

Annual Report 2020-2021

SHAPING THE FUTURE OF WORK

“In order to build a rewarding employee experience, you need to understand what matters most to your people.”

– Julie Bevacqua

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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

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 has approved a new strategic plan for the association. 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 serves 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
Colleen Coates, CPHR
Vice President, People & Culture,
Farmers Edge
-
- PAST CHAIR
Janice Harper, CPHR
Executive Vice President Human Resources,
NFI Group
-
- TREASURER
Grant Christensen, FCPA, FCGA
-
- DIRECTOR AT LARGE
Dr. Lana Adeleye-Olusae, CMC, CPHR, MBA
Director of Human Resources,
Manitoba Museum
-
- DIRECTOR AT LARGE
Glenn Fleetwood, CPA, CGA
Chief Operating Officer, Peguis First Nation
-
- DIRECTOR AT LARGE
Brad Lutz, CPHR
President, Acuity HR Solutions Inc.
-
- DIRECTOR AT LARGE
Lisa Rowe, CPHR
Vice President, Human Resources,
Loewen Windows and Doors
-
- DIRECTOR AT LARGE
Ryan Savage, LLB
Partner, Taylor McCaffrey LLP
-

DIRECTOR AT LARGE
Keith Sinclair, CMC, CPHR
President & CEO, Harris Leadership
Strategies

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DIRECTOR AT LARGE
Susan Young, CPHR, SHRM-SCP
VP of Human Resources &
Government Services, Freshwater
Fish Marketing Corporation

Board Committees

- Audit Committee
- Awards Committee
- Membership Committee
- Professional Standards Committee
- Discipline Committee
- Complaints & Investigation Committee
- Governance Committee
- Nominating 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!

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, and events and programming. Reporting to this position are 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. Lindsay provides 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.



COLLEEN COATES, CPHR
CHAIR



RON GAUTHIER
CEO

To begin, we want to take a moment to again acknowledge that as business has changed through the ongoing pandemic, HR professionals have been there supporting health, safety, dignity, and success – one workplace at a time. This past year has not been without its challenges, but we also recognize that many positives came out of the crisis. One of the key takeaways is the importance of belonging to a community. In so many ways, the HR profession stood tall together while apart, demonstrating the courage, innovation and resilience that are intrinsic to our profession.

We know these have been challenging and even exhausting times for members and their organizations, but there is a bright future ahead for our profession. Businesses will continue to evolve and adapt to new ways of working, and CPHRs are best equipped, through their education, experience, and expertise, to help shape the future of work.

This year, CPHR Manitoba continued to remain focused on providing the highest level of support to our members. Due to the ongoing pandemic, CPHR Manitoba's programming looked a bit different with everything being delivered virtually, but overall, the association had a good year making progress under each pillar of our strategic plan – promote the CPHR brand, support CPHR development and foster public confidence in CPHRs.

Promote the CPHR Brand

Over the past few years, CPHR Manitoba has invested in promoting the CPHR brand across Manitoba. In addition to our usual sponsorships with the Chambers of Commerce throughout the province, this year those efforts included a campaign titled “Are you ready?” which focused on asking if

business leaders were ready for the future of work and the role of HR professionals. We developed a commercial that aired on CTV along with static ads that played off our campaign messaging for use on LinkedIn and other web and print media. And a Jets sponsorship involved a banner ad that displayed on the glass behind the net at 10-minute intervals during the game.

The Manitoba Chambers of Commerce's Business Outlook Survey results indicated that awareness of the CPHR designation increased from 43% to 62% over the past two years. We're also pleased to share that we ended the year with a record high number of CPHR Manitoba members. We ended the year with 1,689 members and overall membership has increased 28.64% in the past seven years. We were able to again help 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 remain focused on certification and the value of the CPHR designation – now is the time to ensure HR maintains its place as a strategic organizational partner. Over the last year, we invested additional time and resources into reaching potential CPHRs, especially using LinkedIn Recruiter from which we received 23 new members. We hosted several virtual information sessions with post-secondary institutions across Manitoba and continued to work with institutions to become accredited. There were also a few updates made to the Validation of Experience this year with the incorporation of 'Foundational' HR experience and the introduction of the 'fast-track' route under the executive path.

