

Annual Report 2016-2017

THE PATH TO LEADERSHIP

“Change takes guts.
It takes imagination.
It takes commitment.”

– John Taylor



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Vision

CPHR is a premiere brand and household name in Manitoba. Through our 2,500 members, we are a self-regulated body and partner with business, sponsors and education.

Our members are viewed as strategic leaders in public policy and private sector innovation and make a significant impact across diverse communities throughout Manitoba.

Mission

Advancing the human resource profession – driving business excellence.

Values

- Leadership
- Integrity
- Accountability
- Excellence
- Maximizing Potential
- Balancing Interests
- Healthy and Productive Communities

Volunteers

BOARD OF DIRECTORS

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 COO and VP – HR, Mondetta
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 Immigration Lawyer, Aikins MacAulay
 & Thorvaldson LLP

–

DIRECTOR AT LARGE – Erin Polcyn Sailer, CPHR
 Senior Advisor, Clerk of Executive Council,
 Province of Manitoba

–

DIRECTOR AT LARGE – Kathy Randall, CPHR
 Director, Human Resources,
 Maxim Truck & Trailer

–

DIRECTOR AT LARGE – Ryan Savage, LLB
 Partner, Taylor McCaffrey LLP

–

Staff

RON GAUTHIER

Chief Executive Officer & CPHR Registrar

Reporting to the Board of Directors, Ron is responsible for the achievement of CPHR Manitoba's mission, operational plans, and financial objectives in support of CPHR Manitoba's vision. Working closely with the Board, Ron collaborates to identify, develop, and implement the Association's strategy, programs, etc. Ron is also the CPHR Registrar for the province of Manitoba.

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LINDSEY BARNETT

Events & Marketing Coordinator

Reporting to the Manager, Events, Sponsorship and Marketing, Lindsey is responsible for the coordination and marketing of all CPHR Manitoba events, in collaboration with volunteer committees.

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LORI BRÛLÉ

Manager, CPHR Designation

Reporting to the Chief Executive Officer, Lori is the first point of contact for members and is responsible for the recruitment and retention of the membership by effectively communicating benefit offerings, providing consultation services, and responding to all membership inquiries. Lori is dedicated to increasing customer satisfaction to all CPHR Manitoba's members.

–

LAURA HAINES-MORRISSETTE

Manager, Events, Sponsorship & Marketing

Reporting to the Chief Executive Officer, Laura is responsible for all aspects of planning, coordination, delivery and marketing of all CPHR Manitoba special events, in collaboration with volunteer committees to deliver valued programs, exceed customer satisfaction and achieve budgets.

Board Committees

- Board of Directors
- Audit Committee
- Awards Committee
- Membership Committee
- Professional Conduct Committee
- Professional Standards Committee
- Self-Regulation Steering Committee

Staff Committees

- Conference Committee
- Experience Assessment Committee
- Awards Gala Nominations Committee
- CPD Audit Committee
- Professional Points Panel

Chapters

- Pembina Valley Chapter Advisory Committee
- Westman Chapter Advisory Committee

2017 Member Survey Findings:

WHO ARE OUR MEMBERS?

- 79% women, 21% men

- 63% work in organizations with 250 or more employees

Age of our members:

- 2.24% are 18-24
- 12.32% are 25-30
- 29.13% are 31-40
- 29.69% are 41-50
- 22.97% are 50-59
- 3.64% are over 60

Across Canada, there have been significant changes in the Human Resource professional landscape and our Board and Leadership Team have made sure that we are positioning CPHR Manitoba and our membership to take full advantage of these changes for everyone's benefit.

This year we passed the halfway point of our 2014-2019 Strategic Plan and our progress against our four main strategic goals continues to strengthen CPHR Manitoba and align us well with the progress taking place across the country.

HRMAM, along with all other provincial member associations and the Canadian Council of Human Resources Associations (CCHRA), renamed their organizations this year and rebranded to align nationally and increase recognition for the newly named Chartered Professionals in Human Resources (CPHR) designation. CPHR Manitoba was one of the first to announce our name change, in February.

In the spring, a national marketing campaign was launched to increase the perceived value of CPHRs among Canadian business leaders. In Manitoba, we launched a Provincial campaign to reinforce the message here.

The revised Code of Ethics and Rules of Professional Conduct was developed by CPHR Canada this year, and we incorporated it into our member renewal process.

CPHR Canada continues to expand our role as the voice of HR in Canada. We are Canada's representative on the North American Human Resources Management Association (NAHRMA) and the World Federation of People Management Associations (WFPMA) and we recently signed Memorandums of Understanding (MoU) to collaborate with: the Society for Human Resource Management (SHRM) U.S., the world's largest HR professional society; the Australian Human Resources Institute (AHRI), the Bangladesh Society for Human Resource Management (BSHRM), the Singapore Human Resources Institute (SHRI), and the Canadian Employee Relocation Council (CERC).

A recent trip to Ottawa introduced CPHR Canada to federal political leaders and key stakeholders in the Nation's capital.

