



Strategic Plan

2025–2028

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Message from the Board of Directors

Over the past several years, CPHR BC and Yukon has demonstrated the strength, stability, and forward-thinking leadership that define a high-performing professional association.

With the foundation laid by our previous strategic plan, we have navigated uncertainty, invested wisely, and expanded our role as a trusted voice for the HR profession. Today, we stand strong – fiscally sound, operationally resilient, and deeply connected to our diverse members.

This strategic plan is not a reinvention. It is a thoughtful evolution of our work – a natural next step for an organization that is already inclusive and impactful. Guided by insight from our members and a clear understanding of the rapidly changing world of work, this plan reinforces our commitment to putting people first in the decisions of leaders.

Our focus over the next phase of our evolution will be on strengthening our member community, sustaining the systems that make us resilient, and amplifying our voice and presence across the province, the territory, and beyond.

As we continue to shape the HR profession for the future, we remain grounded in what has always defined us: integrity, quality, and a deep commitment to serving the public good.

We are proud to share this plan with our members – and proud to move forward with the confidence that comes from listening our community, learning from our legacy, and leading with purpose.

The Board of Directors
CPHR BC and Yukon

Vision and Mission

At CPHR BC and Yukon, our work is grounded in a clear sense of purpose and direction. Our vision describes the future we are working to create. Our mission defines our role in making that vision a reality. Together, they provide a foundation for the strategic priorities that will guide our decisions and actions over the next few years.

Vision

To keep people first in the decisions of leaders.

Our vision expresses a deeply held belief about the role of HR in shaping organizations and society. It is a call to ensure that leadership decisions—whether about strategy, policy, or culture—are grounded in the value of people. By keeping people first, organizations build trust, drive performance, and make decisions that are both ethical and effective. As the professional association for human resource professionals in BC and the Yukon, our work strengthens this principle across the HR profession and beyond.

Mission

We shape the HR profession to expand its influence—grounded by integrity, driven by trust, and guided by the needs of our members.

Our mission reflects how we do our work. We shape the profession through standardization, professional development, thought leadership, and advocacy. Our commitment to integrity and trust is not abstract; it is demonstrated each day in the high standards we uphold, the insights we gather from our members, and the credibility we have built over time. We know that when the HR profession is strong and influential, it creates positive change for people, workplaces, and communities.



Strategic Goals

1 Strengthen Community, Connection, and Career Value

- Deepen our understanding of member needs and experiences
- Build pathways for career growth, learning, and connection
- Strengthen belonging and participation in the CPHR community

2 Advance Relevance Through Innovation and Stewardship

- Lead as a resilient and future-ready organization
- Integrate education and resources on digital tools and transformation
- Embrace innovation and continuous improvement

3 Amplify Our Voice, Influence, and Impact

- Strengthen our voice in public policy and advocacy
- Build partnerships that extend our reach and relevance
- Elevate the profile and recognition of the CPHR designation

1

Strengthen Community, Connection, and Career Value

Deepen our understanding of member needs and experiences

By leveraging data, research, and engagement strategies, we will better understand the goals, challenges, and expectations of members across regions, demographics, and career stages. These insights will guide how we design programs, segment services, and measure value, ensuring that our offerings stay relevant and responsive to a rapidly changing profession.

Build pathways for career growth, learning, and connection

We will support members in advancing their careers by curating development opportunities, enabling mentorship and peer learning, and showcasing the expertise of our community. By creating more ways for members to grow professionally and connect meaningfully, we reinforce the value of membership at every stage of the career journey. This will help grow our membership through increased relevance.

Strengthen belonging and participation in the CPHR community

Expanding meaningful opportunities for members to engage with the association will foster a sense of connection to the profession and to each other. When members see themselves reflected in this diverse and inclusive community and feel that their contributions matter, we know they are more likely to stay, lead, and serve as champions of our profession.



