Get smart
Nine ways to maximize your CPLD hours

Fall conference calendar:
Expand your mind

Why I teach:
Five experts weigh in

Best new business books
At BDO, we’re committed to having clear and open conversations with our clients and offering practical advice tailored to their priorities and ambitions.

WITH ALL THE TWISTS AND TURNS OUT THERE, WE’LL GIVE IT TO YOU STRAIGHT.

With 90 years of experience, we know being straightforward is what will point you and your business in the right direction.

BDO. MORE THAN YOU THINK.

Assurance | Accounting | Tax | Advisory
www.bdo.ca
This issue of CMA magazine is about CPLD (Continuous Professional Learning and Development). Interestingly, creating a magazine is a lot like pursuing CPLD. Here’s what I mean.

The idea for this month’s feature, Astrid Van Den Broek’s “CPLD Refresher” (see p. 30), came from the letters we received from you seeking — and recommending — alternative CPLD options. We researched, we interviewed, and we reached out to CMAs across the country for commentary.

As the “CPLD Refresher” began to take shape, our focus tightened. Some areas demanded more depth. What’s it like to teach CMAs? What are the top business books? What’s the value of mentoring? Those questions led to the companion pieces on pp. 25, 28 and 36.

Pursuing CPLD can be the same. Sometimes you broaden your focus; sometimes you zero in.

CMA conferences were another opportunity to dig further. And digging, you know, leads to more digging.

Engaging in CPLD is somewhat the same: you embark on a journey of learning, and who knows where that will take you?

Opening up new pathways expands the mind. And in this fast-paced, high-tech, dog-eat-dog world, you can’t be much of anything if you’re not constantly developing your proficiencies and competencies.

The younger gen seems wired for that kind of thinking. My eldest daughter says that if she ends up in medicine, she’ll work at a teaching hospital, because that’s where they do research and that’s where she’ll stay current.

Many of us are just trying to keep from being bowled over, much less get ahead. Conferences, networking, webinars and volunteering: all tend to get relegated to the bottom of our to-do lists. But getting smarter is the smartest thing we can do. We just have to be smart enough to remember that.

As always, we look forward to hearing from you.

Enjoy the read!

Mara Gulens
Director, Publications/Editor-in-Chief
Email: mgulens@cma-canada.org
Twitter: @CMAmagazine
New Enhancements to Long Term Disability Benefits

Your ability to earn an income is one of your most important assets. Consider how you could continue covering your living expenses if you were suddenly unable to work.

Protect your professional income with CMA’s Long Term Disability Insurance

If you couldn’t work:

Would you be able to pay your bills and expenses?
Would your family suffer financially?
Would you have to deplete your savings?

When you stop working your bills don’t stop coming. Long Term Disability Insurance (LTD) is designed to replace lost income while you’re disabled and help you pay your expenses.

We’ve made improvements to the LTD insurance plan:

- The benefit maximum has been increased to $10,000.
- Cost of Living Adjustment Rider will increase your monthly disability in the Consumer Price index, up to a maximum of 6%.
- The Guaranteed Insurability Rider gives you the opportunity to increase your coverage with no health questions to answer and no medical tests required.*

Visit www.sunlife.ca/cmabenefits for more information and to apply for LTD today.

*Certain restrictions may apply.
Contents

FEATURES

13 FALL CONFERENCE CALENDAR Professional development opportunities to expand your mind. Compiled by Jennifer Dawson

25 FALL READING LIST 10 hot books to get you ahead of the pack. By Jaclyn Law

28 NETWORK TO WORK Build your job safety net and give back by mentoring. By Diane Peters

30 CPLD REFRESHER Improve your competencies and get the most out of professional development. By Astrid Van Den Broek

36 AN APPLE FOR YOUR ACCOUNTING SKILLS Teaching CMAs: Five stories from the front lines. By Michelle Hampson

38 THE WORLD OF TOMORROW Experts talk about the emerging issues that management accountants need to know. By Graham F. Scott

SEPTEMBER/OCTOBER 2012

DEPARTMENTS

6 FEEDBACK

8 NOTEWORTHY

COLUMNS

14 CONVERSATION With economist Jeff Rubin

16 SPECTRUM Star performers or peak processes?

18 STRATEGY Going public

20 INNOVATION The next best thing to being there

42 SPOTLIGHT Boosting development
PROFESSIONAL & EXECUTIVE DEVELOPMENT from Cornell University

CMA Canada is pleased to continue its partnership with EarningThroughLearning.com, Canada’s eCornell affiliate. For time-stretched, career-oriented people, eCornell offers:

- Internationally recognised credentials from Cornell University
- Best-in-class, award-winning, online leadership courses
- Accelerated career advancement
- 7 CPLD credits per course or 42 CPLD credits per certificate with successful completion
- Bilingual French offerings in the most popular courses
- A price you can afford: at a time you control

COURSE EXAMPLES

- Developing an Agenda for Change
- Introduction to Project Leadership
- Strategic Thinking
- The Coaching Mindset
- Executive Decision Making
- Establishing Momentum: Managing Structure, Resources, and Performance

CERTIFICATE EXAMPLES

- Executive Leadership
- Change Leadership
- Managing for Execution
- Project Leadership

To view eCornell’s offerings and to enrol please visit www.cma-canada.org/ecornell

© 2012 The Society of Management Accountants of Canada and eCornell. All rights reserved.
The language of learning
You think professional development is
a) a requirement of being a great CMA 31.7%
b) unnecessary to regulate because people will go out to learn what they need to learn 29.3%
c) a waste of time; just let me do my job 12.2%
d) a great experience and an opportunity to network 12.2%
e) great; I just wish my province offered more choices 14.6%

What do you think? When CMAs behave unethically, what should CMA provincial associations do?
a) Ensure CMA disciplinary committees have authority to reprimand unethical CMAs.
b) Blacklist unethical individuals by reporting their acts in newsletters and on websites.
c) Continue reinforcing the CMA Code of Conduct through continuous communication.
d) Do nothing. Unscrupulous individuals will always make unethical decisions.

Respond online at www.cmamagazine.ca

What do you know?
We’ll be running a roundup of some of the ethical issues faced by CMAs in these challenging times. Because of the topic, we’re open to both attributed and anonymous tales.

Send your story to mgulens@cma-canada.org

CMA welcomes letters to the editor
Contact us at letters.editor@cma-canada.org or www.twitter.com/cmamagazine
Join us in the LinkedIn group, “Certified Management Accountants of Canada”

Letters may be edited for clarity and brevity.

Recommended by 9 out of 10 customers.
“Robert Half has a passion for finding the right person for the role and not just someone to fill a chair. We value their quick response and excellent follow-up.”

Support Project Manager, Regional Airport Authority
1.800.803.8367 roberthalf.ca
New and relevant

CMA NEWSMAKERS
75 candles on Edmonton chapter’s cake

In 1938, Edmonton was only 34 years old, Canada had survived nine years of the Great Depression, and the world was on the brink of war. That year, the Edmonton chapter of the Canadian Society of Cost Accountants (now CMA Canada) was born, six years before the provincial association was incorporated.

“Our chapter and our membership helped build the city,” says Nazz Baksh, CMA and outgoing chair. “Fast-forward 75 years, and our chapter continues to bring business leaders together to share ideas, network and create community bonds to collectively combat the challenges we’re all facing.”

There’s a big party planned for September 25, when Olympian Mark Tewksbury will share his tips on creating winning teams, something Edmonton chapter members already know a thing or two about.

“Our chapter firmly believes diversity allows people to learn more,” says Baksh. “The gala will not only feature CMAs but also CAs, CGAs and other professional and non-professional leaders. The hope is we can all learn from each other and prosper.”


HR MATTERS
Gratitude gives job seekers the edge

Mom was right: manners matter.

Two-thirds of the more than 150 Canadian human resource managers surveyed by Accountemps said it’s helpful to send a thank you note after a job interview. The most appropriate ways to say thanks? Email (67 per cent) and handwritten notes (48 per cent) were the responses chosen most often by HR managers, while text messages and social media together accounted for only 10 per cent of responses.

TECHNOLOGY
CEOs are taken with tech

An IBM study released at the end of May shows that almost three-quarters (71 per cent) of 1,709 global CEOs surveyed view technology as the number one factor influencing an organization’s future over the next three years.

More than half of the CEOs plan to use technology to assist partnerships and collaboration with outside organizations (53 per cent) and internally (52 per cent). While only 16 per cent of CEOs use social media to connect with customers now, 57 per cent plan to use this engagement tool over the next three-to-five years.

VIEW FROM THE C-SUITE
CFO outlook: Bullish or bearish?

Are Canadian CFOs bullish on business growth or experiencing a crisis of confidence? Depends on whom you talk to.

According to the American Express/CFO Research Global Business and Spending Monitor, published in May, 73 per cent of Canadian senior finance execs surveyed say they are setting more aggressive growth targets for 2012. But Deloitte’s second-quarter CFO Signals survey, published in June, shows Canadian CFOs predicting conservative sales gains of 5.9 per cent and earnings gains of 4.6 per cent for 2012.

CONSUMER TRENDS
What Canadians want from government e-services

- A single identity card
- To submit their own pictures online to renew a driver’s licence, passport or health card
- To receive automatic electronic notifications of government services that apply specifically to them

Source: PwC Canada, Citizen Compass, June 2012.
BOOK REVIEW
Driving force

Are managers responsible for high-performance business results? All In: How the Best Managers Create a Culture of Belief and Drive Big Results examines 25 best-of-the-best firms in a database of 700 obtained from the professional services company Towers Watson. The study finds that these leaders create a triple-E culture that is engaging, enabling and energizing.