As we build on this momentum, we continue to advance another of our strategic objectives – positioning CPHR Manitoba and the profession as thought leaders. In 2016-2017 we continued our partnerships with the Winnipeg Chamber of Commerce and Manitoba Chambers of Commerce as well as the Chambers in many of our Chapter communities throughout the province. Reaching the business community through these relationships

helps demonstrate the value of the CPHR designation to the business community.

Being thought leaders requires that we develop and enhance our own knowledge base about our industry. To this end, three research studies were conducted this year, the bi-annual Western HR Trends, which was completed by members in both the spring and fall and a National Salary Survey that was commissioned by CPHR Canada.

Manitoba has also led the nation in the newly launched Post-Secondary Institute (PSI) Accreditation Program. Since last summer, we've accredited six programs in Manitoba. We are striving to accredit the remaining HR programs offered at our partner institutions, providing enhanced opportunities for students to become CPHR Candidates following graduation.

As well, additional new paths to the CPHR designation were introduced by CPHR Canada and implemented by CPHR Manitoba including an 8-year experience requirement for those without a university degree and a 10-year Senior Level Experience option.

The health of the organization is a board priority that continues to improve. CPHR Manitoba continues to see growth in our membership numbers, with an increase of 1.9% in 2016-2017.

With an operating surplus of \$44,464, the board has put another \$50,000 into our internally restricted reserve bringing it to \$225,000. Our target is 50% of our annual operating budget.

Moving CPHR Manitoba toward self regulation is our final key board priority. The finishing touches were being made to our submission for self-regulation at the close of the 2016-2017 business year. We are looking forward to making an official submission early next fiscal year. CPHR Manitoba continued to educate members on self-regulation leading up to the submission and a pulse check in the 'Members as Owners Survey' conducted in the fall revealed that the majority of the membership was in favour of the association seeking self-regulatory status.

This was a year defined by monumental strides forward for HR across Canada and for CPHR Manitoba and I am looking forward to the year to come. I want to take this opportunity to thank my fellow board members, committee members and staff for all the hard work you have put in this year. Your vision for the association and the HR profession in Manitoba is what continues to drive us forward. Our progress to date is the direct result of all your hard work and dedication. I am proud to be part of CPHR Manitoba and am looking forward to another exciting year as the Chair of the Board of Directors in 2017-2018.



NISH VERMA

2016-2017 was a year marked by changes and transitions for CPHR Manitoba.

In November, we announced that the name of the designation was changing to Chartered Professionals in Human Resources. In February, we launched our new association name and the new brand, which was followed closely by a national marketing campaign to bring awareness to the CPHR brand. The campaign focused on the two target audiences of business leaders and potential CPHRs with the intent of increasing awareness around the value that CPHRs provide to business leaders. The tagline, "Ask Me – I'm a Chartered Professional in Human Resources" was the focus of the national online ad campaign.

CPHR Manitoba leveraged the national efforts by engaging in a marketing campaign of our own here in Manitoba with a television commercial on CTV, advertising in the Winnipeg Free Press, sponsorship of the Winnipeg Chamber of Commerce's State of City event, ads on the scoreboard rings during the last 8 Winnipeg Jets home games and a ribbon ad in Investors Group Athletic Field for the 2017 Blue Bombers season. All ads included the "Ask Me – I'm a Chartered Professional in Human Resources" tagline and were selected based on their ability to be seen by the business community.

With CPHR Canada's introduction of additional routes to attaining the CPHR designation, the summer months of 2016 focused on implementing the new routes here in Manitoba. Focus was placed on working with our post-secondary partners to accredit the HR programs offered across the province into the Post-Secondary Institution (PSI) Accreditation Program. Our first accredited program was announced in October and 5 more programs followed suit, for a total of 6 accredited programs by the end of the 2016-2017 year. Graduates of these programs can apply for an NKE waiver, and if approved, will become a CPHR Candidate without the requirement of writing the National Knowledge Exam (NKE).

The Senior Level route was also finalized and we will be accepting applications for the September 2017 Validation of Professional Experience (VPE) intake.

A change that affected all members this year was the introduction of a revised Code of Ethics and Rules of Professional Conduct, developed by CPHR Canada

and adopted by CPHR Manitoba. The Code applies to all members and agreeing to the terms of the Code was incorporated into the membership renewal process for 2017-2018.

Our professional development (PD) offerings continue to expand each year. 2016-2017 was no exception, with a total of 9 workshops and 5 Executive Breakfast events being held in Winnipeg and 2 workshops being held in each of the Westman and Pembina Valley Chapters. The focus of our PD calendar continues to be relevant, timely topics that are not readily offered.

Our largest event of the year, the HR & Leadership Conference, took place on October 25 & 26, 2016 with over 350 people taking part.

Our 2017 HR Excellence Awards celebrated a record number of nominees: 27. Over 270 attendees celebrated the great work of our members.

The staff continue to support the Board of Directors in achieving self-regulation. An official invitation to submit our application to the Minister of Finance, Cameron Friesen was received earlier this year in response to a letter CPHR Manitoba sent to Premier Brian Pallister informing him of our intent to seek self-regulation. The staff worked with the Self-Regulation Steering Committee to draft CPHR Manitoba's submission that will be officially sent to the province later this year with letters of support from our partners and stakeholders.

