

Annual Report 2019-2020

# ADVANCING THE HUMAN RESOURCE PROFESSION

“Nothing we do is more important than hiring people. At the end of the day, you bet on people, not strategies.”

– Lawrence Bossidy



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## Mission

The mission is the “why” of an organization; its reason for being. The mission for CPHR Manitoba is:

*Advancing the human resource profession*

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## Vision

A vision statement provides a view in the future and broadly sets out what the organization wishes to accomplish. CPHR Manitoba's vision is:

There is wide acceptance by all stakeholders that CPHRs positively impact leadership, employees, organizational health and organizational performance. There is increased demand for CPHRs in all organizations. The CPHR designation is highly desired by students, human resources practitioners and the business community. CPHR Manitoba influences government, the business communities and its members. The CPHR designation and the profession are synonymous.

## Strategic Plan

CPHR Manitoba's Board approved a new strategic plan for the association this year. The strategic plan is based on three pillars:

1. Promote the CPHR brand
2. Support CPHR development
3. Foster public confidence in CPHRs

These pillars will guide the long-term direction for the organization and serve as the foundation for annual business plans going forward.

## Values

Values are shared beliefs that guide the behaviour of individuals and the team in the organization.

The values of CPHR Manitoba are:

- Achievement - This value is about our approach to our work and reflects competence, knowledge, continuous improvement, excellence, goal-orientation and a passion for our work.
- Relationships - This value is about how we treat others and the relationships that we build with our members, partners and each other. It reflects responsiveness, respect, compassion, collaboration and member-orientation.
- Integrity - This value is about how we conduct ourselves and reflects accountability, transparency, ethical behaviour, professionalism and honesty.
- Innovation - This reflects the value of new approaches and continuous improvement.

## Volunteers

### BOARD OF DIRECTORS

#### CHAIR

Janice Harper, CPHR  
Executive Vice President Human Resources,  
NFI Group

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#### CHAIR ELECT

Colleen Coates, CPHR  
Vice President, People & Culture,  
Farmers Edge

—

#### TREASURER

Jonathan Webber, MBA, CPA, CPHR  
President, Monticello Investments

—

#### DIRECTOR AT LARGE

Dr. Lana Adeleye-Olusae, CMC, CPHR, MBA  
Director of Human Resources,  
Manitoba Museum

—

#### DIRECTOR AT LARGE

Brad Lutz, CPHR  
President, Acuity HR Solutions Inc.

—

#### DIRECTOR AT LARGE

Erin Polcyn Sailer, CPHR  
A/ Director Public Sector Compensation,  
Province of Manitoba

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#### DIRECTOR AT LARGE

Lisa Rowe, CPHR  
Vice President, Human Resources,  
Loewen Windows and Doors

—

#### DIRECTOR AT LARGE

Ryan Savage, LLB  
Partner, Taylor McCaffrey LLP

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#### DIRECTOR AT LARGE

Nish Verma (Past Chair), FCPHR  
COO and VP - HR,  
Mondetta Clothing Company

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## Board Committees

- Audit Committee
- Awards Committee
- Membership Committee
- Professional Conduct Committee
- Professional Standards Committee

## Staff Committees

- Conference Committee
- Experience Assessment Committee
- Executive Path Assessment Committee
- Awards Gala Nominations Committee
- CPD Audit Committee

## Chapters

- Pembina Valley Chapter Advisory Committee
- Westman Chapter Advisory Committee

Thank you to all of our members who have volunteered on our Board and Staff Committees! Your time, dedication and support have helped CPHR Manitoba successfully lead valuable initiatives and host memorable events!

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## 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. Ron is accountable to the Board for the strategic plan and collaborates with staff to identify, develop, and implement the association's events and programs. Ron is also the CPHR Registrar for the province of Manitoba.

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### **LAURA HAINES-MORRISSETTE**

*Director of Marketing, Partnerships & Membership*

Reporting to the Chief Executive Officer, Laura is responsible for the overall management of the membership, CPHR Manitoba's strategic partnerships and sponsorships, marketing and communications as well as events and programming. Reporting to this position is the Events & Programs Coordinator, Membership Engagement Coordinator and Marketing & Communications Coordinator.

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### **MARINA DE LUNA**

*CPHR Program Manager*

Reporting to the Chief Executive Officer, the CPHR Program Manager acts as the Deputy CPHR Registrar. Marina provides exceptional customer service to members and ensures the integrity of the CPHR designation by facilitating certification requirements and adherence to professional standards. She works with volunteer committees in awarding the CPHR designation to HR professionals who meet and maintain the required educational, experience, and professional development and conduct standards.

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### **EMILY JANSSENS**

*Marketing & Communications Coordinator*

Emily is responsible for developing marketing and communications plans that promote the value of CPHR to business leaders, HR professionals and students while executing marketing, sponsorship and promotional initiatives that connect with audiences across Manitoba.

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### **LINDSEY BARNETT**

*Events & Programs Coordinator*

Lindsey is responsible for the coordination, event design/planning and execution of all events and programs from conception through to completion; providing outstanding service to CPHR Manitoba members while organizing memorable events that meet high quality standards.