Support CPHR development

When the pandemic hit back in March 2020, we wanted to help members sort through all the information and updates surrounding the COVID-19 pandemic. We continued updating and maintaining the COVID-19 resource page on our website throughout the year with articles, webinars, and information relating to new announcements.

CPHR Manitoba also continued to provide our professional development and other events virtually. In place of the annual conference, we offered a virtual PD Passport Series, which ran from October to April covering trending topics in HR. We had over 345 delegates in attendance across the four events. We celebrated the sold-out HR Excellence Awards 2020 virtually in December. Congratulations again to all nominees and winners! We're planning to host the next HR Excellence Awards in the spring of 2022 and are excited to build on the momentum we saw in 2020.

Foster public confidence in CPHRs

As part of our effort to foster public confidence, CPHR Manitoba implemented a Good Character Attestation for all current and new members of the association. The Good Character Attestation - along with our Code of Ethics and Rules of Professional Conduct - is key to our ability to protect the public interest, promote and maintain the high ethical standards of the profession, and maintain public confidence and safeguard the reputation of the profession. Additionally, CPHR Manitoba updated the complaints and investigation process by creating a Complaints and Investigation Committee and Discipline Committee, which better aligns us with other regulatory bodies.

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. With an operating surplus of \$168,073, the board has put another \$150,000 into our internally-restricted reserve bringing it to \$425,000. Our target is 100% of our annual operating budget.

Finally, we are pleased to share that our Members as Customers surveys showed that our members overall are satisfied with our association and its offerings, including customer service (94% satisfaction).

As we wrap up the 2020-2021 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.

At CPHR Manitoba we look forward to continuing to advance the human resources profession in 2021-2022.

CPHR Canada has been focusing its efforts on marketing and national standards to build on and enhance the messaging, positioning and value of the CPHR designation and the provincial associations.

THE VOICE OF HR IN CANADA

This year, CPHR Canada commissioned a National Salary Survey among HR managers across the country. Consistent with the 2016 survey, the key objectives were to better understand HR salaries, benefits and other compensation, job responsibilities, and acquisition and benefit of HR designation. Results of the survey will be shared with the provincial associations in August 2021.

CPHR Canada began running a national campaign at the end of this fiscal year with the goal of increasing requests to join CPHR associations across the country and positioning the CPHR associations and CPHRs as the indisputable experts in addressing key issues affecting business today. The campaign was based off CPHR Manitoba’s “Are You Ready?” campaign.

CPHR Canada published research, including “Briefing Note – Economic Responses To COVID-19,” which was based on information in the public domains and documents relating to economic responses to the pandemic by the Canadian federal and provincial governments.

Anthony Ariganello, president & CEO of CPHR Canada, published and/or contributed to articles reflecting on HR and the COVID-19 pandemic, participated in roundtables discussing HR and the COVID-19 pandemic, and introduced a Leaders Lounge YouTube series where he interviewed prominent senior HR professionals and CPHR members who shared their experiences over this past year.

NATIONAL STANDARDS

CPHR Manitoba continues to be contracted by CPHR Canada to manage the National Knowledge Exam (NKE). Due to the pandemic, the Spring 2020 NKE was delayed until June 2020 and, along with the Fall 2020 and Spring 2021 exams, was offered as a remote-proctored exam.

To streamline the request for accommodations for the NKE, CPHR Manitoba created a new accommodation policy and procedures, which was reviewed by CPHR Canada and approved for use starting with the Spring 2021 NKE. Each province was given a handbook and accommodations request form to put on their website, and all requests for accommodation are reviewed and approved by CPHR Canada.