- Engaging: Employees feel attached to the company, understand how their work benefits the larger organization and are responsible and accountable.
- Enabling: Leaders coach employees and ensure that they have the right tools and training.
- Energizing: Managers create an atmosphere of well-being and high energy by recognizing individual contributions, group productivity and the need to balance home and work life.

All In contains a chapter for each of the seven steps required to create a triple-E culture. “Developing Agility” is of particular note; authors Chester Elton and Adrian Gostick emphasize its importance as a management skill. Enhance agility by embracing change: enriching products in response to customer needs, cooperating with other firms to use their unique skills and reconfiguring organizations to effectively deploy resources.

Authors: Adrian Gostick and Chester Elton
Publisher: Free Press
Reviewer: Patrick Buckley, CMA, PhD

CMA RESEARCH
Divestitures
done right

When the sale of a company’s shares or assets is poorly planned and executed, the divesting company may impair the value of the transaction and, ultimately, reduce the value of the company. Luckily, new research from CMA Canada’s Research Foundation shows that it’s possible to divide and conquer.


SOCIAL MEDIA
Global attitudes
toward social media
at work

- % who think it is acceptable to use social media for personal use at work
- % who have been told to stop using social media at work

<table>
<thead>
<tr>
<th>Region</th>
<th>Acceptable Use</th>
<th>Told to Stop</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>6%</td>
<td>16%</td>
</tr>
<tr>
<td>Europe</td>
<td>13%</td>
<td>31%</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>18%</td>
<td>48%</td>
</tr>
</tbody>
</table>


PROFESSIONAL RESOURCES
Keeping things under internal control

Thanks to the Professional Accountants in Business (PAIB) Committee of the International Federation of Accountants (IFAC), a new resource encourages good governance and well-managed risk through top-notch internal control systems.

Evaluating and Improving Internal Control in Organizations, written for professional accountants and published in late June, offers nine key principles and practical implementation tips. Download the full doc at http://bit.ly/NYuGId.

IFAC has been busy in other areas too. Check out the recently released Good Practice Checklist for Small Business at http://bit.ly/KkOIB6 and a position paper entitled A Definition of the Public Interest at http://bit.ly/NStZEj.

CMA MAGAZINE September/October 2012
WATER COOLER WISDOM

Office workers want more effective coaching

82%

53%

Workers who feel career coaching helps improve job performance

Workers who feel their manager is an effective coach

What kind of coach are you? Take the quiz at http://www.roberthalf.com/career-coaching.

Source: Robert Half International survey of 500 Canadian office workers, June 2012.

BOOK REVIEW

Show the love

A new book shows how one can truly show appreciation for the contributions of another person.

The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People by Gary Chapman and Paul White describes five methods for showing appreciation.

- Express appreciative comments about specific actions, accomplishments or personality traits.
- Create quality time by having genuine personal interactions in private conversation and by sharing group experiences such as team lunches and volunteer work in the community with other employees.
- Volunteer to help others get tasks completed on time. It’s always best to ask if a person needs a hand before doing anything and ensuring that the task is completed in the way the person wants.
- Give tangible gifts or time off as a sign of appreciation for a project completed or long-term commitment to the company.
- Physically touch another person with a handshake or a high-five. But caution is advised; other more intimate forms of touching could transgress cultural limitations and personal norms.

Chapman and White note that each person has a preferred manner of being appreciated.

The authors combine their skills as a family therapist and a specialist in planning the succession of family-owned enterprises to make this book an insightful read.

Authors: Gary Chapman and Paul White
Publisher: Northfield Publishing
Reviewer: Patrick Buckley, CMA, PhD

THINK GLOBAL

Good governance in Africa

African ministers of finance discussed a draft “Declaration on Good Public Financial Governance” this June at a seminar during the African Development Bank Group’s annual meeting in Arusha, Tanzania.

Steve Freer, chief executive of the Chartered Institute of Public Finance and Accountancy (CIPFA) and a panelist at the seminar, welcomed the declaration but encouraged governments to develop detailed implementation plans.

One month earlier in Tunis, Tunisia, the year-old Pan African Federation of Accountants (PAFA) resolved to adopt international standards in accounting, auditing, education, financial reporting and ethics. PAFA represents 39 professional accountancy organizations from 34 African nations.

HAVE YOUR SAY

Help build better standards

Interested in seeing auditors’ reports improve? Check out the International Auditing and Assurance Standards Board’s ideas and then share your own at http://bit.ly/QdcRco. The deadline is Oct. 8, 2012.


Noteworthy is compiled by Jennifer Dawson with assistance from Patrick Buckley, CMA, and Mara Gulens (M.G.).
UNIFICATION

Announcing CPA Canada
It’s official. After more than a year of negotiations, the CMA and CA national boards have given approval for CMA Canada and the Canadian Institute of Chartered Accountants (CICA) to commence work on establishing CPA Canada as the national body for the unified Chartered Professional Accountant (CPA) profession.

“This is an important step,” says Joy Thomas, president and CEO, CMA Canada. “Work can begin to establish a national organization to support provincial bodies that have unified, as well as all those that will unify under the CPA banner. That work will begin with developing the structure and governance model.”

While planning is still in its earliest stages, one of CPA Canada’s priorities will be the development of the CPA certification program which is expected to be in place in parts of Canada by the fall of 2013. The first CPA exams will be offered in the fall of 2015.

Earlier this year, 20 per cent (approximately 35,000) of Canada’s professional accountants joined together to create the Ordre des comptables professionnels agréés (CPA) du Québec. CMAs working in Quebec now list their designation as CPA, CMA.

Cross-country update
Significant developments have been reported across the country since the last issue of CMA magazine appeared.

Twenty-seven of Canada’s 40 accounting bodies are involved in unification discussions or have merged, representing 65 per cent of the profession and every province across the country. Included are two CGA bodies (CGA Alberta and CGA Quebec (now CPA Quebec)), all CA bodies except CA Alberta and all CMA bodies except CMA Ontario.

Votes held to date indicate that a solid majority of CMAs favours unification. In July, the Institute of Chartered Accountants of Nova Scotia (ICANS) and the board of CMA Nova Scotia released their provincial merger proposal in support of the eight principles outlined in the January 2012 Unification Framework, bringing to eight the total number of provincial merger proposals issued to date.

CA Manitoba and CMA Manitoba submitted a report to the Manitoba government which details the results of their merger consultations. Government officials indicated they would be open to working with the bodies on a proposed new legislative framework while continuing to monitor developments across the country.

The newly elected chair of the Institute of Chartered Accountants of Ontario (ICAO) has stated that the ICAO council remains committed to the national unification process and discussions and supports adoption of the CPA designation.

If unification were to take place today with the existing participating bodies, CPA would be the only Canadian accounting designation with representation in all provinces.

To receive updates on the progress of CPA unification, sign up for e-alerts on CPA Canada’s website. Go to http://cpacanada.ca/blog/category/news/ and visit the Subscribe page. — M.G.

DIGGING INTO THE NUMBERS

27 of Canada’s 40 accounting bodies are involved in unification discussions or have merged. They represent:

• 65 per cent of the profession
• every province in the country
• 110,500 of Canada’s 170,000 professional accountants

Vision for the CPA designation: to be the pre-eminent, internationally recognized Canadian accounting designation and business credential that best protects and serves the public interest.

TIME TO SECURE OUR FUTURE
Unifying the Canadian Accounting Profession

INTERACTIVE MAP
Who’s voted? Who’s merged? Go to the new interactive map on the CPACanada.ca home page and roll over any region to get the latest information on unification.
Payroll Essentials for Accounting Professionals
has been designed for accounting and human resource professionals
who have a functional responsibility to oversee the payroll function,
but who are not processing an actual payroll. This seminar provides
an overall introduction and overview perspective of the payroll
function where participants learn about processing and reporting
requirements and the responsibilities of payroll practitioners’ in
government statutory withholding and remittance.
- September 28 - Burnaby
- October 3 - Nisku/Leduc
- October 4 - Victoria
- October 18 - Montreal (in French)

Special Payments & Completing the ROE is designed
to provide a comprehensive overview of the payroll implications
of special payments that fall outside of the norm in processing
payroll. The program also deals with the intricacies of the correct
completion of the Record of Employment (ROE).
- September 20 - Montreal
- September 28 - Markham
- October 12 - Burlington
- October 19 - Winnipeg
- October 25 - Montreal (in French)
- November 7 - Ajax

Taxable Benefits and Allowances is designed to provide
you with a comprehensive overview of the payroll implications for
a full range of taxable and non-taxable benefits and allowances.
The program provides legislative details on a number of common
benefits and allowances, their statutory withholding treatment, and
year-end reporting requirements.
- September 19 - Mississauga
- September 21 - Laval (in French)
- September 28 - London
- September 28 - Pointe-Claire (in French)
- October 7 - Brossard (in French)
- October 18 - Ajax
- October 18 - Burnaby
- October 24 - Montreal
- November 2 - Montreal (in French)
- November 8 - Toronto

2012 Year-end & New Year Requirements
Find out what’s new with the CRA, the MRQ & Service Canada!
Seminars are being presented in over 60 locations across Canada
this fall - go to www.payroll.ca to find a date and location near you.