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### **STEPHANIE SMITH**

*Membership Engagement Coordinator*

Stephanie is responsible for promoting the CPHR designation to students and potential members with the goal of growing the membership and engaging the current membership with the association. She is also focused on fostering good member relations by providing proactive, knowledgeable and timely customer service.



**JANICE HARPER, CPHR**  
CHAIR



**RON GAUTHIER**  
CEO

CPHR Manitoba has always been focused on providing the highest level of support to our members, and even though the pandemic upended some of our plans for this year, ***we were still able to make progress on the four goals of our strategic plan - position the association and the profession as thought leaders with significant influence, promote the brand, grow the membership and become self-regulated.***

As we began to navigate through the uncertainty surrounding the COVID-19 pandemic, one thing became clear: **the HR Profession was at the forefront and relied upon to lead organizations through these unprecedented times.** We'd like to start off by taking a moment to again acknowledge the hard work of HR professionals, who have played a crucial role in helping organizations navigate these uncertain times and other major issues in the workplace as well. It has been so inspiring to see everyone come together to help our community face challenges and grow stronger.

As COVID-19 began directly impacting Manitobans, there was a shift in focus at CPHR Manitoba as we began to postpone or cancel our in-person events and focus more on what we could offer virtually. **Our goal was to provide a variety of resources that encompass the needs of all of our members,** which included sharing information about the pandemic and offering professional development virtually.

To help our members sort through all of the information and updates surrounding the COVID-19 pandemic, we added a COVID-19 specific resource page to our website. This page is updated regularly with articles, webinars, and information relating to new announcements about government support along with content from our partners. We also added content related to COVID-19 in our weekly newsletter and Learn & Connect emails.

We were able to pivot many of our postponed spring in-person professional development events to virtual events. However, **the HR Excellence Awards 2020** (originally scheduled for April 22, 2020) **has been indefinitely postponed and the 2020 Legislative Review** (rescheduled from May 6) **will take place in our next fiscal year.**

Membership renewal was already underway when the pandemic hit. We were able to help out our members by offering a payment extension and/or plan for membership dues this year recognizing that some of our members, or the organizations they work for, have been financially impacted in unprecedented ways and to varying degrees. We understood that everyone's individual situation was different, so this tailored approach allowed those hit hardest to maintain their designation and regular membership while taking into consideration their unique circumstance.

**We're pleased to share that we ended the past fiscal year with a record high number of CPHR Manitoba members.** In the past six years, our membership base has grown by 17.89%. We'd like to take a moment to say thank to our members for their continued dedication to the association and to the HR profession as a whole.

As you may be aware, more than half our revenue comes from non-member dues, revenue such as events, sponsorships, and advertising. Due to much hard work over the years, we have built up a reserve that is helping us to weather the storm. While the reserve isn't yet at our goal of 50% of our annual operating, it is enough to continue to invest in moving the association forward. CPHR Manitoba applied for government supports, which helped to ensure only a small operating deficit this year.

**CPHR Manitoba once again sponsored and participated in the Manitoba Chamber of Commerce's 2019 Business Outlook Survey**, which assessed the overall state of affairs and dug into opportunities/challenges for business owners and employers in Manitoba. In December 2019, CPHR Manitoba's Chair Elect, Colleen Coates, was invited to bring greetings and participate in a Fireside Chat at the Manitoba Chamber of Commerce's MBiz Breakfast Event, which promoted the survey results. Coates talked about the number one challenge that businesses are facing – **the hiring and retaining of quality talent in the workplace**. She suggested companies may have to put more effort into marketing their workplaces to young workers, offer employees a sense of ownership in the company and take the lead on skills training to meet their needs.

Our strategic partnerships with the Chambers of Commerce have granted us a platform to showcase the value and importance of HR in the workplace. In turn, we're seeing an increase in the demand for CPHRs in Manitoba's workplaces.

Our team has been connecting with students across Manitoba – educating them about the HR industry, the CPHR designation and becoming a member of CPHR Manitoba – and working with post-secondary programs that are part of the CPHR Manitoba Post-Secondary Institution (PSI) Accreditation Program.

**The staff team at CPHR Manitoba changed this year. A brand-new position was created at CPHR Manitoba. The Membership Engagement Coordinator is focused on member recruitment and engagement, as well as maintaining a high level of customer service.** The association also hired two new people to fill the CPHR Program Manager and Marketing & Communications Coordinator positions. We also welcomed back our Events & Programs Coordinator, who returned from maternity leave.

**This year, the association was due for a new strategic plan.** The Board decided to maintain oversight and approval of the development of the

new strategic plan but delegate the creation of the strategic plan to the staff, a first for CPHR Manitoba. The new plan was approved by the Board in May 2020. It is based on three pillars:

1. **Promote the CPHR brand**
2. **Support CPHR development**
3. **Foster public confidence in CPHRs**

These pillars will guide the long-term direction for the organization and serve as the foundation for annual business plans going forward.

Finally, we are pleased to share that our **Members as Owners and Members as Customers surveys** showed that our members overall are satisfied with our association and its offerings, including customer service (95% satisfaction) and stewardship of the board (91% satisfaction).