Annual 'Member as Customers Survey' results:

- 91% are satisfied with CPHR Manitoba's customer service
- 79% see value in the Mentorship Program
- 86% find the Job Board to be a valuable tool
- 74% of CPHR members in Manitoba make over \$70,000 annually

It has been a year marked by changes and transition for CPHR Manitoba. With the strides made on the journey towards self-regulation, the years to come will continue to be instrumental to the association and the CPHR designation. The strides we have made would not have been possible without the dedicated efforts of our Board, staff, committees, partners and sponsors. I am looking forward to the coming year and building upon the successes of 2016-2017.



RON GAUTHIER

In October 2016, the Canadian Council of Human Resources Associations (CCHRA) announced that it was changing its name to CPHR Canada and the Certified Human Resources Professional (CHRP) designation was changing to Chartered Professional in Human Resources (CPHR). The provincial member associations in turn rebranded under the CPHR name with the intent that a unified presence across the country would increase the visibility of the designation, position our profession as strategic business advisors and improve career options for designated members.

CPHR Canada developed a new Code of Ethics and Rules of Professional Conduct in the fall of 2016, which in turn was implemented by CPHR Manitoba to govern the actions of our members. The Code sets out the duties owed by human resources professionals to employers, clients, employees, other professionals, the Association, and the public. It applies to all members whether working as employees, consultants or independent practitioners.

CPHR Canada invested in national research this past year, publishing a National Salary Survey. Highlights of the survey include:

- CPHR designated members in Manitoba earn more than their non-designated counterparts (\$87,000 vs. \$68,000)
- 56% of CPHRs in Manitoba earn over \$80,000 compared to only 26% of non-designated members
- 90% of CPHRs in Manitoba earn over \$60,000 compared to only 52% of non-designated members

CPHR Canada has been working to build credibility & transferability for the CPHR designation globally as well. CPHR Canada is the recognized body and member representing Canada at both the World Federation of People Management (WFPMA) and the North American Human Resources Management Association (NAHRMA). CPHR Canada has also signed Memorandums of Understanding (MOUs) across the globe including the Society for Human Resource Management (USA), Australian Human Resources Institute, Hong Kong Institute of Human Resources Management, the Bangladesh Human Resources Management Association, and the Singapore Human Resources Management Institute. These partnerships offer an opportunity to partner on many HR initiatives to affect policy and standards on the world stage including designation transferability.

CPHR Manitoba partners with the other Western HR associations: CPHR BC & Yukon; CPHR Alberta; and CPHR Saskatchewan; on a biannual basis to commission the Western Canada HR Trends Report. This report is compiled from the results of a survey sent to all members of each association.

The intent of the report is to gather data to help fill the labour information void for the members of each of the associations and to discover industry benchmarks that can help human resources professionals make better talent management decisions. It is intended to serve as a dependable reference tool for HR practitioners and departments across Western Canada to make informed decisions based on reliable and current information on what is occurring in workplaces. Together, with best practices, relevant labour market information can help human resources professionals make better decisions and augment the quality of advice that they provide to their stakeholders.

CPHR Manitoba members have participated in four surveys to date, with the third survey being completed in the Fall of 2016 and the fourth

survey completed in the Spring of 2017. The report developed from the Fall 2016 survey results was shared with members in the Spring of 2017 and the report developed from the Spring 2017 survey will be shared with members in the Fall of 2017.

Highlights from the Fall 2016 Report:

- Overall, 31% of organizations expected to see positive employment changes from July - December 2016, as opposed to the 12% that expected any sort of decrease.
- Over the next six months the most commonly expected reason to lose staff was resignation for personal reasons (32%) and resignation for a better opportunity (25%). Resignation for personal reasons more than doubled from the previous report, while retirement dropped from being the most common reason (35% in last report) to the third most common reason (23%). Significantly, only 10% expect the biggest reason to be terminated without cause, down from 17% six months ago.

For the full report, please see CPHRMB.CA

NATIONAL SALARY SURVEY

CPHR Canada commissioned a national compensation survey across its member associations in October 2016. The objectives of this study were to identify and measure HR salaries, benefits, and other compensation; job responsibilities; acquisition and benefit of the CPHR designation; and professional development activities.

Highlights of the data collected for CPHR Manitoba members:

- A typical CPHR Manitoba member is a salaried full-time employee (88%), who has worked in the human resources field for 10 years or longer (average of 12.9 years).
- Over three-quarters (78%) of members agree that they feel fairly compensated for their work.
- Of those members not currently designated

most (83%) plan to obtain the CPHR in the future OR are currently a CPHR Candidate

- Nearly all CPHR Manitoba members (92%) have spent time on personal professional development in the past year, and a strong majority (93%) have spent (or their organization has spent) money on their development.
- Most members (72%) work for organizations with 200 or more Canadian employees, including over two-in-five (44%) who work for larger organizations of 1,000 employees or more.
- Nationally CPHR's out-earn their non-CPHR counterparts (\$93,000 vs \$72,000). Provincially, CPHRs earn on average \$87,000 vs the \$68,000 non-CPHRs earn.