Employment Standards is a comprehensive introduction
to the standards of employment across the country, including a
jurisdiction-by-jurisdiction review of: hours of work; statutory/
public holidays; paid and unpaid leaves; vacation; pay frequency and
statement of wages.
- September 21 - Lethbridge
- September 28 - Saskatoon
- October 4 - Kitchener
- October 18 - Grande Prairie
- October 19 - Hamilton
- November 8 - Mississauga

Payroll Administration in Quebec
Highlights include:
- Introduction to provincial agencies and the Act respecting Labour
  Standards
- Remuneration, statutory and legal deductions
- Producing a regular pay, handling special payments and year-end
  requirements
- CSST – Managing Workers’ Compensation and Workforce Skills
  Development and Recognition Fund (WSDRF)
- September 28 - Calgary
- October 4 - Mississauga
- November 2 - Vancouver

Managing Garnishments Designed to provide payroll
professionals with a complete overview of the legislation, policies
and processes with regards to garnishments (including federal and
provincial orders), family support, maintenance orders and wage
assignments.
- September 20 - Markham
- September 20 - Edmonton
- September 21 - Calgary
- October 12 - Burnaby

Register online to receive the CPA member rate!
CA Special Registration Code – Get the CPA member rate by placing “CMA12” into the promo code box when
you are registering online (as a non-member) on the CPA’s website for any PD or web seminar at www.payroll.ca.

For more information including topics, dates and location visit:
www.payroll.ca • register@payroll.ca • 1-888-729-7652 or 416-487-3380 ext. 118
Conference calendar: fall lineup

Professional development opportunities to expand your mind

**September 25, Mississauga, Ont.**
SME Conference 2012: Leading Economic Growth (Financial Executives International Canada)

Senior finance execs, CEOs and directors of small and medium-sized enterprises can mix it up at this year’s conference which features a blend of keynote speakers, breakout sessions and panel discussions.


**September 25, Edmonton, Alta.**
An Evening of Excellence with Mark Tewksbury (CMA Alberta)

The Edmonton chapter kicks off its 75th year at this gala dinner which features Olympian Mark Tewksbury, who’ll be sharing insights on creating champion organizations and teams.

http://bit.ly/LfIWRu

**October 1, Calgary, Alta.**
HR Summit West 2012: Retaining and Engaging Top Performers (The Conference Board of Canada)

It’s a seller’s market, so how do you retain your top talent? HR innovators share their experiences and best practices. What’s working? What isn’t? What does it take to build engagement today?


**October 11, Kelowna, B.C.**
Essential Business Tools for 2013: CMA BC Okanagan Conference (CMA British Columbia)

Make sure your toolkit is well stocked. Catherine Murray, BNN personality and former vice-president at Deutsche Bank, will speak.


**October 12, Toronto, Ont.**
Performance Management Symposium: Building Corporate-wide Agility (CMA Ontario)

Hot topics include scorecarding, data-driven decision making, and developing and managing human capital for accountability. The day will feature lively discussions moderated by Brett Knowles, executive partner at pm2 Consulting.

www.pdi-cma.com/PM2012

**October 12 – 13 (ACC module 1) and November 9 – 10 (ACC module 2), Niagara-on-the-Lake, Ont.**
Audit Committee Program (The Directors College)

Learn the theory, methodology and applications of effective change management of John Kotter’s leading change model. Patrick Lacroix, leadership and productivity boss at T4G Limited, presents.


**October 18, Moncton, N.B.**
Change Management: Adapting to a Changing Business Landscape (CMA New Brunswick)

Learn the theory, methodology and applications of effective change management of John Kotter’s leading change model. Patrick Lacroix, leadership and productivity boss at T4G Limited, presents.


**November 5 – 8, Ottawa, Ont.**
GTEC 2012: Celebrating 20 Years of Innovation (Government Technology Exhibition and Conference)

Get all teched out for this conference which features keynote speakers Mike Cole (Bell Canada), Kevin Lynch (BMO Financial Group), Rebecca Jacoby (Cisco), Corinne Charette (Government of Canada) and others.

www.gtec.ca

**November 16, St. John’s, Nfld.**
Annual PD Day and AGM (CMA Newfoundland and Labrador)

Mark your calendars and check CMA Newfoundland and Labrador’s website for the details.

www.cma-nl.com

**November 27 – 30, Ottawa, Ont.**
Professional Development Week: Focus on Value (Financial Management Institute of Canada)

Join more than 5,000 of your peers for this one-stop PD shop. Stay current in financial management best practices, and check out the goodies from exhibitors.

http://bit.ly/1JBTLO

**December 3 – 4, Toronto, Ont.**
Diversity and Inclusiveness 2012: Inclusion, Innovation and Immigration (The Conference Board of Canada)

Learn how to recruit, engage and develop an increasingly diverse workforce.

http://bit.ly/MtVRb9

**December 13 – 14, Toronto, Ont.**
Members’ Winter Conference (CMA Ontario)

Save the dates and check CMA Ontario’s website for details.

www.pdi-cma.com/Winter2012

If you do manage to take in a conference or two, we’d love to hear about it. Tell us your most enjoyable experience, your tips for attending and your number one take-home message. Please send your thoughts to letters.editor@cma-canada.org.

From symposia to summits, there’s something for everyone

Compiled by Jennifer Dawson

This fall is sure to leave the most PD-hungry CMA feeling full. Reconnect with peers, celebrate milestones, pick up a few best practices and even get more letters after your name. It’s all possible at professional learning events taking place from St. John’s to Kelowna to Atlanta.
Economist **Jeff Rubin** on falling oil prices and slowing economic growth

By **Gabrielle Bauer**

**Q:** If you could extract one key message from your new book *The End of Growth*, what might it be?

**A:** That less is more. Instead of pursuing zero interest rates and huge deficits, we ought to adjust to slower economic growth.

**Q:** What does your crystal ball tell you about oil prices in the foreseeable future? Will the prices stabilize?

**A:** We’re not going to reach $200 [per barrel]. Back in 2007, I made that forecast for 2012 based on continued growth over the next five years. The world economy is far less resilient to high oil prices than I had imagined. Even $147 per barrel was high enough to put us into a recession, which cut back demand for oil. The minute the economy starts growing, oil demand and prices will soar again.

**Q:** What do you see as the most viable alternative to oil as a sustainable energy resource?

**A:** Fifty years from now, I’m sure technology will come up with new sources of energy. But today, instead of trying to turn cow manure into high-octane fuel, we should be driving less. Toronto’s mayor, Rob Ford, announced that the war on the car is over, but I would argue that the war has just begun. I don’t think we need to raise gas prices at this point, because world oil prices will go up enough to get us off the road. Prices are the messenger with the message: drive less.

**Q:** What behaviours are needed to sustain a zero-growth economy?

**A:** We need to share jobs more, as Germany encouraged its labour force to do during the recession. We could have five people doing four people’s jobs, with each taking a 25 per cent pay cut. In the coming years, I expect that more people will have such job-sharing agreements as well as multiple sources of income. The benefit is more time for leisure or creative pursuits.

**Q:** What are the advantages of a zero-growth economy, and why do we resist it?

**A:** The advantage of zero growth is environmental. When oil is in the triple-digit range, it doesn’t make sense to commute from a distant suburb to an urban centre. Best-case scenario: subdivisions will return to farmland and inner cities will get revitalized.

The most immediate reason we resist zero or low growth is that we want to consume more. In the fullness of time, human history is the history of innovation, so we’ll likely develop an alternative to oil and coal. But right now our world runs on it.

**Q:** To what extent are oil prices affected by commodity traders’ speculation as opposed to consumer supply and demand?

**A:** I won’t deny that speculation plays a role, but that’s putting the cart before the horse. What attracts speculation is that oil no longer flows at prices consumers can afford to pay.

**Q:** What happens to the Canadian export-dependent economy when the oil sands are depleted?

**A:** The tar sands are the third-largest oil reserve in the world. The trouble is, the cost of lifting the oil out of the tar translates into oil prices that kill our economy. If we want affordable oil, we shouldn’t be getting it from tar sands, oil shales and deep water.

---

**Jeff Rubin** served as chief economist and chief strategist at CIBC World Markets for 20 years. One of the first economists to accurately predict soaring oil prices back in 2000, he is now one of the world’s most sought-after energy experts. His bestselling book *Why Your World Is about to Get a Whole Lot Smaller* (Random House Canada, 2009) won the Canadian Business Book of the Year award.
“I saved just for being a member of my professional association.”

– Bob Raposo
Satisfied client since 2002

See how good your quote can be.
At TD Insurance Meloche Monnex, we know how important it is to save wherever you can. As a member of CMA Canada, you can enjoy preferred group rates on your home and auto insurance and other exclusive privileges, thanks to our partnership with your association. You’ll also benefit from great coverage and outstanding service. We believe in making insurance easy to understand so you can choose your coverage with confidence.

Get an online quote at
www.melochemonnex.com/cma
or call 1-866-269-1371
Monday to Friday, 8 a.m. to 8 p.m.
Saturday, 9 a.m. to 4 p.m.

Insurance program endorsed by

The TD Insurance Meloche Monnex home and auto insurance program is underwritten by SECURITY NATIONAL INSURANCE COMPANY. The program is distributed by Meloche Monnex Insurance and Financial Services Inc. in Quebec and by Meloche Monnex Financial Services Inc. in the rest of Canada.

Due to provincial legislation, our auto insurance program is not offered in British Columbia, Manitoba or Saskatchewan.

*No purchase required. Contest organized jointly with Primmum Insurance Company and open to members, employees and other eligible persons belonging to employer, professional and alumni groups which have an agreement with and are entitled to group rates from the organizers. Contest ends on January 31, 2013. 1 prize to be won. The winner may choose the prize between a Lexus RX 450h with all basic standard features including freight and pre-delivery inspection for a total value of $60,000 or $60,000 in Canadian funds. The winner will be responsible to pay for the sale taxes applicable to the vehicle. Skill-testing question required. Odds of winning depend on number of entries received. Complete contest rules available at www.melochemonnex.com/contest.

®/ The TD logo and other trademarks are the property of The Toronto-Dominion Bank or a wholly-owned subsidiary, in Canada and/or other countries.
Three experts consider what puts businesses ahead

By Andrea Civichino

STAR PERFORMERS
Denise Zaporzan, FCMA, is president of Denise Zaporzan & Associates. She specializes in leading organizations through strategic initiatives, leadership development, change, and performance management.