This year, CPHR Canada also focused on updating the Competency Framework in accordance with the best practice of reviewing the framework every 3 to 7 years. This project began in fall 2019 but was put on hold at the beginning of the COVID-19 pandemic. Our CPHR Canada board representative and a member of our staff are part of the working committee. The roll-out of the new competency framework is expected for fall 2022.

CPHR Canada and the member provinces have introduced a mandatory three-hour ethics requirement that all CPHR members must follow as part of their CPD curriculum over each rolling three-year period. To help support CPHRs in obtaining ethics training, CPHR Canada has partnered with Neovox Media and created a three-hour ethics course called Professionals in Grey Areas – How to Make Ethical Decisions.

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.

The HR Trends Summer 2020 and Spring 2021 reports polled CPHR members across western Canada with respect to their organizations’ responses to the pandemic.

The results showed that organizations that had a business continuity plan in place prior to the pandemic significantly improved the likelihood an organization was able to continue all or most of their operations. The results also showed that if HR was a key contributor to the development of the plan, then the plan was more likely to have been viewed as helpful in guiding decision-making during the public health emergency. In this case, it also positions our economy for a quicker, safer return. But this happened with across-the-board changes in policies, processes, training, and communication, all led by HR.

Highlights from the Summer 2020 & Spring 2021 Reports:

- 78% of Manitoba organizations that had an HR presence were able to continue all or most of their operations.
- After the public health emergency phase has ended, 66 per cent of Manitoba employers expect to offer flexibility to work from home, compared to 27 per cent pre-pandemic.
- In the next 3 -5 years, the top 2 human capital challenges are employee engagement (49%) and leadership capacity (42%).
- Close to 3-in-5 Manitoba organizations are worried about the ability to recruit talent in the next 6 months, while just over half are worried about the ability to retain talent.

For the full reports, please see [CPHRMB.CA/HRTrends](https://cphrmb.ca/HRTrends).

The overarching goal of promoting the profession is to ensure HR is seen as a vital strategic and organizational business partner. HR professionals have played a crucial role in helping organizations manage this ongoing pandemic and shine a light on the value of HR to business. As business has changed, HR professionals have been there supporting health, safety, dignity and success – one workplace at a time.

According to the Manitoba Chamber of Commerce’s 2020 Business Outlook Survey, 76% of respondents reported that HR plays a vital strategic, leadership and operational function in their organization. This aligns with a Sage Research Report about changing expectations and perceptions of HR. According to the report, 87% of c-suite executives said the pandemic accelerated changes in HR, such as HR departments having a greater influence on organizations.

Business will keep evolving to new ways of working, and CPHRs are best equipped – through their education, experience and expertise – to shape the future of work.

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 increase demand for CPHRs in the workplace.

CPHR Manitoba strengthened its presence at post-secondary institutions in Manitoba by 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 the process to become a CPHR.

The association continued to connect with potential and existing members to encourage them to pursue the CPHR™ designation. The messaging reinforces the value of becoming designated and the 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 Chambers of Commerce
- Brandon Chamber of Commerce
- Winkler Chamber of Commerce
- Morden Chamber of Commerce
- Altona Chamber of Commerce
- Steinbach Chamber of Commerce
- Aboriginal Chamber of Commerce

BUSINESS GROUPS

- The Associates
- Young Associates
- Manitoba Club
- Future Leaders of Manitoba
- Canadian Manufacturers & Exporters (CME)
- Tech 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)
- Canadian Association of Management Consultants (CMC)
- Canadian Institute of Management (CIM)

MARKETING PARTNERS

- Winnipeg Blue Bombers
- Winnipeg Jets
- Bell Media
- World Trade Centre Winnipeg
- Royal MTC Lawyers Play
- ADP

