

The CPA Competency Map Update

Outreach Package

May 2019

Competency Map Committee

CPA Canada expresses its appreciation to the Competency Map Committee (CMC) and the many other volunteer sub-committees and consultants for their contribution to the process of updating the 2019 version of the *CPA Competency Map*.

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Introduction

Purpose

The 2019 Outreach Package has been prepared to facilitate awareness and discussion on the proposed changes to the *CPA Competency Map* with an expected release date of January 1, 2020. The expectation is to obtain feedback from this outreach process on the content of the changes and the possible strategic and operational implications to stakeholders.

Background

The update of the *CPA Competency Map* is set within the parameters of meeting the CPA vision and international expectations:

| Vision for the CPA Profession | International Expectations |
|--|--|
| The Canadian CPA is the pre-eminent, globally respected business and accounting designation. | The CPA certification program is in accordance with the International Federation of Accountants (IFAC) standards for professional accountants. |

Purpose of *The CPA Competency Map*

The *CPA Competency Map* (or *Competency Map*) is the map for the Canadian CPA profession. It profiles the competencies required of a CPA on the path to, and upon, certification. The *CPA Competency Map* will also form the basis for experience requirements which are set out in a separate document entitled *CPA Practical Experience Requirements (CPA PER)*.

The *CPA Competency Map* describes the competencies for all the elements of the CPA program. The *CPA Competency Map*:

- guides candidates in understanding what is expected of them when enrolled in the CPA professional education program;
- establishes the body of competencies developed through an integrated certification process that includes education, evaluation and experience;

- provides guidance to post-secondary educators and program developers for the further development of learning objectives for the professional education program modules; and
- provides guidance to employers for the further development of competency objectives for practical experience requirements.

The *CPA Competency Map* sets the competency expectations at “entering the profession” and involves the interrelations of enabling and technical competencies:



Certification and the Professional Education Program

The CPA Certification and Professional Education Program (PEP) along with qualifying practical experience move candidates from the “academic prerequisite” level to the level of competency expected upon entering the profession as indicated below:



Role of Competency Map Committee

The Competency Map Committee (CMC) must not only review the competencies for changes but also identify the point along the progression, identified above, where the particular competencies should be met.

The *CPA Competency Map* sets the expectation; the assessment is made at various points culminating at the CFE. In addition to this progression, the level of proficiency must be determined at each stop along the progression, i.e., Level A, B, and C.

See **Appendix G** for the terms of reference of the CMC.

The business environment is always changing, and the CPA profession must keep up with the changing environment and expectations. One of the key ways this is accomplished is to ensure the *CPA Competency Map* is relevant to the accounting and business environment we face.

Changes made to the 2019 *CPA Competency Map*

The significant changes to the 2019 *CPA Competency Map* (released in December 2018) were as follows:

- a) **Data Analytics and Information Systems (DAIS)** – DAIS competencies, learning outcomes and knowledge lists were reflected in each of the six technical competency areas. These items were added after consultation with many stakeholders from across the country.
- b) **Taxation** – The *CPA Competency Map* included an increased focus on GST/HST. The currency of taxation competencies and knowledge lists was also updated and the expectations in certain areas were reduced to better align the competencies with employer expectations for a newly qualified CPA.
- c) **Entry Level Learning Outcomes** – For the first time, learning outcomes at the entry-level to the CPA Professional Education Program (CPA PEP) were developed and included in the *CPA Competency Map*.

In addition to the significant changes summarized above, there were many smaller adjustments made to the *CPA Competency Map* to address currency of standards/legislation and clarity. Several small corrections were also made throughout the document.

