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measuring to understand how it is perceived by the business community and the general public. "We have a benchmark now and we'll be looking at doing some things to raise our profile, all in the context of providing a better awareness of our association and our membership, all for the benefit of the members," said Waldie.

The association has devoted a lot of time to ensuring it is responding to members' needs by offering new symposiums directed at members outside the province's main cities and offering education that's at a level of interest to senior practitioners. The B.C. group has also collaborated with Alberta in areas such as training courses.

LORI FENN
Executive director
Human Resource
Management
Association of
Manitoba



The Human Resource Management Association of Manitoba (HRMAM) has seen astounding growth. Based in Winnipeg, the 63-year-old association has 1,100 members, nearly twice as many as the 600 it had at the start of the decade. Executive director Lori Fenn at-

tributes much of this growth to a heightened interest in the CHRP designation.

Having membership double in such a short time means coping with some growing pains. At the HRMAM, the challenge is how to meet the needs of a diverse membership.

"There's such a wide variety of skills and experience, how do we provide value to this growing membership? Our diverse membership is our biggest challenge," said Fenn, pointing to students and senior HR people as two groups that may feel not as well-served as others.

The association is also gearing up to provide service to business professionals at large. In Manitoba, the ratio of small- and medium-sized enterprises (SMEs) to large enterprises is more than 300 to one. That means, throughout much of the province's business world, it's not a dedicated HR person who does HR work. To reach out to these people, HRMAM has put together a 10-module training curriculum on HR functions such as recruitment, training and conflict resolution.

Another major initiative the association undertook this year was teaming up with the Assembly of Manitoba Chiefs to tackle the issue of under-employment among Aboriginals. The initiative came out of a recognition that members had a strong interest in Aboriginal re-

cruitment. When Manitoba Public Insurance won HRMAM's Excellence in Leadership award in 2005 for its Aboriginal employment practices, it fielded a lot of phone calls from other employers hoping to learn from the crown corporation.

"That started the ball rolling," said Fenn.

The HRMAM board then decided this was an area where members needed support. With a multi-year partnership, the role of the HRMAM is to develop a cultural awareness among employers, said Fenn.

"Our focus right now is on understanding Aboriginal cultures and communities, for the purpose of eventually identifying what the barriers are and removing the barriers to employment."

RACHELLE GAGNON
President
Human Resources
Association of
New Brunswick



For the first 10 years of its existence, the HR Association of New Brunswick (HRANB) had three chapters in the province's major, mostly English-speaking, cities. But the association wanted to grow into the northern, French-speaking areas as well. To be able to do

that, the association has been building up its French-language services over the past two years.

"Before we were able to offer more services in northern New Brunswick, since the language is primarily French, we wanted to be sure all our bilingual services were up to date. That includes the website, customer service and ensuring our administrator was bilingual," said Rachelle Gagnon, president of HRANB. "At this point, with our services fully bilingual, we felt we were able to move ahead."

In the past two months, the association has established chapters in Bathurst and Edmundston, which will complement the original chapters in Saint John, Fredericton and Moncton.

To spearhead the new chapters, HRANB was lucky enough to find two former chapter presidents from the HR Professionals Association of Ontario, said Gagnon.

"They've taken on the lead and become the new chapter presidents for those chapters," she said.

While the association has been around for a decade, it has only been in the last five years that it has been very active. With more than 750 members, it plans to focus on growth over the next couple of years, said Gagnon.

Professional development activities are one way the asso-

ciation attracts and retains members. Each year the association hosts a provincial professional development day. This year Bruce Katcher, author of *30 Reasons Employees Hate Their Managers*, will lead the workshop on May 10.

"It's such a timely topic because it talks about employee engagement and motivation, communication and managing relationships. That applies certainly to the HR field," said Gagnon.

The chapters have also developed activities and programs that all members benefit from. Last year the Moncton chapter organized a golf tournament to promote and foster networking and the Fredericton chapter started a mentoring program for HR professionals.

ELIZABETH WHITTEN
President
Human Resources
Professionals of
Newfoundland
and Labrador



Since the HR Professionals of Newfoundland and Labrador (HRPNL) formed three years ago, it has grown from 10 members to 150. The number of CHRP designation holders has also more than

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quadrupled from four to 19 in that time.