For the full report, please see CPHRMB.CA

546 – CPHRs

450 – Regular / Associate

190 – Students

178 – CPHR Candidates

25 – Retired CPHR / Retired / Life

5 – FCPHRs

1,433 Total Members

27 NEW MEMBERS

Increases in the number of CPHR Candidates and Student members contributed to a 1.9% increase in membership.

Certification

CPHR Manitoba implemented and communicated new path routes to obtaining the CPHR designation and a new reporting process for Continuing Professional Development (CPD) hours.

New Routes

To recognize that the current landscape of HR practitioners represents a variety of backgrounds and experience, new paths to attaining the designation were introduced that do not require a degree and ones that allow graduates of accredited post-secondary institutions to waive writing the National Knowledge Exam (NKE).

Six post-secondary HR programs in Manitoba were approved as part of the Post-Secondary Institution Accreditation Program. Graduates of an Accredited HR Program can apply to waive the requirement of writing the National Knowledge Exam (NKE) as one of the requirements to becoming a CPHR. A total of 6 CPHR Candidates gained Candidacy through this route.

Continuing Professional Development (CPD)

Effective June 1, 2016 CPHR Canada and CPHR Manitoba (along with all other Member Associations of CPHR Canada) adopted a new simplified annual reporting process for Continuing Professional Development (CPD) to replace the old three-year recertification process.

Under the new annual reporting process, CPHRs are required to report a minimum of 100 hours of professional development activity over each rolling three-year period and a minimum of 20 hours each year in order to maintain the CPHR designation.

Continuing Professional Development Audit

CPHR Manitoba was previously required to perform annual audits on 3% of its CPHR members who recertified each year for their Continuing Professional Development (CPD) hours. The new CPD requirements have resulted in all CPHR members having the same annual reporting deadline for their CPD hours. As part of the transition to the new process, no audits were conducted in 2016-2017.

CPHR Manitoba is now required to perform annual audits on 3% of its CPHR members for their Continuing Professional Development (CPD) hours. Audits are conducted to ensure the integrity and standard of professionalism reflected in the granting of the CPHR designation. CPHR members are randomly selected for audit annually following the membership renewal deadline of May 31. With the change in process for reporting CPD hours on an annual basis, an increase in the number of audits will be required annually. All CPHR members are eligible to be chosen for audit each year, as opposed to the previous process where only those who were due to recertify in a given year were eligible to be chosen for audit.

Validation of Professional Experience Assessment (VPE)

The CPHR Validation of Professional Experience Assessment is a formal step in earning the CPHR designation that requires Candidates to demonstrate three or more years of professional experience in human resources. New routes to attaining the CPHR designation have introduced pathways that require 3, 8 and 10 years of professional HR experience.

The CPHR experience requirement is established in compliance with the national guidelines of CPHR Canada. There are 3 application deadlines throughout the year for the VPE. Of the 14 members who submitted their VPE in 2016-2017, 11 candidates were successful in passing.

The September 2017 VPE intake will be the first intake accepting applications for the Senior Level Professional Experience (10-year). Applicants through this route must hold (or have held) a senior level executive role, hold a university degree or diploma/certificate in HR, and have a minimum of 10 years of professional HR experience.

VPE information sessions were held in Winnipeg, Pembina Valley (Winkler) and Westman (Brandon). A total of 84 people registered to attend these sessions.

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These fundamental activities could not have taken place without the help of the members of the Experience Assessment and CPD Audit Committees.

Thank-you

National Knowledge Exam

June 2016

- 31 writers
- 35% Manitoba Pass Rate
- 64% National Pass Rate

November 2016

- 29 writers
- 52% Manitoba Pass Rate
- 64% National Pass Rate

NKE Prep Courses

In-person prep courses were held in August 2016 and in March 2017.

34 CPHR Manitoba Prep Course Participants
22 Online Prep Course Participants

80% of CPHRs agree that the CPHR is a high quality, professional designation

71% of CPHRs indicated that being a CPHR has improved their career

Post-Secondary Institution (PSI) Accreditation Program

Programs accredited in Manitoba:

- Assiniboine Community College – Business Administration Diploma (Human Resource Specialization)
- Red River College – Human Resource Management Certificate
- Red River College – Business Administration Diploma (Human Resource Major)
- University of Manitoba Extended Education – Human Resource Management Certificate
- University of Winnipeg Professional, Applied & Continuing Education – Human Resource Management Diploma
- University of Manitoba I.H. Asper School of Business – Bachelor of Commerce in Human Resources Management and Industrial Relations

18 members became CPHR Candidates and were granted NKE waivers through the PSI Accreditation Program.

2017 Member Survey Findings:

CERTIFICATION:

- *Customer service satisfaction rating: 91%*

MEMBERSHIP DETAILS:

Main reason for being a member:

- *Maintaining the CPHR designation: 50%*
- *Striving to become a CPHR: 24%*
- *Remain connected to HR community: 20%*

SELF-REGULATION

One of the four main goals of CPHR Manitoba's 2014-2019 Strategic Plan is to "Become Self-Regulated by 2019."