OTHERS

- SAFE Work Manitoba
- Safety Services Manitoba
- Manitoba League for Persons with Disabilities
- Manitoba Start
- United Way – GenNext
- Conference Board of Canada
- Health Sciences Centre (HSC) Foundation
- Disabilities Issues Office (DIO)
- QNet
- Volunteer Manitoba
- Winnipeg Poverty Reduction Council/ TRC 92 (United Way)

585 – CPHRs

418 – Regular / Associate

204 – Students

442 – CPHR Candidates

35 – Retired CPHR/FCPHR / Retired / Life

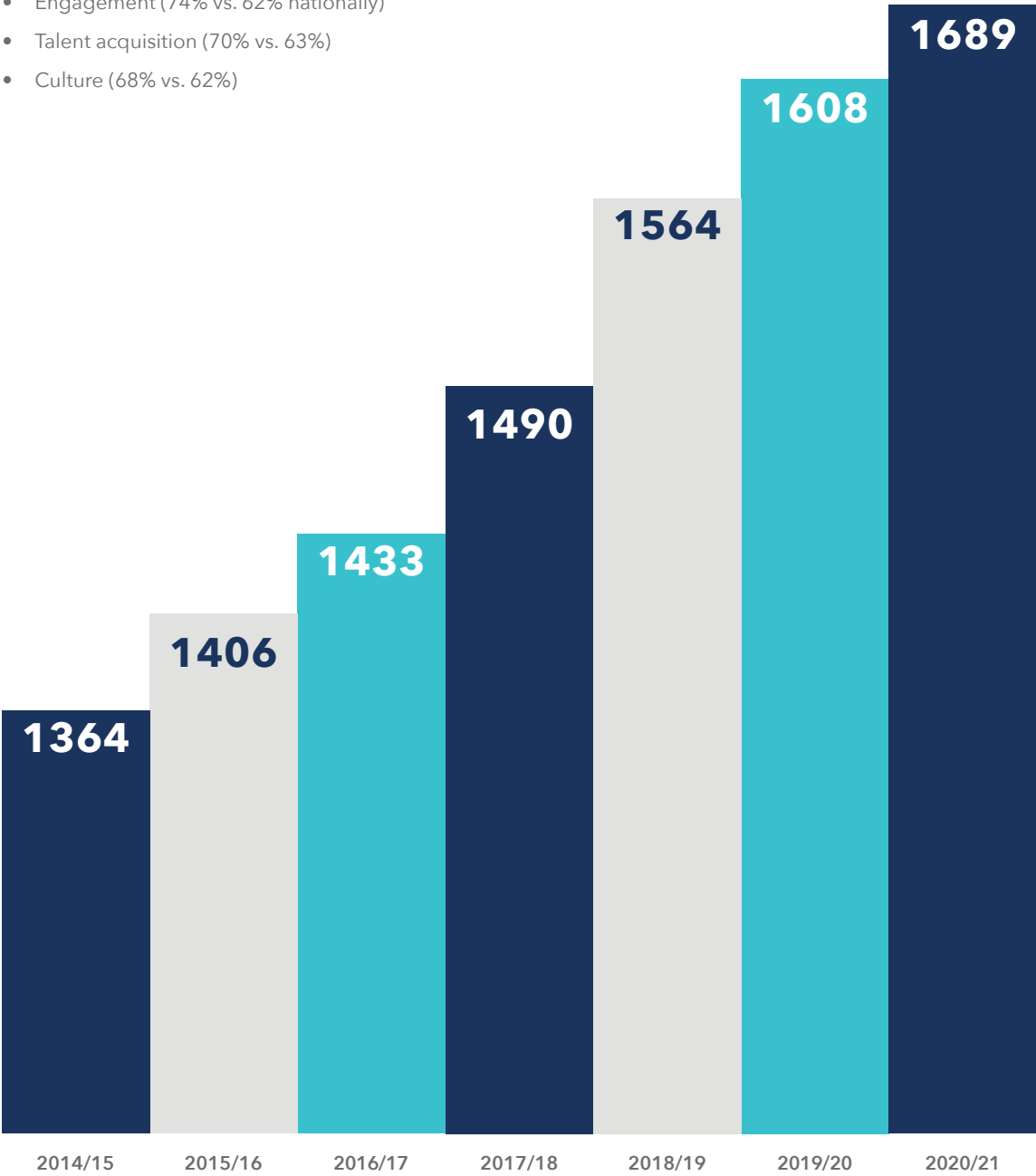
5 – FCPHRs

1,689 Total Members

This year, CPHR Manitoba welcomed 81 new members. Overall membership has increased 28.64% in the past seven years.

According to the 2021 National Salary Survey, MB members are more likely than other provincial CPHR associations to be responsible for HR aspects including:

- Engagement (74% vs. 62% nationally)
- Talent acquisition (70% vs. 63%)
- Culture (68% vs. 62%)



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 including a non-degree path and an executive path.

Post-Secondary Institution (PSI) Accreditation Program

This year, CPHR Manitoba accredited another post-secondary program: Assiniboine Community College Human Resource Management (Advanced Diploma). Since its launch five years ago, CPHR Manitoba has accredited nine post-secondary HR programs in the province. 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 309 (86 this fiscal year) NKE Waivers since 2017.

Programs accredited in Manitoba:

- Assiniboine Community College – Business Administration Diploma (Human Resource Specialization)
- Assiniboine Community College Human Resource Management (Advanced Diploma)
- Manitoba Institute of Trades and Technology – 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 (CPD) 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 2020-2021, CPHR Manitoba randomly selected 17 members for the CPD audit, which was approved by the CPD Audit Committee.

Validation of Experience (VOE)