As we wrap up the 2019-2020 fiscal year, we want to thank the board of directors for their continued support and governance of this association, the volunteer committees for all that they do to help keep programs and services moving forward, and our partners, sponsors and advertisers for their enthusiastic and unwavering support of our profession. We also want to thank all of our members for continuing to be great stewards of the profession. CPHR Manitoba would not be where it is today without the hard work of our staff. Thank you for your resourcefulness, creativity and dedication.

Finally, as the outgoing chair this year, Janice would like to take a moment to say it has been a privilege to serve as the Chair of CPHR Manitoba's Board of Directors and to have known and worked with so many inspiring and creative people over the past few years. It is truly an exciting time for the field of HR as more employers, colleagues and clients are turning to HR professionals for strategic advice, clear guidance, and leadership on all aspects of human resources. **Wishing all the best to our HR community.**

CPHR Manitoba looks forward to continuing to advance the human resources profession in 2020-2021.



CPHR Manitoba, CPHR Saskatchewan, CPHR Alberta, and CPHR British Columbia & Yukon are partners in the commissioned Western Canada HR Trends Reports, which are published on a bi-annual basis. The studies were conducted by Insights West and members from each provincial association were invited to take part.

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. 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 ten surveys to date – the last two were completed in the Fall of 2019 and Spring of 2020. The report developed from the Fall 2019 survey results was shared with members in the Spring of 2020 and the report developed from the Spring 2020 survey will be shared with members in the Summer of 2020.

*Highlights from the Fall 2019 Report:*

- Improving employee engagement (46%) stands out as Manitoba organizations' most common human resources priority for 2020, followed by succession planning (37%).
- Western Canadian organizations most commonly include improving employee engagement (40%) among their top human resources priorities for 2020, followed by improving ability to attract and retain employees with the right skills (33%).
- Looking toward the next three to five years, Manitoba organizations are most concerned about leadership capacity (38%), followed by capacity to respond to rapid change (28%).
- Western Canadian organizations are also most concerned about leadership capacity in the next few years (35%).

The fact that Manitobans indicated they are concerned by their capacity to respond to rapid change is notable given this survey was conducted before the COVID-19 pandemic. Western Canada also ranked this as a concern but at a lesser percentage. It will be interesting to see research about how organizations feel about theirs and others' response to the pandemic when it's over.

For the full report, please see  
**[CPHRMB.CA/HRTRENDS](https://www.cphrmb.ca/hrtrends)**

The overarching goal of promoting the profession is to ensure HR is seen as a vital strategic and organizational business partner. This has been exemplified over the past few months as employers, colleagues and clients turned to HR professionals for strategic advice, clear guidance, and leadership on all aspects of human resources, and in particular, organizational efforts associated with the COVID-19 emergency response planning and execution.

According to the Members as Owners survey sent out to CPHR Manitoba members in the fall, 60% of respondents indicated they consider HR a strategic partner at their organization and another 30% indicated partially. This aligns with results from the Manitoba Chamber of Commerce's 2019 Business Outlook Survey, which indicated that 68% of respondents reported that HR plays a vital strategic, leadership, and operational function in their organization. In addition, approximately 70% of respondents indicated their organization either understands or generally understands the value of having a CPHR on-staff, which again correlates with the Business Outlook Survey.

As the workplace becomes more complex, and employees begin to face new challenges both personally and professionally, having CPHRs on-staff will be even more important.

The association's strategic partnerships and sponsorships gave us a platform to showcase the value of HR. This level of outreach helped us elevate our brand awareness and helped to increase demand for CPHRs in the workplace.

CPHR Manitoba has also been strengthening its presence at post-secondary institutions in Manitoba, attending career fairs, sponsoring networking events and facilitating information sessions about the CPHR designation. We have connected with and educated students across the province who have expressed interest in the designation and process it takes to become a CPHR.

The association continued to connect with potential and existing members to encourage them to become CPHRs. The messaging reinforces the value of becoming designated and lasting impacts that CPHRs have in the workplace when it comes to strategy, leadership, culture, and employee and employer relations.

## Strategic Partners

### CHAMBERS

- Winnipeg Chamber of Commerce
- Manitoba Chamber of Commerce
- Brandon Chamber of Commerce
- Winkler Chamber of Commerce
- Morden Chamber of Commerce
- Altona Chamber of Commerce
- Steinbach Chamber of Commerce

### BUSINESS GROUPS

- The Associates
- Young Associates
- Manitoba Club
- Future Leaders of Manitoba

### PROFESSIONAL BODIES

- Chartered Professional Accountants of Manitoba (CPA)
- Society for Human Resource Management (SHRM)
- Canadian Society of Association Executives (CSAE)
- American Association of Association Executives (ASAE)

### MARKETING PARTNERS

- Winnipeg Blue Bombers
- Bell Media
- Health Sciences Centre (HSC) Foundation
- World Trade Centre Winnipeg

### OTHERS

- SAFE Work Manitoba
- Winnipeg Poverty Reduction Council/ TRC 92 (United Way)
- Safety Services Manitoba
- Manitoba League for Persons with Disabilities

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**560** – CPHRs

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**425** – Regular / Associate

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**217** – Students

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**365** – CPHR Candidates

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**35** – Retired CPHR/FCPHR / Retired / Life