CPHR Manitoba worked with the Province of Manitoba on the submission for self-regulation and received an invitation to present the official submission to the Minister of Finance, Cameron Friesen.

In order to gauge the support for self-regulation from the membership,

CPHR Manitoba conducted a survey in the Fall of 2016 asking members to indicate their support for this initiative. 305 members completed the survey, with the majority of members being in favour of CPHR Manitoba seeking self-regulation. The majority of members who indicated they were not in favour required more information prior to making an informed decision.

2016 HR & Leadership Conference: Converge

Delegates of the HR & Leadership Conference said the following about their experience:

"The Conference gets better every year. Great job!"

"The Conference was well put together with excellent speakers!"

The 2016 Human Resource & Leadership Conference brought together over 350 delegates, 10 sponsors and 34 exhibitors for two full days of networking, learning and rejuvenation on October 25 & 26, 2016.

Overall conference satisfaction rating from delegates at the 2016 conference: 95%

91% of delegates said they "gained some new ideas on ways to better do their jobs."

91% of delegates said they will "return to their jobs with renewed enthusiasm."

91% of delegates said "the conference addresses the latest developments in HR."

Our largest event of the year, the conference takes a great amount of time and dedication to organize from the staff and volunteer committee. Planning for the 2016 conference began in August 2015, with the 2015 & 2016 Conference Committees coming together to set the theme for the next year's event. Leverage HR, the theme of the 2017 conference was revealed at the 2016 conference. Significant changes to the location and format of the conference will be seen at the 2017 conference, set to take place on October 30 & 31. The dedicated team of volunteers worked over the winter months to put together a program of speakers that is sure to awe the most seasoned HR professionals!

THANK YOU TO OUR SPONSORS

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Red River College*

–

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–

Legislative Review

This year's Legislative Review, presented by Aikins Law, was held on May 3. 168 members and business leaders took part in this information packed day, the highest attendance at this event to date! This event was advertised to the business community through our strategic partners and the Winnipeg Free Press. CPHR Manitoba would like to extend a special thank you to the presenters, as this event would not be successful without their continued support:

- Dave P. Negus, Aikins Law
- Shandra N. Czarnecki, Aikins Law
- Carolyn J. Frost, Aikins Law
- R. Reis Pagtakhan, Aikins Law
- Jamie A. Jurczak, Taylor McCaffrey, LLP
- Ryan Savage, Taylor McCaffrey, LLP
- Grant Mitchell, Q.C.

Other Events

CPHR Manitoba hosted an Executive Breakfast Series throughout the year that invited executives to attend an array of breakfast events to discuss a variety of topics. Sponsored by Aon Hewitt, the series received great feedback from executive members. A total of 111 registrations were received for the 5 events.

Advanced Mediation, Intervention and Investigation Skills for Workplace Reconciliation with Valerie Cade took place on September 30 and received 46 registrations.

Change Innovators delivered a workshop series, Coaching as a Leader, over the fall months. 3 people participated in the program.

The Mark of a Leader with conference keynote speaker, Doug Keeley, took place on October 27. New Flyer Industries and MCI sponsored the event, which received 17 registrations.

Safety for the HR Professional took place on November 23. SAFE Work Manitoba was the Presenting Sponsor of the event, which received 19 registrations.

A Holiday Mix & Mingle was held on December 15 and had 73 registrations. Donations were collected for the Christmas Cheer Board.

CPHR Manitoba partnered with the Institute for Health and Human Potential (IHHP) once again to host Performing Under Pressure – Emotional Intelligence with Sara Ross. This intensive two-day course was attended by 17 people and received rave reviews from participants.

Legalization of Marijuana and the Workplace took place on May 30, with Jamie Jurczak (Taylor McCaffrey LLP) and Joel Gervais (Vital Life Inc.). This extremely popular event sold out with 54 registrations.

Webinars

CPHR Manitoba continues to partner with CPHR BC & Yukon to offer webinars to our members. In 2016-2017 we offered 5 webinars with a total of 37 registrations.

HR Excellence Awards

"The event sets the bar for all similar events in Manitoba. I've not been to one that is more well organized."

"It is very inspiring to hear what companies are doing and the significant role HR plays."

"It is a great way to show the amazing talent we have in the HR industry in Manitoba."

"It celebrates the work of our profession and raises the profile of organizations and individuals who are truly leading the way."

"A well organized and energizing event."

The HR Excellence Awards took place on April 20 with 271 attendees. This year's nominations process received 27 nominations, a 42% increase over 2016. Information sessions were held throughout the fall months to provide interested nominees with more information about submitting a nomination. In addition to an increase in attendance from 2016, the number of sponsors also increased.

The post-event survey indicated a 94% satisfaction rating.

An ad was included in the April 28 issue of the Winnipeg Free Press announcing the winners of the awards.