PEAK PROCESSES
Pat Dowdle and Jerry Stevens are strategists and managing directors of the Process Strategy Group. They help organizations improve their business processes.

EMPLOYEES AND PROCESSES: Both contribute to the public’s impression of a company’s brand. But in today’s competitive environment, where can you get more bang for your buck? Should organizations invest in developing and retaining star performers, or should organizations improve their processes? What’s the advantage of devoting more time and resources to one strategy over the other?

Organizations hire creative and innovative people or develop processes to enhance customer experiences, satisfy customer needs, attract new customers and differentiate themselves from competitors.

In this second column in a series that explores options for high-level issues, three experts discuss the competitive advantages of employing star performers and developing peak processes.
**THE QUESTION**

We asked members of the Pulse, a core group of volunteer CMAs, whether organizations can gain and sustain a competitive advantage by dedicating resources to attract and retain star performers or to develop and maintain excellent processes.

<table>
<thead>
<tr>
<th>Attract and retain star performers</th>
<th>32%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and maintain excellent processes</td>
<td>68%</td>
</tr>
</tbody>
</table>

If you’d like to help out with future Research Foundation surveys, please email thepulse@cma-canada.org.

**FOR STAR PERFORMERS**

Denise Zaporzan, FCMA

---

In business, the bottom line is people.

A star performer is an individual who goes beyond expectations. He or she doesn’t need to be a leader in the organization, but a star performer does possess the tangible competencies of successful leaders and a high level of emotional intelligence. A star performer is creative and innovative, and has the ability to motivate others. Processes can be taught and relearned, but the skills and competencies of a star performer can’t be transferred.

Processes don’t build an organization’s vision, trust and culture; people do. It’s important to retain star performers because they possess deep smarts: knowledge and wisdom developed over time. To attract star performers, organizations need to know what type of employees and competencies they require. Just because star performers excelled in one organization doesn’t mean they’ll excel in yours.

During the recruiting stage, organizations need to give candidates the whole picture. For example, some North American organizations now provide candidates with information about their leaders and culture. Others allow candidates to pick whom they’ll report to once hired.

After a star performer is hired, it’s critical that he or she is aligned with the organization’s goals. Star performers need to know where the organization is heading and that they’re part of the journey. Star performers require targeted training and development because they want challenges. Get them involved in leading teams and making decisions.

WestJet strongly favours keeping and retaining star performers. The Canadian airline has the same planes and ticketing processes as other airlines, yet WestJet sustains a competitive advantage because of its brand: WestJet’s employees.

How does WestJet retain employees? They’re given ownership. At the end of the day, people will refer their friends and family to WestJet because of their experiences, and those experiences are related to the people.

**FOR PEAK PROCESSES**

Pat Dowdle and Jerry Stevens

---

Approximately 90 per cent of organizational problems are process failures. Although it’s easier for organizations to blame people, process failures often happen because something has not been defined, understood, measured or monitored.

Organizations that focus on managing, improving and running their processes deliver consistent service. That’s a great advantage because it helps organizations outperform the competition. Organizations with great processes will sustain their customer base; they’ll also gain additional customers and adapt more quickly to changing business conditions.

Organizations with excellent processes usually have highly engaged employees who aren’t spending their workdays fighting internal challenges. Instead, their time and energy is spent wowing customers with excellent service.

Accountants and controllers are typically trained to resolve problems and extinguish fires. Organizations with well-managed processes don’t have fires to deal with because they have talented people designing effective processes.

The Apple Store is a good example of an organization with well-maintained and executed processes. In any Apple Store, an Apple employee will help you select a product, complete the sales transaction and, lastly, ask if you’d like a hard copy or email of the sales receipt.

Apple’s processes are quick, efficient and transparent. Every time a customer walks into an Apple Store, he or she knows what service to expect. As a result, Apple Stores are the highest grossing retailers per square foot of any retail chain.

Organizations focus on people as the quick and easy fix. Historically, the approach worked. But talented people want to work in organizations with excellent processes so that they can focus on providing great products and services.

Andrea Civichino is editor, research, at CMA Canada.
Going public
Mastering government finance

Think public funds and policy over sales and profit

By Jacob Stoller

The public sector career option gives CMAs a unique opportunity to directly affect the lives of millions of Canadians. Government finance, however, calls for skills that aren’t acquired in a typical business education. Here we break down the learning curve CMAs face when entering public service.

THE WORLD-CLASS AMENITIES THAT Canadians enjoy — including transportation infrastructure, financial systems, health care and education — owe their existence, in varying degrees, to government programs funded by taxpayers. Governments depend on public service financial leaders, whose ranks include many CMAs, to not only balance the books, but also ensure these programs continue to deliver the value that Canadians expect.

While there are many similarities between public and private sector finance, the differences are significant. Because they’re directly accountable to the public, and because revenues come from taxes instead of sales, government financial professionals have a mandate that fundamentally differs from the mandate of their private sector equivalents.

The attributes of the people who work in the public sector are also very different, says Rocky Dwyer, FCMA, evaluation principal at the Department of National Defence. Public sector employees have to be able to demonstrate results to the people of Canada instead of shareholders.

Government finance, consequently, is driven by policy instead of profit. Jobs call for a kind of thinking that isn’t taught in business schools. Here are three areas CMAs contemplating a public service career should be aware of.

1. Measuring intangibles

In government, policy often trumps economics. As a result, public sector financial professionals frequently weigh non-financial factors — such as saved lives, clean air and water, or the preservation of cultural heritage — when they evaluate expenditures. Often, costs will be justified by the government’s mandate to serve all Canadians.

“Economic development in Atlantic Canada may be very expensive,” says Dwyer. “But the priority is to ensure that everybody has equal access to goods and services.”

Government financial professionals can also look far into the future; 20- and 30-year paybacks are not uncommon.

2. The machinery of government

Putting policy into action involves considerable interpretation and review. Consequently, financial approvals in government require a degree of process and consultation not often seen in the private sector. Learning the
subtleties of these processes requires years of experience.

“Our system for getting things through cabinet, into various approval bodies within government and ultimately into the various estimate packages that go before Parliament is very, very different from anything you’ll see in the private sector,” says Bruce Manion, FCMA, faculty member at the Canada School of Public Service.

It’s a kind of thinking that isn’t taught in business schools.

Mechanisms differ at the provincial and municipal levels, but extensive public review of expenditures is a constant for all levels of government.

“[Municipal government] is a lot more transparent,” says Peter Neuschaefer, an accountant at the City of Edmonton and vice-president of the Alberta Chapter of the Financial Management Institute of Canada. “The public gets right on top of things a lot faster than it does provincially or federally.”

3.

Networking skills

The policies that govern public sector finance are continually being reviewed and interpreted, and financial professionals frequently play an important role.

“You get involved in a lot of policy development projects,” says Noel Fernandes, CMA, manager of control policy and assurance in Ontario’s Ministry of Finance and managing editor of the fmi*igf Journal. “While these projects do have a financial perspective, it’s the political piece that’s unique. You have to manage both.”

Activities that affect policy require financial leaders who have considerable personal skills. Manion, who served as CFO in two federal departments, says public sector financial leaders are often chosen for their strong contact base. They can “work the town” and keep initiatives moving forward in a complex political environment.

Closing the gap

Dwyer and Manion note that public sector finance is under-represented in business schools. To help close the gap, federal and provincial governments provide several programs to help professionals learn the workings of government finance.

The Treasury Board Secretariat of Canada’s Office of the Comptroller General, for example, offers two internship programs — the Financial Officer Recruitment and Development/Internal Auditor Recruitment and Development (FORD/IARD) — for those pursuing CMA designations.

Much of the learning required, however, involves enabling competencies that can’t be taught in the classroom. The Financial Management Institute of Canada provides a forum for learning public sector financial management, and many of the institute’s events present senior officials who engage in frank and open exchanges.

Governments also provide substantial and surprisingly candid information over the web. Ontario’s Ministry of Finance, for example, publishes detailed expenditure estimates for each ministry in the province.

As co-sponsors of the Award of Excellence for Comptrollership in the Public Sector, CMA Canada and the Chartered Institute of Public Finance and Accountancy (CIPFA) offer the CMA/PFA program for CMAs working in the public sector. The program is designed to help financial managers advance their current or future careers through combined education and work-based training. For more on this program, see http://bit.ly/MMd1rQ.

Manion notes that business schools are starting to show more interest in courses in government finance and that CMA programs are also beginning to emphasize public sector issues.

“There’s been a lot more work to raise the profile and the awareness around public sector issues,” says Manion.

But one of the most compelling reasons for joining the public sector — the opportunity to make a difference — may be one of the least understood.

“You’re looking ahead and you’re involved in decisions that can affect millions of people,” says Gary Wuschnakowski, acting director of the Financial Management and Control Policy Branch in Ontario’s government.

“That’s the huge thing that people don’t necessarily get until they’re here.”

Jacob Stoller is a Toronto-based writer and researcher. See www.jacobstoller.com.

To find out what it takes to be a public sector winner, read “Making It Right” in the July/August issue of CMA magazine.
The best next thing to being there
Extend your communications reach with virtual events

The budget-smart, time-effective way to pull far-flung employees or customers into the loop

By Graham F. Scott

ANYONE WHO DOES BUSINESS KNOWS there’s no substitute for face-to-face conversation, but an in-person meeting isn’t always possible. As schedules and travel budgets tighten, getting together on the web becomes increasingly popular. “Online communication is growing exponentially,” says Bryan Squire, director of sales for the Streaming Network, a webcast provider based in Toronto.

North American businesses held about 750,000 virtual events in 2011, and that number is growing every year. “The reasons are clear,” says Squire. “People have a million things on the go and they’re suffering from a time deficit. Webinars are a great vehicle to reach a geographically dispersed audience and do it in a succinct way.”

