

The logo for CPHR, with 'CP' in white and 'HR' in blue, set against a dark blue background with abstract teal and white geometric shapes.

British Columbia  
& Yukon

# Strategic Plan

2022-2025

[CPHRBC.CA](http://CPHRBC.CA)

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## People Leading Business

Every day, the Chartered Professionals in Human Resources of British Columbia and Yukon (CPHR BC & Yukon) propels the HR profession forward by supporting its members with education and advocacy. With more than 7,000 members, we are the voice of the HR profession.

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# CPHR BC & Yukon

## Strategic Goals

- » Our Vision is to be recognized as 'The Place' for leading people practices
- » Our Mission is to keep people first in the decisions of leaders

**In a complex and changing world of work, HR is more important than ever. It is our time to lead.**

To achieve our Vision and Mission, we need a strategy that truly advances the organization, its members, the business community and society - that leads us forward in the future of HR and the future of work.

**Our strategy is based on four Strategic Goals that will advance our work.**

Advance the value of the HR profession and the recognition of the CPHR designation

Influence and impact the HR profession, and communities at large, by embedding Diversity, Equity, Inclusion and Reconciliation across our work

Enhance the value proposition for members and the broader business community

Serve the profession and the public as leaders in the future of HR and the future of work

# Our Goals in More Detail

Each of our Strategic Goals is described in more detail below.

STRATEGIC GOAL	LONG-FORM
<p>Advance the value of the HR profession and the recognition of the CPHR designation</p>	<p>CPHR BC &amp; Yukon will continue to increase the value the HR profession and the CPHR designation bring to the business community and the public, and the awareness of that value amongst different audiences</p>
<p>Influence and impact the HR profession, and communities at large, by embedding Diversity, Equity, Inclusion and Reconciliation across our work</p>	<p>CPHR BC &amp; Yukon will help advance a fair and just world, through our influence and impact on HR and the business community, by embedding Diversity, Equity, Inclusion and Reconciliation across our work</p>
<p>Enhance the value proposition for members and the broader business community</p>	<p>CPHR BC &amp; Yukon will enhance the value it provides to members and the broader business community by increasing options and opportunities for engagement to meet diverse needs, and by expanding relationships and partnerships</p>
<p>Serve the profession and the public as leaders in the future of HR and the future of work</p>	<p>CPHR BC &amp; Yukon will bring ideas, resources and services to members, the business community, and the public to help lead, navigate, and shape the future of HR and the future of work</p>

# Concepts Behind Goals

Each goal embeds and reflects a number of concepts. These are outlined below.

STRATEGIC GOAL	KEY CONCEPTS	WHY THIS GOAL?
<p>Advance the value of the HR profession and the recognition of the CPHR designation</p>	<ul style="list-style-type: none"> <li>» Continuing to raise the profile of the designation</li> <li>» Sustaining rigour, quality</li> <li>» Embedding the competency model and standards</li> <li>» Championing ethics, integrity, and public interest</li> <li>» Communicating and marketing the designation</li> <li>» Embedding the designation (e.g., in education, job requirements, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>» Advancing the recognition of the designation serves existing members and fuels the growth and sustainability of the organization</li> <li>» In parallel, advancing the value of the profession (including and beyond the designation) brings in the public interest while also having virtuous mutual reinforcement with the designation</li> </ul>
<p>Influence and impact the HR profession, and communities at large, by embedding Diversity, Equity, Inclusion and Reconciliation across our work</p>	<ul style="list-style-type: none"> <li>» Organization's own DEI+R</li> <li>» Embedding these ideas in the organization's work on all fronts</li> <li>» Supporting members and others to lead in this area</li> </ul>	<ul style="list-style-type: none"> <li>» Show that the organization will be a leader here; especially important here when it is highly linked to the work of the profession</li> <li>» Make a difference that gets amplified through the work of members and the broader business community</li> <li>» Be visibly relevant/ current and ready to lead in this area, which is important to the organization's audiences</li> </ul>