"We've grown significantly," said Elizabeth Whitten, vice-president of the association.

And each time the CHRP national exams come around, more and more HRPNL members are writing them.

"The level of interest is really growing and we're really pleased with that," said Whitten.

Part of this growth can be attributed to the association's focus on professional development.

Over the past two years, HRPNL has worked with the College of the North Atlantic, which has 17 campuses across the province, to create a post-graduate HR certificate. The program, composed of 10 HR-specific courses, is mostly for people who already have a degree and want to move into the HR field, said Whitten.

HRPNL is continuing to promote the CHRP designation to professionals and employers alike. Last month the association took out an ad in the province's largest newspaper listing all designation holders and explaining the benefits of the designation for professionals and employers.

The association has grown from one chapter in St. John's to include a second in Grand Falls-Windsor. Whitten said there are plans to start a third chap-

ter in Corner Brook.

In the coming year, the association plans to continue focusing on professional development for members and promoting the designation. As part of this, the association is planning a major redesign of its website so members can ask questions of each other and share experiences.

The association is also looking at providing members with preparation courses for the National Knowledge Exam and the National Professional Practice Assessment. A more formal approach that includes study groups will be especially helpful for members who have been out of school for a while, said Whitten.

"It helps them build their confidence if they have a group of peers they can work with to help prepare," she said.

One of the challenges the still-young association faces is that it's run completely by volunteers. The association's recent member appreciation dinner in December became an opportunity for the association to recruit members to become more involved, said Whitten.

"We gave members the opportunity to let us know what they feel we as an association can be doing to better meet the needs of members and really offer value to our members," she said. "Not only did we get good feedback and ideas from our members, it was also beneficial

in that we had many people come forward and agree to take roles on committees and task forces for various projects."

SUE NELSON
President
Human Resources
Association of
Nova Scotia



Having reached the 1,000-member mark, the Human Resources Association of Nova Scotia (HRANS) has ambitious plans to keep growing. It hopes to grow its membership by 10 per cent in 2007 and to increase the number of job postings on its website by 25 per cent, said Sue Nelson, association president.

To do this, the association plans to brand itself and market the CHRP designation to the HR community. To ensure this task gets the attention and focus it deserves, the association wants to hire an executive director.

"We've reached that point where the volunteers can't keep the association going any longer," said Nelson. "We've reached that growth threshold that warrants a different kind of office arrangement."

HRANS has come a long way since 1945 when a small group of personnel practitioners formed the Maritime Personnel

Association. In the 1960s, with nearly 60 members, the name changed to the Halifax and District Personnel Association and then finally in 1991, it became the Human Resources Association of Nova Scotia.

HRANS has seen a lot of changes in its composition over the past decade. Prince Edward Island joined the association six years ago, with Charlottetown making up one of the association's three chapters, which also include Cape Breton and Halifax.

Then in 2004 Newfoundland and Labrador left HRANS to form its own association, the Human Resources Professionals of Newfoundland and Labrador.

This year will be busy as HRANS gears up to host its conference, an event that takes place every two years. Members from all the Atlantic provincial HR associations will attend in May. Then in the fall, P.E.I. will host the Atlantic Canada HR awards, an event that rotates around the provinces and was held in New Brunswick last year.

The association is planning on investing more money in professional development and scholarships over the next year and is looking at partnering with other organizations and associations, said Nelson.

"Our main focus is to ensure we bring back some really good value to our membership," she said. "We want to help them see

there is more value in joining an association...than just having your CHRP."

BILL GREENHALGH
CEO
Human Resource
Professionals
Association of
Ontario



Formed in 1990 by an act of the Ontario Legislature as the body to grant and regulate the CHRP designation, the HRPPO has 16,000 members in 28 chapters across the province.

Bill Greenhalgh, hired less than a year ago as CEO, said one of the top achievements this past year has been the setting out of a new vision and mission statement. Though not a departure from what was there in the past, the new vision — to be a global leader in advancing the human resources profession as the essential driver of business strategy and organizational success — "is just a bit more precise and probably more focused," said Greenhalgh.

Having a precise mission statement helps focus the activities of the organization, said Greenhalgh. For example, it's stated more explicitly now that HRPPO is a member-driven organization and that "our whole

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