Virtual events come in a variety of forms, tailored to audiences of different sizes. Sometimes—as with a webinar that shares information with a small team of people who all need to talk—these events replace an in-person meeting. But, says Squire, the most powerful use of virtual events is to supplement a real-world one. “One of the myths is that if you’re holding a physical event and offer a virtual component, people won’t come,” says Squire. In fact, he says, the Streaming Network’s research shows that most people tuning into a webcast version of a speech or interview are participants who wouldn’t have come in person at all.

The power of virtual events, therefore, lies in bringing your message—a professional development session, a keynote speech, an annual state-of-the-union presentation—to a broader constituency. It’s a way to include the far-flung branch office, the travelling sales rep or the time-starved client in your conversation.

“This becomes a layer to your communications program,” says Squire. “[It’s] a vehicle to expand what you’re already doing successfully.” You can’t beat being there, but by adding virtual components to your next event, missing the meeting doesn’t have to mean missing out. ■

.................................

Graham F. Scott is a Toronto-based freelance writer and editor. See www.gfscott.com.

VIRTUAL REALITIES
Virtual events fall into three broad categories. No matter which one is selected, online events work best when they’re focused and deliver high-quality content quickly and conveniently.

Webinars are perfect for small groups of people who need to collaborate and talk among themselves online while working on a document or spreadsheet. Webinars are typically short (around 60 minutes), and you run the software yourself.

Platforms to try: GoToMeeting, AnyMeeting, GatherPlace

Webcasts are perfect for broadcasting a one-way presentation to a larger audience. Webcasts are also good for longer events, such as a half-day speaker series. Your provider will give more hands-on technical assistance, such as audiovisual support.

Platforms to try: The Streaming Network, Eventstream, Arkadin

Virtual shows are perfect for large, multi-day, multi-speaker events. They consist of multiple webcasts, webinars, live chats and more. Expect high levels of tailored support from your service provider.

Platforms to try: VirtualEvents.ca, ON24, INXPO
Leading successful enterprises, enriching Canadian communities

FCMAs

CMA Canada is proud to present its new FCMAs.

The Fellow of The Society of Management Accountants of Canada (FCMA™) is a prestigious national honorary designation that is awarded to CMAs who, through their outstanding achievements, bring distinction to the management accounting profession and serve as role models for others.

The FCMA designation demonstrates excellence in management accounting, commitment to CMA Canada, and a civic-mindedness that brings community respect to the member and the profession. FCMAs are nominated by their peers, who have recognized their exemplary qualities and contributions.

Our congratulations on becoming FCMAs and we wish you continued success for years to come.
This year’s FCMAs

British Columbia

Joan A. Axford
Consultant
Self-employed

Gerald T. Dragomir
Senior Partner
PACE Accounting Inc.
(DBA Dragomir Liu & Co.)

Viola G. Gressel
Regional Director, Corporate Services
Department of Justice Canada

Al-Karim Kara
Vice President, Business Transformation and Chief Information Officer
Land Title and Survey Authority of British Columbia

Ronald Matthews
Business Initiative Advisor
Insurance Corporation of British Columbia

Bruce J. McLennan
Principal Consultant
McLennan Consulting

Clifford W. Neufeld
Vice President, Administration and Finance
Thompson Rivers University

Simon A. Philp
Vice President, Seattle Corporate Banking Group
HSBC Bank USA
Quebec

Sylvie Béchard
Vice President, Financial Governance and Internal Controls
Desjardins Group

Gilles Bédard
Chief Financial Officer
Rio Tinto – QIT Madagascar Minerals

Éric Bonenfant
Senior Manager
Raymond Chabot Grant Thornton

Annette Dupré
Finance Director and Treasurer
City of Westmount

Pierre Fauteux
Founder and Partner
Fauteux Bruno Bussière Leewarden s.e.n.c.r.l. (FBBL)

Élaine Godbout
Associate Vice Rector and Director, Financial Resources
Université de Sherbrooke

Marie-Noël Grenier
General Manager and Treasurer on the Board of Directors
Jambette Playground Equipment

Richard Marcoux
Manager
The Createch Group, Bell Business Markets, Bell Canada

Isabelle Martin
President and Chief Executive Officer
GDG Environment Group

Paul-V. Paré
Professor, Accounting Sciences Department
Université Laval

New Brunswick

Ron Jones
Partner
Jones & Associates

Peter Conrad
Vice President, Client and Business Strategy, Business Financial Services
Royal Bank of Canada

Vivian-Anne Gittens
Chief Executive Officer
The Nation Corporation

Anna Stuart
Partner and Vice President
Knightsbridge Robertson Surrette

Nova Scotia

Rear-Admiral Bryn Weadon
Retired
Put down the beach reads and dive into the latest biz books. We’ve rounded up compelling titles that are guaranteed to get you strategizing, whether your goal is to change harmful habits, spruce up your skills or boost your company’s bottom line. Plus you can earn some CPLD credit hours.

Hot books about leadership, management, social media and more

By Jaclyn Law
SLEEPING WITH YOUR SMARTPHONE: HOW TO BREAK THE 24/7 HABIT AND CHANGE THE WAY YOU WORK
Author: Leslie A. Perlow
Publisher: Harvard Business Review Press
We’re connected to work around the clock, and it’s actually making us less productive. Perlow, a Harvard Business School professor, makes a strong case for turning off the tech and getting your team to do the same. If your mobile device is starting to feel like part of your body, read this book. (Yes, you can do it on your phone.)

LIKEONOMICS: THE UNEXPECTED TRUTH BEHIND EARNING TRUST, INFLUENCING BEHAVIOR, AND INSPIRING ACTION
Author: Rohit Bhargava
Publisher: John Wiley & Sons
This engaging, entertaining book by a Georgetown University marketing professor makes a strong case for turning off the tech and getting your team to do the same. If your mobile device is starting to feel like part of your body, read this book. (Yes, you can do it on your phone.)

TALK, INC.: HOW TRUSTED LEADERS USE CONVERSATION TO POWER THEIR ORGANIZATIONS
Authors: Boris Groysberg and Michael Slind
Publisher: Harvard Business Review Press
As your company grows, is senior management losing touch with employees? Groysberg and Slind show how to recapture the engagement, interactivity and dynamism of the start-up phase by using effective conversation. (Pick up Power Listening, below, for a killer communications combo.)

POWER LISTENING: MASTERING THE MOST CRITICAL BUSINESS SKILL OF ALL
Author: Bernard T. Ferrari
Publisher: Portfolio
Ferrari, former director at McKinsey & Company, illustrates how an organization’s bad decisions can often be traced to poor listening. The good news: anyone can become a power listener with practice, and he offers plenty of examples and techniques to help you hear more.

THE STRATEGIST: BE THE LEADER YOUR BUSINESS NEEDS
Author: Cynthia A. Montgomery
Publisher: Harper Business
Based on the author’s highly regarded course at Harvard Business School, The Strategist helps executives figure out why their companies matter. Knowing the answer helps you become a stronger, savvier leader with the know-how to put your organization’s purpose into action.

PASSION CAPITAL: THE WORLD’S MOST VALUABLE ASSET
Author: Paul Alofs
Publisher: Signal
There’s passion, and then there’s passion capital: the energy, intensity and sustainability that can give a company a competitive advantage. Alofs’s book describes seven principles for boosting this asset class, and he offers more than 50 examples drawn from business, politics, non-profits and the arts.

PAINTING WITH NUMBERS: PRESENTING FINANCIALS AND OTHER NUMBERS SO PEOPLE WILL UNDERSTAND YOU
Author: Randall Bolten
Publisher: John Wiley & Sons
Finally, a guide to preventing eyeballs from glazing over! Bolten’s advice on communicating numerical info includes salient topics such as assessing your audience, using time-saving templates, avoiding PowerPoint’s pitfalls and considering ethics. His lively writing style makes this stuff fascinating.
THE REINVENTORS: HOW EXTRAORDINARY COMPANIES PURSUE RADICAL CONTINUOUS CHANGE
Author: Jason Jennings
Publisher: Portfolio
In a fiercely competitive market, stagnation equals death, so do yourself a favour and pick up The Reinventors. Management expert Jason Jennings uses examples such as Starbucks, Nestlé and Apple to illustrate how taking chances helps a business stay relevant and get ahead of the curve.

THE 4 DISCIPLINES OF EXECUTION: ACHIEVING YOUR WILDLY IMPORTANT GOALS
Authors: Chris McChesney, Sean Covey and Jim Huling
Publisher: Free Press
Strategies and goals can get lost in a company’s day-to-day grind. The authors have studied why execution fails, and they’ve come up with a formula to help you keep up with operational demands while striving for the big achievements.

THE SOCIAL MEDIA BIBLE: TACTICS, TOOLS & STRATEGIES FOR BUSINESS SUCCESS, third edition
Author: Lon Safko
Publisher: John Wiley & Sons
This hefty guide is a life raft for anyone flailing in a sea of tweets, QR codes and vlogs. Marketing guru Lon Safko starts with the basics of social networking — and why companies should do it — and takes you all the way to a long-term social media strategy.

AUDIO FILES
Podcasts are a great way to catch up on news, follow favourite topics or learn something new. You’ll be amazed at the breadth of subjects: everything from world markets and entrepreneurship to grammar tips and business book reviews. Subscribe to free podcasts via iTunes, download the BlackBerry Podcast app, get Google Listen for Android, or get third-party apps such as Pocket Casts (Apple’s iOS, Android) or Podcast 5 (Apple’s iOS).