# Concepts Behind Goals

STRATEGIC GOAL	KEY CONCEPTS	WHY THIS GOAL?
<p>Enhance the value proposition for members and the broader business community</p>	<ul style="list-style-type: none"> <li>» Member value as an imperative</li> <li>» Diverse membership and needs/wants</li> <li>» Engagement of non-member audiences</li> <li>» Customization and accessibility</li> <li>» Partnering for research, thought leadership, profile of the profession/ designation, etc.</li> <li>» Elevating the brand through its profile</li> <li>» Attracting sponsors and other non-dues revenue sources</li> <li>» Embedding the designation and competency profile in post-secondary</li> </ul>	<ul style="list-style-type: none"> <li>» As a member organization, need to prioritize value to members; this recognizes that sources of value may vary, and members are diverse</li> <li>» Also aspire to have relevance and credibility as a go-to for CEOs, operational leaders, and others; members are not the only audience for engagement</li> <li>» Drive sustained growth to ensure viability and continuity [was a 2016-2019 goal]</li> <li>» Secure the presence of the organization and designation with influential groups (post-secondary, professional associations, etc.)</li> <li>» Access unique expertise and resources in service of other goals</li> <li>» Increase revenue, including sponsorship, global/international revenue development</li> </ul>
<p>Serve the profession and the public as leaders in the future of HR and the future of work</p>	<ul style="list-style-type: none"> <li>» Leading; both in the sense of looking to the future and in the sense of being a positive force</li> <li>» Public interest/public service</li> <li>» Future of work</li> <li>» Future of HR</li> <li>» Keeping the path open for future self-regulation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>» Bring in the ideas around both the future of HR and more broadly, the future of work since this is also HR's path to increased profile and importance</li> <li>» Connect to broader audiences as part of elevating the brand – a go-to source for more than the membership</li> <li>» Explicit linkage to the public interest, which is a foundation for future self-regulation</li> </ul>



# Advance the value of the HR profession and the recognition of the CPHR designation

CPHR BC & Yukon will continue to increase the value the HR profession and the CPHR designation bring to the business community and the public, and the awareness of that value amongst different audiences

POSSIBLE TACTICS	SUCCESS MEASURES
<ul style="list-style-type: none"> <li>» Generate research/thought leadership on timely topics, working with partners; target HR audience, CEO/business audience               <ul style="list-style-type: none"> <li>- Hire research consultant or contractor</li> <li>- Identify and pursue key partnerships</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Survey data</li> <li>» Perception of the designation and its value to them, businesses, and the public.</li> </ul>
<ul style="list-style-type: none"> <li>» Create a media relations/public relations staff position to respond to emerging issues, determine where to take position and engage media               <ul style="list-style-type: none"> <li>- Hire employee</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Publication rates for different kinds of pieces – e.g., major reports with partners, social media engagement on key topics, media mentions, search engine clicks, etc.</li> </ul>
<ul style="list-style-type: none"> <li>» Continue a broad government relations strategy to help shape policy               <ul style="list-style-type: none"> <li>- Continued work with Public Policy Committee</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Perception of the Association and profession</li> </ul>
<ul style="list-style-type: none"> <li>» Continue to actively participate in national standards and work to elevate the profession               <ul style="list-style-type: none"> <li>- Ongoing review and assessment of national standard (exam, comp framework, CPD, ethics course)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Recognized contributions from the national body</li> </ul>
<ul style="list-style-type: none"> <li>» Launch and maintain ad campaign and brand awareness efforts               <ul style="list-style-type: none"> <li>- Design work, media buys, content creation etc.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Media hits, metrics, media contracts</li> </ul>
<ul style="list-style-type: none"> <li>» Initiate HR trend and market surveys               <ul style="list-style-type: none"> <li>- Align with and utilize partners where available</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Publication rates for pieces, social media engagement</li> </ul>
<ul style="list-style-type: none"> <li>» Position CPHRs as experts in HR and beyond               <ul style="list-style-type: none"> <li>- Offer expertise to partners</li> <li>- Create a speakers bureau of member expert</li> <li>- Sponsor partnered quality content</li> <li>- Annual recognition of new designates and</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» CEO/business community survey</li> <li>» Focus group feedback and brand trust</li> </ul>