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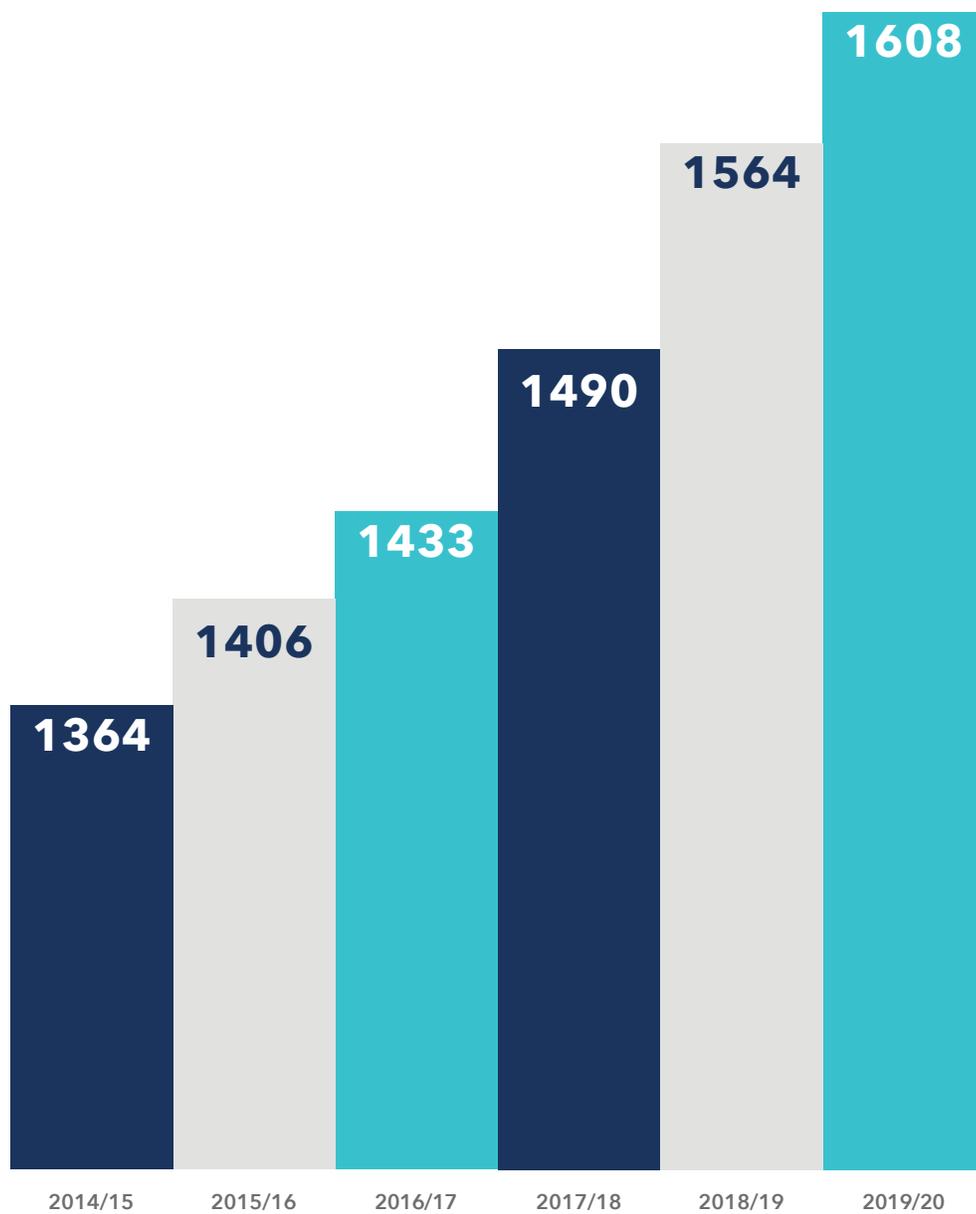
**6** – FCPHRs

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**1,608 Total Members**

### Record-high membership number

This year, CPHR Manitoba recorded the highest number of members in the association's history. Since we drafted our last strategic plan in 2014-2015, CPHR Manitoba's overall membership has grown by 17.89%, including an additional 44 overall this year.



## Certification

CPHR Manitoba continues to accredit post-secondary programs, present opportunities to earn Continuing Professional Development (CPD) hours and offer the five paths to become a CPHR.

## Post-Secondary Institution (PSI) Accreditation Program

Since its launch four years ago, CPHR Manitoba has accredited eight post-secondary HR programs in Manitoba. This accreditation program recognizes the evolving landscape of HR practitioners – their variety of educational backgrounds and experience – and allows graduates of accredited post-secondary institutions to waive writing the National Knowledge Exam (NKE). Since its launch, the program has resulted in continued growth of CPHR Candidates and 223 NKE Waivers (since 2017); 54 this fiscal year.