SCREEN TIME
All of these titles are available as e-books for your smartphone, tablet or e-reader, such as the Kindle or Kobo. You can stay current with digital magazines and magazine apps such as Bloomberg Businessweek+, Deloitte Review and, of course, CMA magazine. You can also watch free videos from the Business News Network (www.bnn.ca), Bloomberg TV (www.bloomberg.com/video), The Wall Street Journal’s MarketWatch (www.marketwatch.com) and TED Talks (www.ted.com) on themes such as finance, technology and innovation. TED Talks provides a free app for Apple’s iOS, BlackBerry and Android.

Cheque or Electronic?

Cheques are being replaced by electronic payments. Are you ready?

Telpay is Canada’s largest independent electronic payment processor. Thousands of accountants and bookkeepers are using Telpay systems to send and receive payments electronically.

Telpay is hosting free webinars on electronic payments for business. You will find webinars on the following topics:

- What you need to know before transitioning from cheques to electronic payments
- Advantages and disadvantages of cheques and various electronic payment systems
- Options for sending and receiving electronic payments

Sign up for a webinar at www.telpay.ca/webinar
Network to work

Build your own job safety net by connecting with others

It’s not just about what you get; it’s about giving back as well

By Diane Peters

Recently laid off after working 11 years at a large company, Heather Blair is not just sending out résumés. “I did outplacement counselling after I was let go and the one thing they stressed was networking as a way to find a job,” says the Toronto-area CMA.

Blair took the advice seriously and spends time every day on LinkedIn, chatting with colleagues and posting links to articles. She also heads out for face-to-face networking events every week.

Looking back, Blair wishes she’d built a stronger network beyond her workplace. “You tend to get so tied up in the day-to-day. When people leave, you lose track of them.”

It’s estimated that at least 60 per cent of jobs are secured through networks. Glain Roberts-McCabe, president of the Executive Roundtable, a leadership development company in Toronto, says people with great contacts who lose a job often find a new position in weeks.

But keeping in touch with others — both in person and electronically — also helps you avoid feeling isolated, offers a resource for finding answers and addressing concerns, and keeps you abreast of industry trends. It’s also a way to establish contacts for finding or becoming a mentor.

“Networking is career management 101,” says Roberts-McCabe. But for CMAs who are shy or don’t feel comfortable chatting up strangers in a room, it’s not easy. Still, starting with one event or posting a thought on Twitter is an important first step toward becoming known in the profession.
**NETWORKING DO’S AND DON’TS**

- Make contacts outside your workplace, outside your sector and with non-CMAs.
- Get involved to meet new people through volunteer work.
- If you are shy or quiet, find a way to network that you’re comfortable with.
- Have a focused goal. (This applies doubly for mentoring.)
- Continually assess your relationships and aim for breadth and depth in your network.

- Don’t network only when you’re looking for a job.
- Don’t spam every person you’ve ever heard of on LinkedIn to create a vast network of people you don’t know.
- Don’t ask people you’ve just met for favours such as giving you or a colleague a job interview.
- Don’t use social media to deluge people with links, information and personal thoughts.

**NETWORKING 101**

Networking begins by talking to people at professional development courses, during volunteer work (professional or personal), at industry events or on the golf links.

Carol Ring, a Toronto-based FCMA with her own consulting company, suggests listening to find out what others need, know and are interested in. Then you’ll know what to talk about when you call them, invite them out for coffee, connect them with another colleague or forward an article.

And it’s not just about what colleagues can give you. Maintaining relationships and sharing information and leads are key to developing networks based on reciprocation, says Geeta Sheker, director of the Rotman Initiative for Women in Business at the Rotman School of Management at the University of Toronto.

If you’re quickly building a network to find a job, avoid bluntly handing out business cards and asking for interviews. And once you get hired, don’t disappear. “The people who kick-start their networking for job hunting purposes just shoot themselves in the foot if they don’t handle it well once they get a job,” says Roberts-McCabe.

**CONNECT ONLINE**

A few years ago, Kevin Blucke got funding from CMA BC to create a program to get people from the Okanagan chapter networking. “But it was so hard. No one really seemed to have time or the desire to go out and mingle,” says the CFO of CanScribe Career College in Kelowna. So he created www.beansocial.net, a forum for CMAs to chat about everything from industry trends to jobs to tricks in Excel. The forum got 22,000 visitors in its first month. CMA BC is now talking with Blucke about merging it onto the main association site. “It shows you people want to talk; they just haven’t had a place to do it,” Blucke says.

Blucke suggests new members of a forum or group spend time listening and getting the vibe before posting — and never put up a call for work or advertise their services out of the gate.

**THE MENTOR CONNECTION**

When you talk to people in your business and beyond, you constantly learn. Mentoring takes that a step further by creating a more focused relationship that’s all about conveying information and skills.

Although provincial CMA associations and many large companies have mentoring programs and can connect you with others, you can often locate a mentor on your own if you have a wide and varied network. For instance, Roberts-McCabe decided to write a book a few years ago and called on someone she knew who had already been published. Several coffee meetings later, she had the information she needed. Indeed, this is the key to mentoring: knowing what you need and honing in on the right person for help.

Those with a solid list of contacts will be able to tap into a reverse mentor: an often younger person at an earlier career stage who can give you insights into perspectives outside of management or help you bone up on new technology. Meanwhile, acting as a mentor teaches you as well. It forces you to do some research and hear about careers from another person’s perspective, and helps you feel good for giving back.

Both networking and mentoring prepare you for the daily work you do now as well as the big-picture planning that will influence your career in the coming years. “And it just makes your work life more fun,” says Sheker.

**Diane Peters** is a Toronto-based writer, editor and teacher who thinks networking is fun.
ONE HUNDRED AND TWENTY. Every CMA knows that number refers to the credit hours active CMAs must complete in Continuous Professional Learning and Development (CPLD) over a three-year period. While the specific requirements vary from province to province, the mandate behind these requirements is clear.

“It’s common in many professions to have ongoing professional education requirements for members,” says Anne-Marie Gammon, vice-president of program development for CMA Canada. “Continuous professional development ensures that your skill sets as a CMA are always fresh.”

“You should push yourself to acquire more advanced skill sets,” adds Connie Sherry, director of professional programs for CMA Manitoba. “Members should be encouraged to continually review the advanced proficiency competencies and look for CPLD opportunities that fill some of the gaps.”

Looking for ideas to bridge the competency gap and round out your professional development? Here are some ways to maximize those 120 credit hours.
MAP IT
Advanced proficiency is the third stage of CMA professional progression. After receiving the CMA designation, a CMA is required to acquire advanced competencies to successfully move into upper management or master a particular area.

Training tips
• Explore the advanced proficiency column in the table of the complete document. See pp. 13 – 35 at www.cma-canada.org/competencymap.

THE 3RD — OR 4TH OR 5TH — DEGREE
Working on a master’s degree or PhD? Thinking of adding a designation such as chartered financial analyst (CFA) or certified internal auditor (CIA)? Considering a program in project management or forensic accounting? If you’re taking post-secondary courses that qualify for a degree or diploma and you have the final grades, these courses also qualify for this portion of professional development.
But all courses don’t have to qualify for an additional degree or diploma to qualify for CPLD credits; single and part-time credit courses also apply.

Training tip

GOING THE DISTANCE
Distance learning in the form of e-learning is also an option for far-flung CMAs or anyone who wants to augment skills from the comfort of home. Some organizations, such as CMA Alberta, have done the legwork to determine which post-secondary institutions offer only in-class options and which have added online courses as well, notes Liza Worthington, vice-president of accreditation for CMA Alberta.

Training tips
• CMA Alberta’s extensive CPLD catalogue lists numerous courses. See http://bit.ly/Mhw7FI.

LET’S DO LUNCH
Less formal learning opportunities include afternoon lunch-and-learn sessions at your place of work. Lorraine Merola, chief financial officer for NetAccess Systems Inc. in Hamilton, Ont., has also used a number of less formal learning opportunities to round out her annual credit count.
Merola has participated in webinars (which are often free), CMA-sponsored dinners and Professional Development Institute (PDI) courses through CMA Ontario. “They have a wide range of courses — everything from

“Continuous professional development ensures that your skill sets as a CMA are always fresh.”
management to Excel — and you can earn seven-to-eight credit hours in a day,” she says.

All CMA provincial associations offer courses and conferences. You can also attend events put on by other professional associations, including the Association of Independent Consultants (AIC) and the Financial Management Institute (FMI).

**Training tips**
- For the fall conference listings, see p. 13 of this issue.
- Check out provincial CPLD offerings at http://bit.ly/KMAuJS.
- Visit your CMA provincial association’s website for local listings.

**SUBSCRIBER BONUS**
Receive a subscription to *The Economist*, *Harvard Business Review*, *CMA magazine*. Poring through work-related materials applies, as does conducting your own work-related research at home, researching on the web or reading for non-credit courses. Indeed, this category might be the easiest to fulfill, although fewer credit hours are available for reading than for other CPLD categories.

In Alberta, for example, one hour of reading is worth one learning credit, and the maximum number of reading credits for the year is 10. Other provincial associations also cap reading hours, so be sure to check.

While using social media is a trend every business should be aware of and involved in, what doesn’t necessarily count is tweeting or perusing a Facebook page.

**Training tips**
- Check out CMA Canada’s Online Library for a list of select readings. See http://bit.ly/LfSfUQ.
- Subscribe to *CMA magazine* e-alerts, and manage your subscription at www.cmamagazine.ca.
- For the latest business books, see p. 25 of this issue.

**GIVING BACK**
To qualify for credit fulfillment, your volunteer work must be CMA-related. Think of serving as treasurer on your child’s school’s fundraising council or on the board of a local not-for-profit organization.

Mentoring is another option, says Debbie Roque, manager of events and member services for CMA BC. You could mentor a university student or “someone who’s looking to boost their accounting skills,” she says.