# **Influence and impact the HR profession, and communities at large, by embedding Diversity, Equity, Inclusion and Reconciliation across our work**

**CPHR BC & Yukon will help advance a fair and just world, through our influence and impact on HR and the business community, by embedding Diversity, Equity, Inclusion and Reconciliation across our work**

POSSIBLE TACTICS	SUCCESS MEASURES
<ul style="list-style-type: none"> <li>» Engage staff to identify opportunities for DEI+R inside the organization as well as in the service/ offerings               <ul style="list-style-type: none"> <li>- Staff survey</li> <li>- Staff training</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Staff survey data</li> <li>» Data and experiences of DEI+R</li> </ul>
<ul style="list-style-type: none"> <li>» Engage the Board to identify opportunities to strengthen board's own DEI+R and board's oversight of the organizations DEI+R               <ul style="list-style-type: none"> <li>- Board survey</li> <li>- Board training and annual upskilling</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Board health check</li> <li>» Board diversity and skills matrix data</li> <li>» Evaluate training results</li> </ul>
<ul style="list-style-type: none"> <li>» Review and summarize annually across the strategic goals and associated plans to see how DEI+R is being advanced through the organization's work               <ul style="list-style-type: none"> <li>- Audit of work done</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Audit scorecard</li> </ul>
<ul style="list-style-type: none"> <li>» Enhance accessibility of the HR profession and CPHR designation, which emphasizes inclusivity and membership growth and diversity               <ul style="list-style-type: none"> <li>- Outreach to underrepresented groups</li> <li>- Hire facilitator/consultant and run focus groups</li> <li>- Bursary program to support diversification of membership</li> <li>- PD programming inclusive of all demographics</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Group feedback survey</li> <li>» Focus group results</li> <li>» Audit scorecard</li> </ul>
<ul style="list-style-type: none"> <li>» Support members, and others, to lead in the DEI+R space               <ul style="list-style-type: none"> <li>Additional PD staff</li> </ul> </li> <li>» Promote &amp; lead by example (50/30, hiring practices, speaker diversity and representation)               <ul style="list-style-type: none"> <li>- Toolkit partnership, i.e.. Sponsor HR Tech DEI Resource</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Member satisfaction survey</li> </ul>



# Enhance the value proposition for members and the broader business community

CPHR BC & Yukon will enhance the value it provides to members and the broader business community by increasing options and opportunities for engagement to meet diverse needs, and by expanding relationships and partnerships

POSSIBLE TACTICS	SUCCESS MEASURES
<ul style="list-style-type: none"> <li>» Gather insight to determine ways to be inclusive and encourage engagement               <ul style="list-style-type: none"> <li>- Member surveys, focus group, town hall and events</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Member survey data</li> <li>» Perception of value/ROI</li> <li>» Member profile/diversity of multiple dimensions</li> <li>» CEO/business community survey or focus group feedback</li> </ul>
<ul style="list-style-type: none"> <li>» Showcase the expertise that staff and members have to the broader business community               <ul style="list-style-type: none"> <li>- Slide deck pitching our expertise and out reach opportunities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Awareness of the organization</li> <li>» Engagement/use of resources</li> </ul>
<ul style="list-style-type: none"> <li>» Develop focused strategies for selected prioritized industries and professional associations around enhancing the value proposition               <ul style="list-style-type: none"> <li>- Get in front of large audiences from other professions via sponsorship</li> <li>- Pilot approaches to serving non-HR leaders in other professional groups</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Member customization data</li> <li>» Use/awareness</li> <li>» Insights into value</li> </ul>
<ul style="list-style-type: none"> <li>» Examine customization of offerings for members               <ul style="list-style-type: none"> <li>- Leverage database to be able to customize offering</li> <li>- More targeted communications to members</li> <li>- More targeted PD to serve and engage larger portions of the membership</li> <li>- Test and refine various approaches to customization</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Gated content, social media traffic, web traffic, etc.</li> <li>» Profile/mix of those accessing resources/content</li> <li>» Spot surveys of perceived value</li> </ul>
<ul style="list-style-type: none"> <li>» Cultivate sponsor/partner opportunities that create member value and revenue growth               <ul style="list-style-type: none"> <li>- Evaluate current sponsor opportunities and enhance offerings</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Execution of partner/stakeholder relationship strategies (milestones)</li> <li>» Revenue growth in areas of advertising and sponsorship</li> </ul>