PROFESSIONAL EXCELLENCE AWARDS

CPHR Manitoba Scholarship Award

FINALIST: *Zachariah Unrau*

Rising Star Award

FINALIST: *Crystal Nader*

NOMINEES: *Corey Boulton, David Grad*

HR Professional of the Year Award

FINALIST: *Sandra Woloschuk*

NOMINEE: *Curtis Craven*

HR Executive of the Year Award

FINALIST: *Kathy Randall*

HR Patron of the Year Award

FINALISTS: *Al Babiuk, Karen Fonseth*

BUSINESS EXCELLENCE AWARDS

Employee Development, Relations & Total Rewards Award – Large Business Category

FINALIST: *Manitoba Public Insurance*

Health, Wellness and Safe Workplace Award – Small/Medium Business Category

FINALIST: *Canada Drugs*

Health, Wellness and Safe Workplace Award – Large Business Category

FINALIST: *Manitoba Liquor*

& *Lotteries Corporation*

NOMINEES: *Maxim Truck & Trailer, Red River College, Workers Compensation Board of Manitoba*

Organizational Strategy & Engagement Award – Large Business Category

FINALIST: *The North West Company*

NOMINEES: *Université de Saint-Boniface, Valeant Canada, Winnipeg Regional Health Authority*

Workforce Planning & Talent Management Award – Small/Medium Business Category

FINALIST: *Farmers Edge*

NOMINEE: *Artis REIT*

Workforce Planning & Talent Management Award – Large Business Category

FINALIST: *Motor Coach Industries*

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AWARD CATEGORY SPONSORS:

Rising Star Award:
University of Winnipeg Professional,
Applied & Continuing Education

HR Professional of the Year Award:
Ultimate Software

**Employee Development, Relations
& Total Rewards Award:**
Manitoba Blue Cross

Health, Wellness & Safe Workplace Award:
Safety Services Manitoba

Organizational Strategy & Engagement Award:
People First HR Services

**Workforce Planning
& Talent Management Award:**
University of Manitoba Extended Education

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CORPORATE TABLE SPONSORS:

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New Flyer Industries / MCI
Farmers Edge
Red River College
Payworks

2017 Member Survey Findings:

WHO ARE
OUR MEMBERS:

- 2.72% make less than \$30,000
- 6.34% earn \$31,000-45,000
- 11.18% earn \$40,000-55,000
- 20.85% earn \$56,000-70,000
- 22.66% earn \$71,000-86,000
- 16.31% earn \$86,000-\$99,000
- 19.95% earn over \$100,000

Special Membership Meetings

A series of Special Membership Meetings were held in April 2017 to update the membership on activities happening at the national level, share data collected in the National Salary Survey and HR Trends

Surveys, provide an update on changes to the CPHR designation, and give a status report on our accomplishments relating to the 2015-2019 Strategic Plan. Meetings were held in Winkler, Brandon and Winnipeg and were well attended by members in all three regions.

Westman Chapter

The Westman Chapter offered a variety of events to members in the Brandon area including a networking event, Transgender and Gender Diverse Inclusive Workplaces PD event, and an HR Issues in the Workplace PD event.

CPHR Manitoba took out a membership with the Brandon Chamber of Commerce and sponsored their HR Conference in October.

Pembina Valley Chapter

The Pembina Valley Chapter worked with CPHR Manitoba staff to hold a series of four round table discussions on a variety of topics of interest throughout the year. An HR Bootcamp, Christmas Luncheon and an Issues in the Workplace - What Employers Need to Know event were also held for members and the business community.

CPHR Manitoba took out memberships with the Morden, Winkler and Altona Chambers of Commerce. The Chambers assisted in marketing the events held in the area and CPHR Manitoba sponsored the annual Galas put on by the Morden and Winkler Chambers.

Accreditation Program

The Accreditation Program continues to be of benefit to providers of HR-related training programs and to CPHR Manitoba as we strive to provide relevant professional development opportunities to our growing number of CPHR members. 52 licences were sold or renewed this year. Licencee's programs are advertised to members on our website, through the weekly newsletter and in a monthly eblast.

Professional Mentorship Program

42 pairs of Mentors & Mentees participated in the Professional Mentorship Program, which ran from September - April. Pairings were made based on similar goals, interests and areas of expertise. A kick-off event was held in September to introduce the pairs and orient everyone to the expectations for the program. Participants met throughout the year and regular check-ins were made to ensure the pairs remained on track towards achieving their goals. A wrap-up event was held in May to bring everyone back together and share experiences of successful relationships that developed as a result of participation in the program.