**Training tips**
- If you’re interested in mentoring, contact your provincial association.
- See our article on networking and mentoring on p. 28 of this issue.
- Look for our upcoming feature on giving back in the November/December issue of *CMA magazine*.

**HEAD OF THE CLASS**
As with volunteering, the teaching portion of credit fulfillment needs to be related to professional CMA competencies. Teaching can involve instructing at a post-secondary institution or professional organization.

**Training tip**
- See our article on CMAs who teach on p. 36 of this issue.

**SPEAKING FROM EXPERIENCE**

_Webinars are a great way to fill credits, as are chapter events such as breakfasts. Look beyond the speaker. When you’re at these sessions, you’re networking with other CMAs and you never know what will happen._

— Brenda Bertolo, director of professional programs, CMA Canada

_Stay in touch with the [CMA] society in your province, and be aware of any additional changes that are occurring when it comes to credits or earning credits._

— Debbie Roque, manager of events and member services, CMA BC

_Always be on the lookout for contemporary business trends, the use of social media, scenario planning, and new accounting standards. Stay on top of budgets that are approved federally or provincially. What are the implications? As busy as we all are, we have to stay current professionally by continuing to learn._

— Anne-Marie Gammon, vice-president of program development, CMA Canada

_Look at where you want to be in the next year — maybe five or 10 years — and ask yourself: what skill sets do I need to have in the future and what do I need to do to develop?_  

— Liza Worthington, vice-president of accreditation, CMA Alberta
HIT THE KEYBOARD

The teaching portion of credit fulfillment can also include authoring competency-related articles for magazines or books and some pre-approved web publications, as well as writing and delivering presentations.

Training tip
• Read “How to Get Your Article Published” in the September/October 2011 issue of CMA magazine.

GET ON YOUR MARK

You’re done with the CMA examinations and certification process, but you can relive the experience by moderating or marking at either the provincial or national level.

Brenda Bertolo, director of professional programs for CMA Canada, spent nine years working as a CMA with a manufacturing firm and moderating and marking on the side. She not only gained credit hours, but also learned from the candidates. “These candidates were very savvy [and] work experienced,” she says. “Many of them were in unique industries that differed from mine.”

Fortunato Pitaro is a Toronto-based CMA and management consultant who has moderated the Strategic Leadership Program (SLP) for five years. “Being a moderator is such a rewarding experience,” he says. “Not only do you support the development of the next cohort of CMAs and business leaders, but you learn so much.”

Training tips
• For more information on marking for CMA Canada, email support@cma-cpp.com.
• If you’re interested in moderating, contact your provincial association.

In the end, CMAs can complete their 120 hours in a variety of formal and informal ways to continue their education and stay fresh in the industry. Be thankful for that variety. As Merola notes, “sometimes there’s CPLD where you least expect it.”

Astrid Van Den Broek is a freelance writer based in Toronto.
Hire. Faster. Stronger.

It's the end result of taking a made-to-measure approach. Paying meticulous attention to the details. Recognizing that every individual is unique, every situation different – and every client, one of a kind. The Mason Group specializes in the recruitment and placement of finance and accounting professionals. For permanent or contract searches – for all levels from Financial Analyst to CFO – we know what it takes to help our clients and candidates find their perfect fit.

North York 416-733-9393  Mississauga 905-804-1100  Toronto 416-572-5260
masongroup.ca

Commanding Presence
Two-Day Workshop
Advanced Communication and Presentation Skills For Accountants

Would you like to immediately improve your ability to deliver precise, informative and persuasive presentations?

YOU CAN! In this highly effective and rewarding workshop, you will achieve a substantial and permanent improvement in your confidence and speaking ability.

■ Present and Speak with More Confidence
■ Overcome Your Fear of Speaking
■ Learn To Think On Your Feet

Developed specifically for Accountants

You will receive personal coaching in a small group. Your Coach is the most experienced speaking coach in North America. John Plank has been coaching accountants for 18 years and is Performance Coach for CBC Radio and Television.

This workshop is for you, if you want to build more self-confidence and stronger speaking skills.

TORONTO WORKSHOPS:
Sept 29-30  Oct 29-30  Nov 19-20  Dec 3-4

Visit our website to register now
www.commandingpresence.com
Only 8 participants in each workshop - reserve early

For More Info: Call Toll Free 1.866.968.6771

“The workshop has had a major impact on me. It has already changed the way I speak, behave and present.”
Jacques Lapointe, CA, Auditor General of Nova Scotia

COMMANDING PRESENCE
JOHN PLANK
An apple for your accounting skills

FIND OUT WHAT TEACHING HAS TO OFFER

By Michelle Hampson

Lessons don’t have to stop when you write your last exam and receive your CMA designation. There’s a whole new level of opportunity on the teaching side of education to influence the next generation of accountants.

We spoke with experts in academia and continuing education. Even after years of teaching, they’re still surprised at how passing along knowledge shapes their lives.

NAME
JEAN KIMPTON, CMA

JOB TITLE
• Controller, Department of Innovation and Advanced Learning, Government of P.E.I.
• Sessional Instructor, School of Business, University of P.E.I.
• Years teaching: 2

WHY DID YOU DECIDE TO TEACH?
I have more than 20 years of experience, so I saw an opportunity to really add some value. I was taught by someone who brought real-life experiences into situations. That really helped in developing my understanding of accounting.

WHAT DO YOU LOVE MOST ABOUT TEACHING?
I love being able to break down barriers and assist students in developing a deeper understanding. Teaching not only reinforces that I know the material really well: it reinforces that I can translate it into student understanding.

HOW DOES IT FEEL WHEN YOUR STUDENTS ACHIEVE THAT UNDERSTANDING?
That’s the ultimate, right? You get satisfaction out of helping someone gain a better understanding, especially when they’re looking to go forward in the field.

WHICH IS WORSE: YEAR-END AT THE DEPARTMENT OR EXAM TIME AT THE UNIVERSITY?
Hands down, the department. At exam time, there are 30 people doing the same thing. At the department, there are probably 200 to 400 staff, so year-end can be crazy.

NAME
BRETT KNOWLES

JOB TITLE
• Executive Partner, pm2 — Performance Measurement and Management
• CPLD Instructor, CMA provincial associations
• Years teaching: 5

WHAT HAVE YOU LEARNED FROM TEACHING?
When you’re on the podium, you’re supposed to be the purveyor of all wisdom. But in most cases, there’s as much — if not more — wisdom on the other side. If you teach correctly, you walk away having learned more than you taught.

WHAT DO YOU LIKE MOST ABOUT TEACHING?
Even in this communication we’re having now — with you asking me questions — you’re challenging the capability of the instructor. To me, that’s the unpredictable, Jedi-knight part of teaching. You never know what the next question will be.

WHAT ADVICE DO YOU HAVE FOR NEW ACCOUNTING TEACHERS?
Make it interesting and relevant. In academia, we often build more complex structures than we need. If you take a concept such as activity-based costing, we keep on adding more structure and rules. The value isn’t created by making our ABC system more complex, but by linking the ABC body of knowledge to the compensation body of knowledge and by linking that to strategy.

FIND OUT WHAT TEACHING HAS TO OFFER

Lessons don’t have to stop when you write your last exam and receive your CMA designation. There’s a whole new level of opportunity on the teaching side of education to influence the next generation of accountants.

We spoke with experts in academia and continuing education. Even after years of teaching, they’re still surprised at how passing along knowledge shapes their lives.
NAME
DAVID STANGELAND, CMA

JOB TITLE
• Associate Dean and Professor of Finance, I.H. Asper School of Business, University of Manitoba
• Years teaching: 21

WHAT HAVE YOU LEARNED FROM TEACHING?
Every time I teach a course, I learn something new about the course content. You always want to bring in real-world examples, and they are changing all the time.

WHAT DO YOU LOVE MOST ABOUT TEACHING?
Interacting with students and watching the lightbulb go on over their heads. It’s really satisfying when they pick up a new concept and can do something with it.

WHAT’S THE TRICK TO ENGAGING STUDENTS?
Be personable. I encourage students to ask questions. I try to keep a little humour in the class so they realize that yes, they have to learn, but it’s not such a terrible thing.

WHY SHOULD OTHER CMAs CONSIDER TEACHING?
You learn your own stuff much better if you try to teach it to someone else. It’s rewarding since you’re getting something out of it as well as passing something on. Teaching also gives you an opportunity to connect with people.

NAME
CHIMA MBAGWU, CMA

JOB TITLE
• Associate Professor (Accounting) and Director, CMA Canada Centre of Excellence in Management Accounting for Small and Medium-Sized Enterprises, Wilfrid Laurier University
• Years teaching: 6

WHAT HAVE YOU LEARNED FROM YOUR STUDENTS?
That you never really know too much. There will always be a question from left field which you never really thought about and which inspires you to go back and do some more thinking.

WHAT’S CHALLENGING ABOUT TEACHING?
Everything! We don’t have infinite amounts of time, so as much as I’d like to dwell on a topic until everyone gets it, it’s just not possible.

WHAT ADVICE DO YOU HAVE FOR OTHER TEACHERS?
Try to adopt different teaching styles. Post problems and solutions online so students can do a little bit of learning before class. Hopefully that will lead to pointed questions and you’ll be able to guide them.

YOU’VE PREVIOUSLY WORKED IN PUBLIC PRACTICE AND CONSULTING. ARE THERE QUALITIES OR SKILLS YOU’VE LEARNED FROM TEACHING THAT YOU COULD BRING BACK TO THAT SPHERE?
Absolutely. The ability to research issues and think critically about costs and benefits might not be second nature in consulting.