Proposed Changes for the 2020 Release

Summary of Changes

The CMC is currently working on incorporating the following changes in the 2020 *CPA Competency Map*:

- A. **Enabling competencies** – The proposed enabling competencies draw on the enabling competencies identified by the Competency Framework Task Force. The Competency Framework project evaluated the competencies required of CPAs post-certification as they move through their careers. Aligning pre- and post-certification competencies is essential to ensuring candidates possess the appropriate enabling competencies to navigate the changing landscape of the profession. More background on the Competency Framework project and a list of the proposed enabling competencies for a newly qualified CPA are detailed in **Appendix A**.
- B. **Data Analytics and Information Systems (DAIS)** – We earlier referred to the DAIS changes made in the 2019 *CPA Competency Map*. Based on the feedback received over the past 12 months, further enhancements in this area are being proposed for the 2020 *CPA Competency Map*. While these additional changes are not as significant as those made in the 2019 *CPA Competency Map*, they represent important enhancements and an ongoing commitment of the CMC to revisit this important and dynamic area on an annual basis. The specific changes are detailed in **Appendix B**.
- C. **Other Improvements** – As part of its mandate, the CMC reviews the *CPA Competency Map* and makes additional changes as deemed appropriate. As a result of this review, three additional changes are being proposed:
 - 1. **Current trends, emerging issues and technologies** – All CPAs must keep up-to-date with current trends, emerging issues and technologies that enable CPAs to perform their job effectively. As a result, the CMC is proposing that each of the six technical competency areas include a competency to reflect this reality.

2. **Audit and Assurance learning outcomes for competencies 4.3.8 and 4.3.9** – The detailed review of the competencies and associated learning outcomes led the CMC to propose that the learning outcomes for competency 4.3.8 (Evaluates the evidence and results of analysis) and competency 4.3.9 (Documents the work performed and its results) be reversed (i.e. the learning outcomes for 4.3.9 are more appropriate under competency 4.3.8 and vice versa).
3. **Competency 5.2.6** – Based on stakeholder feedback, the CMC proposes that competency 5.2.6 (Evaluates decisions related to distribution of profits) is added to the Core 2 module at a B level. This also provides consistency with the other competencies in this area.

The specific changes for these three items are detailed in **Appendix C**.

- D. **Interactive Online Map** – An interactive online version of the *CPA Competency Map* is under development, and when available, will offer the following features and functionality:
- greater visibility into the interrelationships between the competencies, learning outcomes, and knowledge lists
 - the ability to filter content by module and other attributes (For example, candidates in Core 1 could see all competencies covered in the module together with related learning outcomes and knowledge lists. Alternatively, a Core 1 candidate could select all financial reporting competencies with A proficiency level and a variety of other options.)
 - the capability to print portions of the Map in a PDF format

The online version of the Map is currently in the beta testing phase and will be publicly available in late summer 2019. See **Appendix D** for a graphical representation of the online Map.

Future Considerations (Potential Changes in 2021 or Beyond)

In response to stakeholder input the CMC is considering reviewing the competencies, learning outcomes and knowledge lists of the following areas:

A. **Sustainability**

Additional information is detailed in **Appendix E**.

B. **Audit and Assurance**

Additional information is detailed in **Appendix F**.

At this point the CMC is not proposing changes in the *CPA Competency Map* but is looking for input on these future considerations.

C. Future Project (and Follow-up)

A new Task Force will be established in 2019 with a mandate to conduct a fundamental review of the competencies required at the point of qualification and the related proficiency expectations. The Task Force will carry out extensive research initiatives, including focus groups, interviews, and surveys with members, employers, recent graduates, and other key stakeholders. In addition to assessing the competencies and proficiency levels, the Task Force will provide a data-informed analysis of supporting knowledge elements and a prioritization of those elements. The work of the Task Force will ensure future CPA members will be well positioned to add value regardless of sector or practice area.

- D. Clarification of Proficiency Levels** - The 2018 Outreach Package indicated the CMC was developing a working document to improve consistency in descriptions of competencies and learning outcomes through a refinement of verb usage. Given the mandate of the above-mentioned Task Force, the CMC will defer any action on proficiency levels and related verb usage until the Task Force completes its work.

Feedback Request

The CMC prepared the 2019 *Outreach Package* to facilitate awareness and discussion with key internal and external stakeholders on the proposed changes to the existing *CPA Competency Map*. As a strong strategic partner to the CPA profession, your input is very valuable, and the CMC kindly requests that you review the *Outreach Package* and provide [your feedback or questions by completing a brief survey](#).