To the Members of Human Resource Management Association of Manitoba o/a CPHR Manitoba:

We have audited the accompanying financial statements of Human Resource Management Association of Manitoba o/a CPHR Manitoba, which comprise the statement of financial position as at May 31, 2017, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material

misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the financial statements present fairly, in all material respects, the financial position of Human Resource Management Association of Manitoba o/a CPHR Manitoba as at May 31, 2017 and the results of its operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

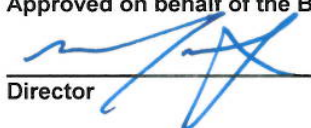
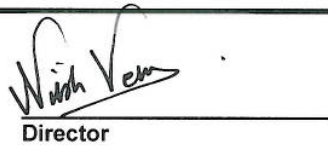
Winnipeg, Manitoba
August 24, 2017

MNP LLP

Chartered Accountants

STATEMENT OF FINANCIAL POSITION

AS AT MAY 31, 2017

	2017	2016
Assets		
Current		
Cash	529,957	413,748
Temporary investments (Note 3)	78,667	128,346
Accounts receivable (Note 4)	52,827	28,560
Internally restricted investments (Note 3)	225,000	175,000
Prepaid expenses	25,838	50,678
	912,289	796,332
Capital assets (Note 5)	35,062	47,514
	947,351	843,846
Liabilities		
Current		
Accounts payable and accruals (Note 6)	120,686	112,887
Deferred revenue (Note 7)	484,862	436,620
	605,548	549,507
Net Assets		
Unrestricted	81,741	71,825
Invested in capital assets	35,062	47,514
Internally restricted (Note 8)	225,000	175,000
	341,803	294,339
	947,351	843,846
Approved on behalf of the Board		
		
Director	Director	

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MAY 31, 2017

	2017	2016
Revenue		
Advertising	78,755	79,008
Annual conference	227,683	249,525
CPHR Canada exam coordination	65,000	59,583
Educational partnerships and miscellaneous revenue	17,030	15,721
Member events	114,726	122,873
Membership dues	445,915	375,543
Professional designation fees	46,590	53,350
Professional development events	165,323	149,115
	1,161,022	1,104,718
Expenses		
Advertising	76,389	12,395
Amortization	12,452	13,838
Annual conference costs	126,859	137,832
Bank and credit card fees	22,319	23,933
Business development	36,171	49,817
CPHR Canada	68,081	59,635
Committees	10,693	9,991
Consulting fees	63,148	73,750
Insurance	2,066	2,228
Member services	95,383	97,461
Office and courier	4,550	7,132
Printing, postage and stationery	12,361	11,008
Professional development events	74,785	71,911
Professional fees	38,681	43,334
Rent and occupancy costs	40,326	39,234
Telephone	8,773	9,434
Wages and employee benefits	396,148	376,453
Website	24,373	20,809
	1,113,558	1,060,195
Excess of revenue over expenses before other items	47,464	44,523
Other items		
Loss on disposal of assets	-	(227)
Excess of revenue over expenses	47,464	44,296

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED MAY 31, 2017

	<i>Unrestricted</i>	<i>Invested in capital assets</i>	<i>Internally restricted</i>	2017	2016
Net assets, beginning of year	71,825	47,514	175,000	294,339	250,043
Excess of revenue over expenses	59,916	(12,452)	-	47,464	44,296
Transfers (Note 8)	(50,000)	-	50,000	-	-
Net assets, end of year	81,741	35,062	225,000	341,803	294,339

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MAY 31, 2017

	2017	2016
Cash provided by (used for) the following activities		
Operating		
Excess of revenue over expenses	47,464	44,296
Amortization	12,452	13,838
Loss on sale of capital assets	-	227
	59,916	58,361
Changes in working capital accounts		
Accounts receivable	(24,267)	(12,920)
Prepaid expenses	24,840	(34,804)
Accounts payable and accruals	7,799	32,774
Deferred revenue	48,242	58,144
	116,530	101,555
Investing		
Purchase of capital assets	-	(16,627)
Increase in temporary investments and internally restricted investments	(321)	(90,412)
	(321)	(107,039)
Increase (decrease) in cash resources	116,209	(5,484)
Cash resources, beginning of year	413,748	419,232
Cash resources, end of year	529,957	413,748

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MAY 31, 2017

1. Incorporation and nature of the organization

The mission of Human Resource Management Association of Manitoba o/a CPHR Manitoba (the "Association") is "advancing the human resource profession - driving business excellence."

As a not-for-profit association, the Association is a tax-exempt corporation under the provisions of the Income Tax Act.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations set out in Part III of the CPA Canada Handbook - Accounting, as issued by the Accounting Standards Board in Canada and include the following significant accounting policies:

Cash

Cash includes balances with banks. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash.

Temporary investments

Temporary investments with prices quoted in an active market are measured at fair value while those that are not quoted in an active market are measured at cost less impairment. Temporary investments subject to restrictions that prevent its use for current purposes is included in restricted investments.

Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution if fair value can be reasonably determined.

Amortization is provided using the following methods at rates intended to amortize the cost of assets over their estimated useful lives.

	Method	Rate
Computer equipment	declining balance	30 %
Database project and website	declining balance	30 %
Furniture and fixtures	declining balance	30 %
Leasehold improvements	straight-line	4 years

Revenue recognition

The Association follows the deferral method of accounting for revenues. Restricted revenues are recognized as revenue in the year in which the related expenses are incurred. Unrestricted revenues are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Contributed services

Volunteers contribute a significant number of hours per year to assist the Association in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MAY 31, 2017

2. Significant accounting policies (Continued from previous page)**Measurement uncertainty**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues over expenses in the periods in which they become known.