### Programs accredited in Manitoba:

- Assiniboine Community College – Business Administration Diploma (Human Resource Specialization)
- Manitoba Institute of Trades and Technology (MITT) – Post-Graduate Certificate in Human Resources Learning and Development
- Red River College – Human Resource Management Certificate
- Red River College – Business Administration Diploma (HR Major)
- University of Manitoba Extended Education – Human Resource Management Certificate
- University of Manitoba I.H. Asper School of Business – Bachelor of Commerce
- University of Manitoba – Bachelor of Arts (Advanced Major & General Major in Labour Studies)
- University of Winnipeg Professional, Applied & Continuing Education – Human Resource Management Diploma

## Continuing Professional Development Audit

CPHRs are required to report a minimum of 60 hours of professional development activity over each cumulative three-year period and a minimum of 10 hours each year in order to maintain the CPHR designation. CPHR Manitoba is required to perform annual audits on 3% of its CPHR members for their Continuing Professional Development (CPD) hours. In 2019-2020, CPHR Manitoba randomly selected 16 members for the CPD audit. All 16 CPHRs submitted their supporting documentation, which was approved by the CPD Audit Committee.

## 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. CPHR Manitoba received a total of 43 VPE submissions for the three- and eight-year and executive paths; 25 of the submissions passed. CPHR Manitoba hosted 13 VPE Information Sessions in Winnipeg, Pembina Valley and Westman and received a total of 125 registrations for these sessions, which is a record-high number for the association.

## National Knowledge Exam

The National Knowledge Exam (NKE) assesses one's understanding of the CPHR Competency Framework as they relate to academic knowledge. CPHR Manitoba created email campaigns targeting students, regular members, and former student and regular members promoting the NKE, the in-person and online prep course options, and to attend a general information session to learn more.

### June 2019

- 29 writers
- 52% Pass Rate

### November 2019

- 19 writers
- 56% Pass Rate

The Spring 2020 NKE was supposed to take place in May 2020, but it was postponed to June due to the pandemic to allow us to offer it remotely.

## NKE Prep Courses

In-person and online prep courses were held in advance of the Fall 2019 and Spring 2020 NKE. In total, there were:

- 32 CPHR Manitoba Prep Course Participants
- 35 Online Prep Course Participants

### 2020 Member Survey Findings:

#### CERTIFICATION:

- Customer service satisfaction rating: 95%

#### MEMBERSHIP DETAILS:

Top areas members value the most:

- Certification
- Professional development programs
- Code of Ethics & Rules of Professional Conduct

## SURVEY FINDINGS

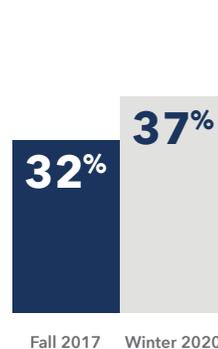
### 2020 Member Survey Findings:

87% of CPHRs agree that the CPHR is a high quality, professional designation

80% of CPHRs indicated their employers value the CPHR designation

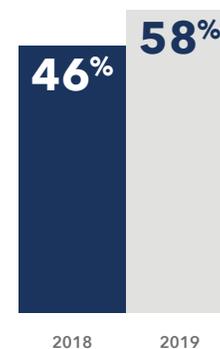
#### AWARENESS OF CPHR IN MANITOBA

2020 Manitoba Business Leaders Index



#### VALUE OF CPHR DESIGNATION WITHIN ORGANIZATIONS

Manitoba Chamber of Commerce 2019 Business Outlook Survey



## CPHR Manitoba's HR Conference 2019

CPHR Manitoba's HR Conference 2019 took place on October 29 & 30, 2019.

*Delegates of CPHR Manitoba's HR Conference 2019 said the following about their experience:*

"It's important that we stay grounded to who we are and what we uphold. The HR Conference is always a good time to revisit and rethink the way we do things. It keeps us up to date to what can be done better. It helps us feel less isolated and more connected as we all champion the good cause of doing things the right way and striving to make it better."

"There is no better way to meet other professionals in the HR industry. It's a great way to discuss current issues and potentially receive feedback on how to handle problems you're facing in the workplace."

"It's a wonderful resource and to know your organization isn't the only one going through those tough times. The takeaways from the Keynote speakers were above and beyond - very motivational as an HR professional."

Over 300 delegates attended an assortment of breakout sessions and keynote speakers that were focused on industry trends and HR's evolving position in the workplace. The overall satisfaction rating for the event was 87%. Among the attendees, **26% were first-timers and 43% of self-identified as practicing at the Strategic (10+ years) or Expert Level (20+ years).**

### THANK YOU TO OUR SPONSORS

#### Presenting Sponsor

- *Ultimate Software*

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#### Champion Sponsor

- *University of Manitoba, Extended Education*

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#### Partner Sponsors

- *Avanti Software*
- *RBC Convention Centre*
- *Queen's University*
- *Perkopolis*
- *People First HR Services*
- *Ceridian*
- *Staffmax Staffing & Recruiting*

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#### Supporter Sponsors

- *The Co-operators*
- *United Way of Winnipeg*
- *IG Private Wealth Management - Fust & Associates*
- *Venngo*
- *University of Winnipeg PACE*
- *CAHRD*
- *Executive Education Asper School of Business*
- *Manitoba League of Persons with Disabilities*

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## Other Events

In addition to CPHR Manitoba's signature events, the association also hosted an assortment of PD events for members throughout the year:

- **Boardroom Series featuring RBC Convention Centre** – June 11, 2019
- **A Leadership Journey - Fall Kickoff Dinner** – September 18, 2019
- **Executive Breakfast Series - Is it time to redefine engagement?** – September 25, 2019
- **HRevolution: Imagining the Future of HR** – October 10, 2019
- **Executive Breakfast Series: Transforming Culture...Transforming Results** – November 8, 2019
- **Executive Breakfast Series: Me Too: Does Workplace Sexual Harassment Hurt Firm Value?** – January 16, 2020
- **Boardroom Series featuring Wawanesa** – January 21, 2020
- **All Access: Accessibility Best Practices for Your Organization** – February 6, 2020
- **Executive Breakfast Series: Considerations for Successful Disability** – March 5, 2020
- **Virtual event: Mental Health and the Disruptive Employee** – April 21, 2020
- **Virtual event: Performance Management** – April 23, 2020
- **Virtual event: Women in Leadership** – May 20, 2020
- **Virtual event: Diversity in Your Workplace** – May 21, 2020
- **Virtual event: Creating Positive Energy - Science of Wellbeing** – May 22 & 26, 2020
- **Virtual event: Workplace Health & Safety** – May 28, 2020

## Webinars

CPHR Manitoba continued to partner with CPHR BC & Yukon to offer webinars to our members. In 2019-2020, a total of 30 webinars were offered.

## HR Excellence Awards

Due to the pandemic, we postponed the sold-out HR Excellence Awards 2020, which were originally scheduled to be held in April. This year we received the highest ever number of nominations, and the event was sold out six weeks in advance. CPHR Manitoba continues to plan for back-up dates, and we are hopeful we will be able to host an in-person event this upcoming membership year provided it is safe to do so. We want to ensure the timing is right so we can fully celebrate the hard work of HR professionals across Manitoba.

## AGM

CPHR Manitoba's Annual General Meeting took place on September 26, 2019, where nearly 80 members gathered to network and celebrate CPHR Manitoba's past year of successes and achievements.

## Holiday Mix & Mingle

CPHR Manitoba hosted its annual Holiday Mix & Mingle on December 5, 2019, with 61 members to wrap up the year and celebrate the upcoming holidays. David Aplin Group and the University of Manitoba - Extended Education sponsored the event.

## Westman Chapter

The Westman Chapter hosted a holiday luncheon and a workshop entitled: Statement Analysis - The Proof is in the words for members in the Brandon area – which collectively totalled 30 registrants.

Due to the pandemic, the spring Legal Perspectives in the Workplace event was offered as two one-hour webinars, with a total of 11 attendees.

CPHR Manitoba renewed its membership with the Brandon Chamber of Commerce and sponsored/attended the Chamber's annual Westman HR Conference.

## Pembina Valley Chapter

The Pembina Valley Chapter hosted the annual Business Leaders Bootcamp, a lunch and learn and a holiday luncheon, which resulted in a collective total of 66 registrations. Due to the pandemic, the spring Legal Perspective in the Workplace event was offered as three one-hour webinars, with a total of 52 attendees.

CPHR Manitoba renewed memberships with the Morden, Winkler, Altona and Steinbach Chambers of Commerce and sponsored/attended various events throughout the year.

## Accreditation Program

The Accreditation Program continues to provide mutual benefit to our Accredited Partners and members, promoting HR-related training programs from third party providers that are eligible for Continuing Professional Development (CPD) hours. This fiscal year, CPHR Manitoba had a total of 106 accreditation licenses. These accredited programs are advertised to members on our website, through the weekly newsletter and in a monthly eblast.

## Professional Mentorship Program

CPHR Manitoba created 36 pairings of Mentors & Mentees for this year's Professional Mentorship Program (PMP), which ran from September 2019 to April 2020. To create fluidity in communication, simplicity in scheduling and creativity in ways to connect and work together, CPHR Manitoba ran the PMP through MentorCity: an online program that is accessible 24/7, syncs to both Outlook or Google calendars and comes with a library of tools and resources that mentors and mentees can learn from and incorporate into their work.

## To the Members of Chartered Professionals in Human Resources of Manitoba Inc.:

### OPINION

We have audited the financial statements of Chartered Professionals in Human Resources of Manitoba Inc. (the "Association"), which comprise the statement of financial position as at May 31, 2020, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at May 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### BASIS FOR OPINION

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### OTHER INFORMATION

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### RESPONSIBILITIES OF MANAGEMENT FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

### AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that

an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Winnipeg, Manitoba  
August 20, 2020

**MNP LLP**

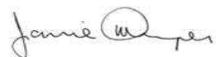
Chartered Professional Accountants

**STATEMENT OF FINANCIAL POSITION**

AS AT MAY 31, 2020

	2020	2019
<b>Assets</b>		
<b>Current</b>		
Cash	737,397	581,121
Temporary investments (Note 4)	1,439	126,417
Accounts receivable (Note 5)	37,562	21,153
Internally restricted cash	275,000	-
Internally restricted investments (Note 4)	-	275,000
Prepaid expenses	88,488	29,018
	<b>1,139,886</b>	<b>1,032,709</b>
<b>Capital assets (Note 6)</b>	<b>73,374</b>	<b>98,768</b>
	<b>1,213,260</b>	<b>1,131,477</b>
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accruals (Note 7)	81,275	126,949
Deferred revenue (Note 8)	660,806	562,929
	<b>742,081</b>	<b>689,878</b>
<b>Long-term debt (Note 9)</b>	<b>40,000</b>	<b>-</b>
	<b>782,081</b>	<b>689,878</b>
<b>Net Assets</b>		
Unrestricted	82,805	67,831
Invested in capital assets	73,374	98,768
Internally restricted (Note 10)	275,000	275,000
	<b>431,179</b>	<b>441,599</b>
	<b>1,213,260</b>	<b>1,131,477</b>