NAME
GABRIELA SCHNEIDER, CMA

JOB TITLE
• Part-Time Instructor, Faculty of Management, University of Lethbridge
• Part-Time Instructor, J.R. Shaw School of Business, Northern Alberta Institute of Technology
• CPLD Instructor, CMA Alberta
• Years teaching: 20

IS THERE SOMETHING ABOUT TEACHING YOU DIDN’T EXPECT?
That I would still love doing it after all this time. I’m still finding new ways to teach the same stuff, and that surprises me.

WHY SHOULD OTHER CMAs CONSIDER TEACHING?
Because the joys far outweigh the late hours of marking exams and the one student who gives you aggravation. Because you meet the most amazing people. I know this sounds terribly clichéd, but you help make good accountants.

WHAT CAREER OPPORTUNITIES CAN TEACHING LEAD TO?
After a certain point, the choices become a bit more open. You can move into helping develop textbooks, and teaching professional development or corporate workshops. It’s not a close-ended career.

Michelle Hampson is a freelance writer based in Toronto. See http://mhampson.wordpress.com.
EMERGING ISSUES IN MANAGEMENT ACCOUNTING

Our experts talk about the skills and knowledge CMAs need to succeed in the future

By Graham F. Scott

In April, CMA provincial CPLD representatives from across the country met with CMA Canada’s competency experts to talk about the hottest topics facing tomorrow’s management accountants. The discussion ranged widely, touching on fields such as financial reporting, technology and ethics.

Four broad themes caught the group’s attention: sustainability, risk management, ethical decision making and enterprise social media. Ambitious CMAs will want to brush up on all four to succeed in an increasingly turbulent business world.

1. SUSTAINABILITY

When considering environmental sustainability, many organizations struggle to get beyond a few basic green initiatives, and sometimes sustainability turns into a marketing exercise instead of a contribution to organizational strategy. Dr. Norman Sheehan, CMA Canada’s competency expert on strategic management, believes the time is right to take sustainability to the next level.

“A lot of companies are doing a lot of cool things with sustainability,” says Sheehan. “But the best practices have been adopted very unevenly.”

Understood fully, sustainability can be more than a feel-good PR message. In the deepest sense, sustainability is about efficiency. Using fewer resources, or cutting out wasteful redundancies altogether, can streamline corporate activities, cut costs and yield profits.

The key for CMAs is reporting the effects of green initiatives. Sheehan recommends looking at the discussion paper published by the International Integrated Reporting Council (IIRC) last fall (see http://bit.ly/nn8xjM).

Integrated reporting is rapidly evolving, and Sheehan calls it the “advanced form” for CMAs ready to tackle a challenge.

See our feature package on sustainability and integrated reporting in the July/August 2012 issue of CMA magazine.

2. RISK MANAGEMENT

“Each of us could make a lot more money tomorrow smuggling dope from Mexico,” says Gord Cummings, tongue in cheek. “But we’ve all made the decision, consciously or unconsciously, that we don’t like the risk-reward proposition.”

Cummings, CMA Canada’s competence expert in risk management and governance, points out that all businesses balance risk against potential profit. The question isn’t whether businesses take risks, but which risks businesses will take. Fully understanding the scope of a business’s risk profile is a complex task, but it’s necessary for CMAs who navigate an unpredictable business world.
Cummings uses the example of British Oxygen Corporation (BOC), which distributes the liquid oxygen used in welding and health care. It’s highly pressurized and extremely flammable, and it requires careful handling at every stage. Cummings recalls a BOC executive telling him that his job was to avoid risk.

“The question isn’t whether businesses take risks, but which risks businesses will take.”

“Well, that’s interesting,” says Cummings. “If you wanted to avoid risk, you wouldn’t be in the business of liquid oxygen in the first place. Your business is successfully handling risk.”

Enterprise risk management (ERM) is an entry on the CMA Competency Map. There is a growing need for CMAs who can manage risk at every stage of their strategic planning and reporting.

“If I do an ERM plan, does it get left on a hard drive?” Cummings asks. “Take your ERM and integrate it into strategic management. Integrate it in your annual planning.”

Easier said than done, of course. Enter risk scorecards. Brett Knowles, CMA Canada’s competency expert in performance measurement and management, believes this tool — which is already used in the largest corporate settings — is ready for adoption by small and medium-sized enterprises (SMEs).

A risk scorecard is designed to link risk management and strategy. By listing key objectives and weighing their importance, it’s possible to clarify an organization’s strategy. The next step is to identify risks for each objective and the possible impact of each risk. This way, the scorecard helps identify the most important threats so they can be managed or mitigated.

“The expectation of boards about the visibility of risk is higher than it was before,” says Knowles. CMAs increasingly need to highlight risks and opportunities for their colleagues in ways that are simple and powerful. Luckily, says Knowles, “the methodology and tools have reached a maturity so that we can now scale them and make them available to the masses.”

See our previously published stories on risk management and balanced scorecards:

- “Perfect Alignment: Zero In on Critical Fixes to Prioritize Performance Improvement” (September/October 2011)
- “The Times They Aren’t A-Changing: What’s Your Business Doing to Prepare for Turbulence?” (July/August 2011)
- “Closing the Gap: Going from Strategy to Performance in Five Steps” (July/August 2011)
- “Driving Board Performance: Balanced Scorecards Maximize the Likelihood of Staying on Track” (May/June 2011)
- “Nimble Strategy: Managing and Rewarding Strategic Success” (November/December 2011)

40 CMA MAGAZINE  September/October 2012
employee productivity, recruit talent and drive sales.

“We’re seeing a lot of stuff about getting your company’s name out using Twitter or Facebook or LinkedIn,” says Sheehan. “But what intrigues me more is employee productivity tools.”

Such a tool could be a file sharer like Dropbox, a social task manager like Asana or an internal social network like Yammer. “They’re used ad hoc here and there, but the best practices haven’t yet been developed,” says Sheehan.

Social media hype is everywhere, of course. Every week seems to bring a new website with a goofy name that promises to change everything. So it’s doubly important now for CMAs to educate themselves about existing social platforms and critically evaluate their merits.

“There are so many tools out there,” says Sheehan. “People need to know how they can use it and put it together.”

See our previously published stories on social media:

● “Not Just for Kids Anymore: Bad Behaviour Is Bad Behaviour in Real Life or Online” (January/February 2012)

● “Recruiting with Social Media: Online Tools Open Doors” (January/February 2012)

Graham F. Scott is a Toronto-based freelance writer and editor. See www.gfscott.com.
EMILY DICK-FORDE HAS SEEN THE FUTURE, and it needs more management accountants.

An accomplished accountant — she earned an accounting degree in Barbados, a master’s degree in finance in Cambridge, a PhD in accounting in Scotland and a CMA designation in Canada — Dick-Forde is combining her passion for education with a vision to boost development in the Caribbean: “We need people who can help drive competitiveness and make decisions.”

After working briefly in banking, Dick-Forde returned to academia in 1991 and lectured at the University of the West Indies (UWI) for the next 17 years. In 2007, an incredible opportunity came knocking: Patrick Manning, then prime minister of the Republic of Trinidad and Tobago, appointed her a senator and minister of the new Ministry of Planning, Housing and the Environment.

For this challenging role, Dick-Forde drew on her CMA knowledge, which includes the critical mindset necessary for strategic leadership. “I used it to a great extent to lead such a broad ministry. Trinidad and Tobago is the wealthiest Caribbean island — energy-rich, with many new industries. Mr. Manning went looking for people like me to provide leadership in strategic implementation.”

Manning’s party, the People’s National Movement, lost power in 2010. Dick-Forde returned to UWI as head of special projects for the UWI Open Campus, which offers online education. At press time, she was working to improve access to CMA training for students in the English Caribbean, an underserved group.

“I’m very excited about it,” says Dick-Forde. “The program is virtual, so there’s no limit to the number of students we can accept.”

Jaelyn Law is a Toronto-based freelance writer.
CICA’s tax suite
smarter. faster. easier.

CICA’s tax suite connects you to the tax information you need:

From **news**
Stay up to date on the latest tax developments with customized knotia email alerts that bring you the critical information you need, when you need it.

through **research**
- Federal Income Tax Collection Platinum
- Excise Automated Reference Library
- Provincial Taxes Electronic Reference Library

Customize a subscription package to address your business needs.

**to understanding and solutions**
Use CICA’s tax suite to help you solve your tax puzzles.

CICA’s tax suite is available in multiple formats:
- Knotia—web access for online use
- Virtual Professional Library—DVD for offline use

Call today to schedule a demo or free trial. Our representatives can guide you through a product assessment of our competitively priced service.

Call: 1-855-769-0905
Visit: CAstore.ca/taxsuite12
Trust Ryan to Improve Your Total Tax Performance

Canada’s Most Comprehensive Suite of Integrated Tax Services

Ryan is a leading global tax services firm, with the largest indirect tax practice in Canada and the United States. We provide the most comprehensive suite of integrated Canadian tax services available in the industry, including:

- Crown Royalty
- Customs Duty
- Fraud and Forensic Recovery
- Goods and Services Tax
- Harmonized Sales Tax
- Income Tax and SR&ED Credits
- International Tax
- Payroll Tax
- Property Tax
- Provincial Sales Tax
- Tax Technology
- U.S. Tax Services

These integrated tax services improve your overall tax performance and create greater opportunities to measure and improve your efficiency, develop a more strategic approach to tax, and deliver outstanding value to your shareholders. Join the more than 6,500 clients that have relied on Ryan for support on a variety of Canadian tax matters for more than 35 years.

Please visit us at [www.ryanco.ca](http://www.ryanco.ca) or call **800.667.1600** to learn more about how our services can benefit your business.

“In addition to delivering significant tax savings, Ryan has dramatically improved our overall tax performance through the transfer of knowledge and best practices for a more strategic approach to tax.”

Rob Alidina, CFO