Leases

A lease that transfers substantially all of the benefits and risks of ownership is classified as a capital lease. At the inception of a capital lease, an asset and a payment obligation are recorded at an amount equal to the lesser of the present value of the minimum lease payments and the property's fair market value. Assets under capital leases are amortized on an appropriate basis, over their estimated useful lives. All other leases are accounted for as operating leases and rental payments are expensed as incurred.

An arrangement contains a lease where the arrangement conveys a right to use the underlying tangible asset, and whereby its fulfillment is dependent on the use of the specific tangible asset. After the inception of the arrangement, a reassessment of whether the arrangement contains a lease is made only in the event that:

- there is a change in contractual terms;
- a renewal option is exercised or an extension is agreed upon by the parties to the arrangement;
- there is a change in the determination of whether the fulfillment of the arrangement is dependent on the use of the specific tangible asset; or
- there is a substantial physical change to the specified tangible asset.

Long-lived assets

Long-lived assets consist of capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

When the Association determines that a long-lived asset no longer has any long-term service potential to the organization, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations. Write-downs are not reversed.

Financial instruments

The Association recognizes its financial instruments when the Association becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

At initial recognition, the Association may irrevocably elect to subsequently measure any financial instrument at fair value. The Association has not made such an election during the year.

The Association subsequently measures investments in equity instruments quoted in an active market at fair value. Fair value is determined by published price quotations. Investments in equity instruments not quoted in an active market are subsequently measured at cost less impairment. All other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the excess of revenue over expenses for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MAY 31, 2017

3. Temporary investments

	2017	2016
Redeemable GIC, earning interest at \$nil (2016 - 0.50%), maturing March 2017	-	61,974
Mutual funds	525	524
Patronage equity	858	848
Redeemable GIC, earning interest at \$nil (2016 - 0.90%), maturing December 2016	-	100,000
Redeemable GIC, earning interest at \$nil (2016 - 0.50%), maturing December 2016	-	100,000
Redeemable GIC, earning interest at \$nil (2016 - 0.50%), maturing December 2016	-	40,000
Redeemable GIC, earning interest at 0.50%, maturing March 2018	62,284	-
Redeemable GIC, earning interest at 0.50%, maturing December 2017	100,000	-
Redeemable GIC, earning interest at 0.90%, maturing December 2017	100,000	-
Redeemable GIC, earning interest at 0.50%, maturing December 2017	40,000	-
	303,667	303,346
Restricted investments	(225,000)	(175,000)
	78,667	128,346

4. Accounts receivable

	2017	2016
Trade receivables	24,165	16,989
Interest receivable	766	738
Royalties receivable	27,896	10,833
	52,827	28,560

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MAY 31, 2016

5. Capital assets

	<i>Cost</i>	<i>Accumulated amortization</i>	<i>2017 Net book value</i>
Computer equipment	64,835	50,455	14,380
Database project and website	96,608	88,209	8,399
Furniture and fixtures	35,711	25,562	10,149
Leasehold improvements	2,800	666	2,134
	199,954	164,892	35,062

	<i>Cost</i>	<i>Accumulated amortization</i>	<i>2016 Net book value</i>
Computer equipment	64,835	44,293	20,542
Database project and website	96,608	84,610	11,998
Furniture and fixtures	35,711	23,024	12,687
Leasehold improvements	2,800	513	2,287
	199,954	152,440	47,514

6. Accounts payable and accruals

	<i>2017</i>	<i>2016</i>
Accounts payable and accruals	20,168	20,084
Trade payables	50,269	42,108
Vacation accrual	29,370	25,394
Accrued liabilities	15,517	15,346
Visa payables	5,362	9,955
	120,686	112,887

7. Deferred revenue

	<i>2017</i>	<i>2016</i>
Membership fees	448,264	395,147
Conference tradeshow	-	12,556
Magazine	-	2,400
Other sponsorships	5,000	5,000
CPHR exams	15,500	16,979
Other unearned revenue	6,873	4,538
Conference registration	3,225	-
Conference sponsorships	6,000	-
	484,862	436,620

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MAY 31, 2016

8. Internally restricted net assets

The Association has established an internally restricted reserve to ensure financial stability of the Association. The amount is to approximate six months of normalized annual operating expenses. The Board of Directors will approve a transfer annually until this target is achieved. During the year, \$50,000 (2016 - \$25,000) was transferred to internally restricted net assets.

9. Commitments

The Association has entered into various lease agreements with estimated minimum annual payments as follows:

2018	22,296
2019	2,928
2020	2,928
2021	732
	<hr/>
	28,884

10. Contributed materials and services

Included in member events revenue and member services expenses in the statement of operations if \$34,636 (2016 - \$34,348) representing estimated fair value of contributions of contributed materials and/or services.

11. Financial instruments

The Association, as part of its operations, carries a number of financial instruments. It is management's opinion that the Association is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

12. Comparative figures

Certain comparative figures have been reclassified to conform with current year presentation.

THE PATH TO LEADERSHIP

**Chartered Professionals in Human Resources Manitoba
Annual Report 2016-2017**

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