Approved on behalf of the Board



Director



Director

**STATEMENT OF OPERATIONS**

FOR THE YEAR ENDED MAY 31, 2020

	2020	2019
<b>Revenue</b>		
Advertising	58,342	80,484
Annual conference	232,414	215,853
CPHR Canada exam coordination	65,000	65,000
Educational partnerships and miscellaneous revenue	32,853	33,417
Member events	5,453	120,950
Membership dues	583,895	537,920
Professional designation fees	64,375	81,325
Professional development events	34,626	130,785
	<b>1,076,958</b>	1,265,734
<b>Expenses</b>		
Advertising	21,257	47,101
Amortization	26,466	19,827
Annual conference costs	128,274	122,290
Bank and credit card fees	28,523	30,396
Business development	66,373	73,050
CPHR Canada	82,565	80,198
Committees	11,637	18,572
Consulting fees	75,778	65,931
Insurance	2,266	1,999
Member services	6,883	101,521
Office and courier	3,907	6,599
Printing, postage and stationery	10,422	11,832
Professional development events	21,233	53,311
Professional fees	45,161	39,498
Rent and occupancy costs	77,524	66,023
Telephone	8,440	8,690
Wages and employee benefits	444,654	474,011
Website	26,015	24,702
	<b>1,087,378</b>	1,245,551
<b>Excess (deficiency) of revenue over expenses before other items</b>	<b>(10,420)</b>	20,183
<b>Other items</b>		
Insurance claim proceeds	-	29,280
Loss on write-down of capital assets related to insurance claim	-	(7,554)
	-	21,726
<b>Excess (deficiency) of revenue over expenses</b>	<b>(10,420)</b>	41,909

**STATEMENT OF CHANGES IN NET ASSETS**

FOR THE YEAR ENDED MAY 31, 2020

	<i>Unrestricted</i>	<i>Invested in capital assets</i>	<i>Internally restricted</i>	<b>2020</b>	<b>2019</b>
<b>Net assets, beginning of year</b>	<b>67,831</b>	<b>98,768</b>	<b>275,000</b>	<b>441,599</b>	399,690
<b>Excess (deficiency) of revenue over expenses</b>	<b>16,046</b>	<b>(26,466)</b>	-	<b>(10,420)</b>	41,909
<b>Purchase of capital assets</b>	<b>(1,072)</b>	<b>1,072</b>	-	-	-
<b>Net assets, end of year</b>	<b>82,805</b>	<b>73,374</b>	<b>275,000</b>	<b>431,179</b>	441,599

**STATEMENT OF CASH FLOWS**

FOR THE YEAR ENDED MAY 31, 2020

	2020	2019
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
Excess (deficiency) of revenue over expenses	(10,420)	41,909
Amortization	26,466	19,827
Loss on write-down of capital assets related to insurance claim	-	7,554
	<b>16,046</b>	69,290
Changes in working capital accounts		
Accounts receivable	(16,409)	6,959
Prepaid expenses	(59,470)	(4,798)
Accounts payable and accruals	(45,674)	(25,527)
Deferred revenue	97,877	57,097
	<b>(7,630)</b>	103,021
<b>Financing</b>		
Long-term debt	40,000	-
<b>Investing</b>		
Purchase of capital assets	(1,072)	(92,061)
Proceeds from (purchases of) temporary investments	399,978	(100,020)
	<b>398,906</b>	(192,081)
<b>Increase (decrease) in cash resources</b>	<b>431,276</b>	(89,060)
<b>Cash resources, beginning of year</b>	<b>581,121</b>	670,181
<b>Cash resources, end of year</b>	<b>1,012,397</b>	581,121
<b>Cash resources are composed of:</b>		
Cash	737,397	581,121
Internally restricted cash	275,000	-
	<b>1,012,397</b>	581,121

**NOTES TO THE FINANCIAL STATEMENTS**

FOR THE YEAR ENDED MAY 31, 2020

**1. Incorporation and nature of the association**

The mission of Chartered Professionals in Human Resources of Manitoba Inc. (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. As at June 30, 2020, \$275,000 of cash is internally restricted to fund the internally restricted net assets as at June 30, 2020.

**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.

	<b>Method</b>	<b>Rate</b>
Computer equipment	declining balance	30 %
Database project and website	declining balance	30 %
Furniture and fixtures	declining balance	20 %
Leasehold improvements	straight-line	5 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 related to volunteer hours are not recognized in the financial statements.

Included in member events revenue and member services expenses in the statement of operations is \$35,983 (2019 - \$50,726) representing estimated fair value of contributions of contributed materials and/or services.