The VOE requirements were updated this year to reflect the change from ‘professional’ HR experience to ‘Applied’ and ‘Foundational’ HR experience. In addition, a new fast-track route for executives was added to the Executive CPHR Path. CPHR Manitoba received a total of 42 VOE submissions across the various paths to the CPHR designation; 38 of the submissions passed. CPHR Manitoba hosted 19 VOE Information Sessions and received a total of 297 registrations for these sessions, 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. Staff also facilitated 14 General Information Sessions with a total of 135 attendees.

June 2020

- 42 writers
- 83% Pass Rate

November 2020

- 33 writers
- 66% Pass Rate

May 2021

- 33 writers
- 78% Pass Rate

There were three NKE exams this year. The Spring 2020 NKE was supposed to take place in May 2020, but was postponed to June due to the pandemic.

NKE Prep Courses

CPHR Manitoba’s live prep courses were held in-person in August 2020 and virtually in March 2021, in advance of the Fall and Spring NKEs, respectively. CPHR Manitoba also partnered with Captus Press to offer an on-demand online prep course. In total, there were:

- 28 CPHR Manitoba Prep Course participants.
- 57 Captus Press Prep Course participants

2021 Member Survey Findings:

CERTIFICATION:

- Customer service satisfaction rating: 94%

MEMBERSHIP DETAILS:

Top areas members value the most:

- Certification
- Professional Development Programs
- Code of Ethics & Rules of Professional Conduct

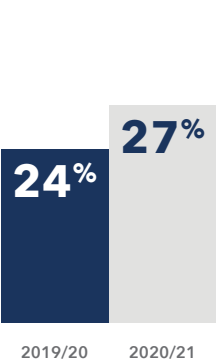
SURVEY FINDINGS

2021 Member Survey Findings:

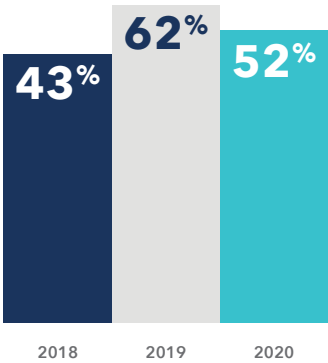
88% of CPHRs agree that the CPHR™ is a high quality, professional designation

63% of members agree the CPHR™ designation is required by employers - a 6% increase from last year

AWARENESS OF CPHR DESIGNATION
2020/21 Manitoba Omnibus Survey



AWARENESS OF CPHR DESIGNATION
2020 Manitoba Chambers of Commerce Business Outlook Survey



PD Passport Series

Due to the ongoing pandemic, we were not able to host CPHR Manitoba's HR Conference 2020 this year. Instead, we offered a PD Passport Series with four virtual events throughout the year. We had over 345 delegates attend the events.