2

Advance Relevance Through Innovation and Stewardship

Lead as a resilient and future-ready organization

We will enhance the internal structures, systems, and governance practices that enable us to adapt quickly, manage risk wisely, and deliver consistently. This includes strengthening our business operations, attracting and retaining skilled staff, and ensuring the organization is equipped to respond to emerging needs and opportunities. By integrating digital tools, data, and automation, we will deliver more personalized, accessible, and impactful services to our members.

Embrace innovation and continuous improvement

Encourage organizational learning and experimentation by developing internal capabilities, supporting reflective practices, and testing new approaches. We will evolve alongside our members, modelling curiosity and adaptability, responding with confidence to a changing environment.

Integrate education and resources on digital tools and transformation

We will empower members to thrive in a rapidly evolving HR landscape by curating educational experiences that foster future-readiness. By inspiring members to embrace new tools and innovative approaches, we will help them anticipate trends, drive organizational change, and remain competitive.



3

Amplify Our Voice, Influence, and Impact

Strengthen our voice in public policy and advocacy

By investing in government relations and structured advocacy, we will ensure CPHR BC and Yukon is a credible and consistent voice on issues that affect people, workplaces, and the HR profession. We will participate in conversations that shape decisions that matter to our members and elevate the role of HR across our region's diverse sectors.

Build partnerships that extend our reach and relevance

We will expand collaboration with professional associations, industry organizations, and aligned networks - locally, nationally, and globally. These strategic partnerships will help us deliver more value to our members, open doors to new audiences, and position CPHR as a connector and leader in the broader ecosystem of work.

Elevate the profile and recognition of the CPHR designation

By advancing a clear and compelling brand strategy, we will promote the credibility of our designation and the expertise of our members. Storytelling, targeted outreach, and expanded visibility will strengthen recognition of CPHRs as essential contributors to organizational success in BC, the Yukon, and beyond.



The Values that Guide Us

Our strategic direction is about more than what we do; it's about how we do it. Our values shape how we make decisions, how we serve our members, and how we show up as leaders in the HR profession.

INTEGRITY

We hold ourselves to high standards and act in ways that earn the trust of our members, partners, and the public. We are clear in our purpose and consistent in our commitments.

INNOVATION

We listen actively, learn continuously, and adapt boldly – using insight as the spark for innovation in service of our members.

LEADERSHIP

We are shaping the HR profession for the future. That means showing up with clarity, courage, and curiosity – and supporting others to do the same.

COMMUNITY

We believe in the strength of a connected profession. By fostering a sense of belonging, we help members build relationships that support their careers and elevate our profession across sectors.

STEWARDSHIP

We honour the trust placed in us by managing our resources wisely, planning for the long term, and ensuring our systems are resilient and future-ready.

INCLUSIVITY

We cultivate a culture to remove barriers, elevate diverse voices, and ensure everyone has equitable access to participate and contribute. By embracing diverse perspectives, we strengthen our profession and create space for everyone to thrive.

Our Commitment

This plan reflects the strength of our association and the promise of our profession. CPHR BC and Yukon has always stood for integrity, quality, and leadership. Today, those commitments matter more than ever.

As HR professionals, we are informing the decisions that shape people's lives, organizations, and communities. We have earned the trust of leaders, and with this plan we will continue to amplify the influence of our profession.

Implementation of this plan will be led by our staff team, who will bring its priorities to life through annual business planning and member-driven programs. The Board will oversee this work, ensuring that every step remains aligned with our vision and responsive to the needs of our members. Together, we will carry this plan forward with clarity and purpose.

Success will be measured in more than numbers. It will be reflected in the pride members feel in belonging to this community, in the recognition of the CPHR designation as a mark of excellence, and in the influence we have in shaping workplaces so that people come first in leadership decisions.

Our members are part of a profession that is trusted, future-focused, and essential. With this plan as our guide, we will continue to grow our voice, strengthen our community, and lead with integrity and trust. We invite our members to share in that work, and to take pride in being part of a profession that is shaping the future.

