, private business, NPO, professional independent service provider, academia, affinity partner, etc.).

Measurement of Success

Success will, in large part, be measured by increased membership and their participation in HRMA, resultant revenue streams, and other unquantifiable and unpredictable benefits or attributes. While it is reasonably expected to take several fiscal periods to recover initial investment and to realize full benefit, the goal is to increase interest in joining the Association and to experience a steady, yet gradual, growth in participation, satisfaction, sustainability, and capacity.

POSSIBLE TACTICS

- Affect member -growth strategies and membership campaign
- Consider conferring CHRP designation to select groups (i.e. those having post-secondary specialization in HR, MBA, PhD in management sciences)
- Explore Mutual Recognition Agreements with domestic cohorts and foreign counterparts
- Examine potential to export Canadian CHRP designation into foreign markets
- Expand categories of membership (having also surrogate product bundling options)
- Evaluate the prospect and feasibility of CHRP specializations
- Relying on technology, expand in, and diversify, the area of professional development for members and non-members.
- Proxy members to identify salient gaps and opportunities in service offerings

Operationalizing HRMA's Strategic Priorities

Leveraging its past achievements and equipped with a revitalized strategic direction, HRMA is primed to embark on a daring journey to better serve its varied constituents – members, prospective associates, business, academia, government, consumers, and the public-at-large. Nominal in number, HRMA's new strategic priorities represent an important shift in attitude, culture, and mandate – one that is both ambitious and courageous.

Endorsed by HRMA's Board of Directors, the Chief Executive Officer will begin the important work of bringing life to the organization's new strategic priorities:

- communicating the new strategies to staff and affected stakeholders;
- working closely with the Board, committees and staff to ensure congruence and harmony;
- establishing appropriate tactics and assignments;
- redeploying human and financial resources as required;
- developing milestones by which to monitor and measure progress;
- affecting necessary relationships and protocols; and,
- delivering on HRMA's pledge to its members and stakeholders.

Requiring HRMA to further define its value proposition will force the Association to focus on its deliberate aim. Delivery on these strategic priorities will enhance the Association's relevance and attract the appreciation of members by following through on HRMA's pledge: representation, recognition, expanded products and services, excellence.

HRMA members can rest assured that this renewed and revitalized strategic direction has been carefully and thoroughly crafted, producing a tightly-focused strategy and an inspiring vision for the future.

Strategy is about direction and about listening and responding to members and key stakeholders. It is also about learning what members want and expect from their Association and their designation. This new strategy achieves that goal and positions the Association and CHRP designation for future success.

Lead, Communicate, Motivate and Inspire...



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