Future of Work Conference

Presenting Sponsor: UKG
Champion Sponsor: University of Manitoba
- Extended Education
Supporter Sponsors: Manitoba Blue Cross, Achieve Centre for Leadership, People First HR Services

Diversity Forum

Presenting Sponsor: University of Manitoba
- Extended Education
Partner Sponsor: UKG

Psychological Health & Safety in the Workplace Conference

Presenting Sponsor: Safe Work Manitoba
Partner Sponsors: UKG, Taylor McCaffrey
Supporter Sponsors: University of Manitoba
- Extended Education, Manitoba Blue Cross, Achieve Centre for Leadership

Talent Forum

Partner Sponsor: UKG
Supporter Sponsors: People First HR Services, University of Manitoba
- Extended Education

HR Excellence Awards

We postponed the sold-out HR Excellence Awards 2020, which was originally scheduled to be held in April 2020, to this year. We planned for back-up dates, but with the restrictions, we were not able to hold this event in person so instead we celebrated virtually in December. Thank you again to the Awards Gala Nominations Committee for all their hard work in soliciting a record number of applications this year. Thank you also to our Awards Evaluations Committee for their hard work evaluating the 45+ applications that we received. Congratulations again to all the nominees and winners! We're planning to host the next HR Excellence Awards in the spring of 2022 and are excited to build on the momentum we saw in 2020.

AGM

CPHR Manitoba's Annual General Meeting took place virtually in September 2020, where 70 members logged into the meeting to celebrate CPHR Manitoba's past year of successes and achievements.

Mentorship Program

CPHR Manitoba created 71 pairings of Mentors & Mentees for this year's Professional Mentorship Program (PMP), which ran from September 2020 to April 2021. We received a lot of positive feedback from the program this year.

"I found the experience invaluable. It increased my confidence in my work, encouraged me to create career goals and gave me the opportunity to learn from an experienced HR professional. I highly recommend this program; it has helped me immensely in my HR career."

Career Centre

CPHR Manitoba launched a new Career Centre in April 2020. We saw the opportunity to enhance the member experience with a first-rate job board with features our old job board simply could not support. And as we continue to live in these uncertain times, the Career Centre will only become more

important as a resource tool for members with career advice, a free resume review and more. At the end of last year, we registered 153 employers and 227 job seekers on the site and received 124 job postings.

Pre-Approved for CPD Program

The Pre-Approved for CPD Program (previously known as the Accreditation Program) continues to provide mutual benefit to our Approved Providers 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 100 pre-approved for CPD licenses. The Pre-Approved for CPD Programs are advertised to members on our website, through the weekly newsletter and in a monthly eblast.

PD by Numbers 2020/21

	PD Passport/Conference 345 delegates across 4 events		Webinars 33
	Mentorship 71 pairings		Executive Breakfast Series 9 sessions
	Pre-Approved for CPD 100 licenses		Legislative Review 165 attendees
	Workshops 5		HR Excellence Awards 289 viewers

Westman Chapter

To wrap up the last fiscal year, CPHR Manitoba hosted a Virtual Happy Hour with the Westman Chapter in June and held a virtual Special Membership Meeting for the Westman Chapter in May. There were:

- 14 Virtual Happy Hour participants
- 17 Special Membership Meeting participants

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

Pembina Valley Chapter

To wrap up the last fiscal year, CPHR Manitoba hosted a Virtual Happy Hour with the Pembina Valley Chapter in June and held a virtual Special Membership Meeting for the Pembina Valley Chapter in May. CPHR Manitoba coordinated two webinars with the Pembina Valley Chapter: the #metoo webinar and the Working From Home – The Mental Health View webinar. There were:

- 17 Virtual Happy Hour participants
- 18 Special Membership Meeting participants
- 15 #metoo webinar participants
- 18 Working from Home – The Mental Health View webinar participants

CPHR Manitoba renewed memberships with the Morden, Winkler, Altona, and Steinbach Chambers of Commerce.