# Serve the profession and the public as leaders in the future of HR and the future of work

CPHR BC & Yukon will bring ideas, resources and services to members, the business community, and the public to help lead, navigate, and shape the future of HR and the future of work

POSSIBLE TACTICS	SUCCESS MEASURES
<p>» Create a media relations/ public relations staff position to respond to emerging issues, determine where to take position and engage media (as stated in Goal 1)</p> <ul style="list-style-type: none"> <li>- Hire employee</li> <li>- Identification of priority areas of thought leadership</li> </ul>	<p>» Execution of a thought leadership and research strategy and plan (milestones)</p>
<p>» Partner with national body to promote findings in both directions</p> <ul style="list-style-type: none"> <li>- Communicate to members and broader business community through events, newsletters, social media etc.</li> </ul>	<p>» National body recognition</p>
<p>» Contribute to development and promotion of HR standards and policy</p> <ul style="list-style-type: none"> <li>- Leverage member base (ISO, Public Policy)</li> </ul>	<p>» Member engagement and national body recognition</p>
<p>» Develop strategies and plans to generate and share research and thought leadership (including via partners)</p> <ul style="list-style-type: none"> <li>- Leverage third party resources and content (e.g. KPMG, Conference Board of Canada, Great Place to Work)</li> </ul>	<p>» Member satisfaction survey</p> <p>» Media response and hits</p>
<p>» Continue to leverage content, resources and research data from national and international partners</p> <ul style="list-style-type: none"> <li>- Communicate to members and broader business community through events, newsletters, social media etc.</li> </ul>	<p>» Member satisfaction survey</p> <p>» Media response and hits</p>

# CPHR BC & Yukon Guiding Principles

**The execution of the strategic direction, the performance of established mandates, and the execution of corresponding tactics shall continue to be guided by the following fundamentals:**

## **POSITIVE BRAND RECOGNITION**

CPHR BC & Yukon places high value on the CPHR designation and capitalizes on strategic opportunities to optimize its relevance to members, stakeholders, and the public. CPHR BC & Yukon 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, CPHR BC & Yukon upholds the CPHR 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**

CPHR BC & Yukon harmonizes its standards, practices and objectives with those of its Pan-Canadian counterparts – optimizing the reach and relevance of the profession and of the CPHR designation. Acting with trust and integrity, CPHR BC & Yukon 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**

CPHR BC & Yukon continues to pursue educational and professional development excellence and position CPHR designation holders as trusted business advisors, acknowledged HR specialists and accepted business leaders.

## **STABLE MEMBERSHIP - STEADY GROWTH**

CPHR BC & Yukon 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; CPHR BC & Yukon has the will and determination to grow.

## CORPORATE & ORGANIZATIONAL EXCELLENCE

CPHR BC & Yukon is committed to fostering effective business practices leading to improved operational excellence. With continued regard for its core member service offering, CPHR BC & Yukon 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.

## INNOVATION

CPHR BC & Yukon recognizes the rapidly changing world we live and work in. As our context evolves, so do we; our members and constituents need us to innovate in our own work and in how we serve and support them. They also call on us to help them innovate, respond to innovation, and navigate through change and ambiguity so that together we advance the impact of the profession.

## ESG AND SUSTAINABILITY

CPHR BC & Yukon understands that it must thrive through changing economic conditions, in multiple milieus, while providing meaningful, differentiated results to all its rightsholders and 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. It employs strong Environmental, Social and Governance (ESG) practices to ensure organizational sustainability.

## SCALABILITY

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

## PERSISTENCE

CPHR BC & Yukon 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.

**People Leading Business**

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