**NOTES TO THE FINANCIAL STATEMENTS**

FOR THE YEAR ENDED MAY 31, 2020

***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. No allowance has been recorded in the current year (2019 - \$nil). 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.

***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 Association, 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.

***Financial asset impairment***

The Association assesses impairment of all of its financial assets measured at cost or amortized cost. The Association groups assets for impairment testing when there are numerous assets affected by the same factors. Management considers whether the issuer is having significant financial difficulty, or whether there has been a breach in contract, such as a default or delinquency in interest or principal payments, in determining whether objective evidence of impairment exists. When there is an indication of impairment, the Association determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year. If so, the Association reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets; and the amount expected to be realized by exercising any rights to collateral held against those assets.

**NOTES TO THE FINANCIAL STATEMENTS**

FOR THE YEAR ENDED MAY 31, 2020

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

The Association reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized.

**Government assistance**

In response to the negative economic impact of COVID-19, the Government of Canada announced the Canada Emergency Wage Subsidy (CEWS) program in April 2020. CEWS provides a wage subsidy on eligible remuneration, subject to limits per employee, to eligible employers based on certain criteria, including demonstration of revenue declines as a result of COVID-19. As at the year ended May 31, 2020, the Association has received \$23,943 of CEWS which has been recognized against salary expenses.

**3. Adoption of new accounting standard****Capital Assets Held by Not-for-Profit Organizations**

Effective June 1, 2019, the Association adopted the Accounting Standard Board's (AcSB) new accounting standards improvements for not-for-profit organizations related to capital assets under Section 4433 *Tangible Capital Assets Held by Not-for-Profit Organizations*. Applying this new Section results in changes to the determination of impairment and write-downs of capital assets and allows for the recognition of partial impairments of these assets.

There was no material impact on the financial statements from the application of the new accounting standard.

**4. Temporary investments**

	2020	2019
Mutual funds	542	535
Patronage equity	897	882
Redeemable GIC, earning interest at 1.95%, maturing September 2019	-	100,000
Redeemable GIC, earning interest at 1.95%, maturing September 2019	-	100,000
Redeemable GIC, earning interest at 1.95%, maturing September 2019	-	100,000
Redeemable GIC, earning interest at 1.95%, maturing September 2019	-	100,000
	<b>1,439</b>	401,417
Restricted investments	-	(275,000)
	<b>1,439</b>	126,417

**5. Accounts receivable**

	2020	2019
Trade receivables	37,562	21,046
Interest receivable	-	107
	<b>37,562</b>	21,153

**NOTES TO THE FINANCIAL STATEMENTS**

FOR THE YEAR ENDED MAY 31, 2020

**6. Capital assets**

	<b>Cost</b>	<b>Accumulated amortization</b>	<b>2020 Net book value</b>
Computer equipment	78,672	51,377	27,295
Database project and website	96,608	93,727	2,881
Furniture and fixtures	46,890	33,657	13,233
Leasehold improvements	53,325	23,360	29,965
	<b>275,495</b>	<b>202,121</b>	<b>73,374</b>

	<b>Cost</b>	<b>Accumulated amortization</b>	<b>2019 Net book value</b>
Computer equipment	77,600	39,910	37,690
Database project and website	96,608	92,492	4,116
Furniture and fixtures	46,890	30,348	16,542
Leasehold improvements	53,325	12,905	40,420
	<b>274,423</b>	<b>175,655</b>	<b>98,768</b>

**7. Accounts payable and accruals**

	<b>2020</b>	<b>2019</b>
Trade payables	9,701	40,286
Vacation accrual	30,149	33,944
Accrued liabilities	16,663	16,663
GST payable	24,341	25,199
Visa payables	421	10,857
	<b>81,275</b>	<b>126,949</b>

**8. Deferred revenue**

	<b>2020</b>	<b>2019</b>
Membership fees	470,080	518,017
Postponed events	48,820	-
Other sponsorships	113,338	12,600
CPHR exams	20,000	13,000
Other unearned revenue	8,568	4,062
Conference registration	-	5,500
Conference sponsorships	-	9,750
	<b>660,806</b>	<b>562,929</b>

**NOTES TO THE FINANCIAL STATEMENTS**

FOR THE YEAR ENDED MAY 31, 2020

**9. Long-term debt**

During the year ended May 31, 2020, the Association received the Canada Emergency Business Account (CEBA) line of credit funded by the Government of Canada. Until December 31, 2022, no repayment is required and the annual interest rate is 0%. If repayment of 75% of the total debt is made on or before December 31, 2022, the repayment of the remaining 25% of such term debt shall be forgiven. In the event the 75% total debt is not repaid by this date, the total debt has an interest rate of 5% and must be repaid in total.

**10. 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, \$nil (2019 - \$25,000) was transferred to internally restricted net assets.

**11. Commitments**

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

2021	77,828
2022	77,096
2023	25,699
	<hr/>
	180,623
	<hr/>

**12. 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.

ADVANCING THE HUMAN RESOURCE PROFESSION  
**Chartered Professionals in Human Resources of Manitoba**  
**Annual Report 2019-2020**

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