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, 2021, 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, 2021, 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 19, 2021

MNP LLP

Chartered Professional Accountants

STATEMENT OF FINANCIAL POSITION

AS AT MAY 31, 2021

	2021	2020
Assets		
Current		
Cash	816,929	737,397
Internally restricted cash	425,000	275,000
Temporary investments (Note 3)	1,451	1,439
Accounts receivable (Note 4)	53,593	37,562
Prepaid expenses	45,926	88,488
	1,342,899	1,139,886
Capital assets (Note 5)	56,265	73,374
	1,399,164	1,213,260
Liabilities		
Current		
Accounts payable and accruals (Note 6)	145,376	81,275
Deferred revenue (Note 7)	614,536	660,806
	759,912	742,081
Canada Emergency Business Account loan (Note 8)	40,000	40,000
	799,912	782,081
Net Assets		
Unrestricted	117,987	82,805
Invested in capital assets	56,265	73,374
Internally restricted (Note 9)	425,000	275,000
	599,252	431,179
	1,399,164	1,213,260

Approved on behalf of the Board


Director


Director

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MAY 31, 2021

	2021	2020
Revenue		
Advertising	56,979	58,342
Annual conference	-	232,414
CPHR Canada exam coordination	65,000	65,000
Educational partnerships and miscellaneous revenue	20,973	32,853
Member events	54,128	5,453
Membership dues	613,494	583,895
Professional designation fees	113,190	64,375
Professional development events	260,708	34,626
Forgivable portion of Canada Emergency Business Account loan (Note 8)	20,000	-
	1,204,472	1,076,958
Expenses		
Advertising	60,088	21,258
Amortization	23,044	26,466
Annual conference costs	-	128,274
Bank and credit card fees	28,976	28,523
Business development	93,296	75,412
CPHR Canada	58,535	82,565
Committees	2,715	11,637
Consulting fees	48,888	75,778
Insurance	2,245	2,266
Member services	54,164	6,883
Office and courier	2,188	3,907
Printing, postage and stationery	5,517	10,422
Professional development events	73,682	21,233
Professional fees	83,286	45,161
Rent and occupancy costs (Note 13)	65,280	77,524
Telephone	7,013	8,440
Wages and employee benefits (Note 12)	408,085	444,654
Website	19,397	16,975
	1,036,399	1,087,378
Excess (deficiency) of revenue over expenses	168,073	(10,420)

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED MAY 31, 2021

	Unrestricted	Invested in capital assets	Internally restricted	2021	2020
Net assets, beginning of year	82,805	73,374	275,000	431,179	441,599
Excess (deficiency) of revenue over expenses	191,117	(23,044)	-	168,073	(10,420)
Purchase of capital assets	(5,935)	5,935	-	-	-
Transfers (Note 9)	(150,000)	-	150,000	-	-
Net assets, end of year	117,987	56,265	425,000	599,252	431,179

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MAY 31, 2021

	2021	2020
Cash provided by (used for) the following activities		
Operating		
Excess (deficiency) of revenue over expenses	168,073	(10,420)
Amortization	23,044	26,466
Forgivable portion of Canada Emergency Business Account loan	(20,000)	-
	171,117	16,046
Changes in working capital accounts		
Internally restricted cash	(150,000)	(275,000)
Accounts receivable	(16,031)	(16,409)
Prepaid expenses	42,562	(59,470)
Accounts payable and accruals	64,101	(45,674)
Deferred revenue	(46,270)	97,877
	65,479	(282,630)
Financing		
Canada Emergency Business Account loan	20,000	40,000
Investing		
Purchase of capital assets	(5,935)	(1,072)
Proceeds from (purchases of) temporary investments	(12)	399,978
	(5,947)	398,906
Increase in cash resources	79,532	156,276
Cash resources, beginning of year	737,397	581,121
Cash resources, end of year	816,929	737,397

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MAY 31, 2021

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 May 31, 2021, \$400,000 of cash is internally restricted to fund the internally restricted net assets as at May 31, 2021.

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	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 \$29,713 (2020 - \$35,983) representing estimated fair value of contributions of contributed materials and/or services.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MAY 31, 2021

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. No allowance has been recorded in the current year (2020 - \$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, 2021

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

Government assistance includes all funding received from the federal and provincial government. The Organization recognizes government assistance received as earned revenue in the period for which all obligations in relation to the assistance have been satisfied.

3. Temporary investments

	2021	2020
Mutual funds	543	542
Patronage equity	908	897
	1,451	1,439

4. Accounts receivable

	2021	2020
Trade receivables	20,320	37,562
Canada Emergency Wage Subsidy (CEWS) receivable	33,273	-
	53,593	37,562

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MAY 31, 2021

5. Capital assets

	Cost	Accumulated amortization	2021 Net book value
Computer equipment	84,607	60,456	24,151
Database project and website	96,608	94,591	2,017
Furniture and fixtures	46,890	36,303	10,587
Leasehold improvements	53,325	33,815	19,510
	281,430	225,165	56,265

	Cost	Accumulated amortization	2020 Net book value
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
	275,495	202,121	73,374

6. Accounts payable and accruals

	2021	2020
Trade payables	52,315	9,701
Vacation accrual	29,620	30,149
Accrued liabilities	26,760	16,663
GST payable	26,719	24,341
Visa payables	9,962	421
	145,376	81,275

7. Deferred revenue

	2021	2020
Membership fees	570,485	470,080
Postponed events	6,310	48,820
Other sponsorships	13,000	113,338
CPHR exams	4,000	20,000
Eblasts	10,263	-
Other unearned revenue	10,478	8,568
	614,536	660,806

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MAY 31, 2021

8. Canada Emergency Business Account loan

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. The Association received \$40,000 of CEBA loan in the prior year, the additional \$20,000 in the current year, and recorded the \$20,000 forgivable portion of the loan as income.

9. Internally restricted net assets

The Association has established an internally restricted reserve to ensure financial stability of the Association. The amount is to approximate one year of normalized annual operating expenses. The Board of Directors will approve a transfer annually until this target is achieved. During the year, \$150,000 (2020 - \$nil) was transferred to internally restricted net assets.

10. Commitments

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

2022	77,096
2023	77,096
2024	25,699
	179,890

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. Canada Emergency Wage Subsidy

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, 2021, the Association has received \$92,820 of CEWS (2020 - \$23,943) which has been recognized against salary expenses. \$33,273 of CEWS is in accounts receivable as at year-end (2020 - \$nil).

13. Canada Emergency Rent Subsidy

During the year, the Association received \$12,240 of Canada Emergency Rent Subsidy from the Government of Canada to cover part of their commercial rent or property expenses. This has been recognized against rent expenses.

14. Significant event

The outbreak of the novel strain of coronavirus, specifically identified as "COVID-19", has resulted in a widespread health crisis that has affected the global and local economies resulting in an economic shutdown. The duration and impact of the COVID-19 outbreak is unknown at this time and it is not possible to reliably estimate the length and severity of these developments and the impact on the financial results and condition of the Association.

15. Comparative figures

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

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**Chartered Professionals in Human Resources of Manitoba
Annual Report 2020-2021**

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