Once the CMC receives all feedback from across the country, it will review the collection of feedback and determine whether additional updates are required as it finalizes the new *Competency Map*, scheduled for release in January 2020.

Once you are ready to submit your feedback, **please complete the survey by June 30, 2019**. If you have any questions related to the contents of the *Outreach Package*, please contact Andy Thomas at athomas@cpacanada.ca.

Thank you in advance for your time and thoughtful feedback.

Appendix A: Enabling Competencies

The CPA designation can take members from the beginning of their careers to the top position in any type of organization, in any sector of the economy. Along with comprehensive financial management skills, the soft skills developed during pre- and post-designation that can evolve entry-level CPAs into effective senior executives.

Background Leading to Suggested Changes to the Enabling Competencies

The Council of Chief Executives (chief executives of the provincial CPA bodies and CPA Canada), through its Professional Learning and Development Strategy Committee, appointed the Competency Framework Task Force (CFTF) to both oversee and participate in the development and validation of a new CPA Competency Framework.

The Competency Framework included the collection and analysis of extensive qualitative and quantitative data from a series of focus groups consisting of CPAs working in business and industry, public practice business advisory services, public practice assurance, not-for-profit, and the public sector. One-on-one interviews with public practice partners and entrepreneurs and a large-scale survey of CPA members from diverse career tracks were also conducted. At the end of this two-plus year project, the CFTF published an extensive research document, *Development and Validation of a CPA Post-Designation Competency Framework*.

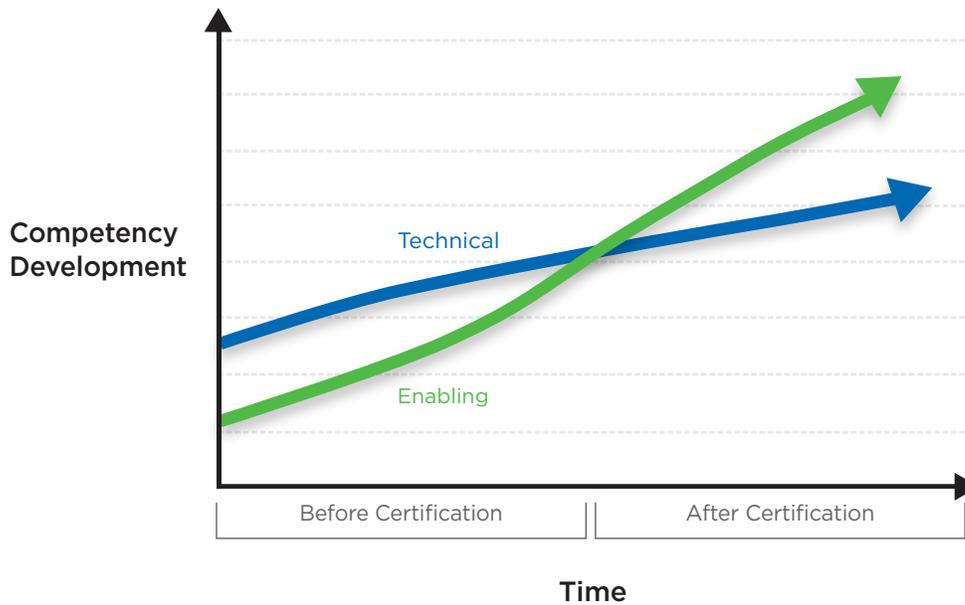
In its final report to the Council of Chief Executives, the CFTF concluded:

As technological and other fundamental changes continue to disrupt the workplace, it will be members' professional skills (enabling competencies) that enable the profession to emerge even stronger.

This conclusion led the CFTF to recommend a Competency Framework aimed at lifelong professional development and workplace success for CPAs. The Framework is comprised of seven major enabling competency areas comprised of twenty-six components or sub-competency areas. Each of these components describe behaviours at (i) Competent, (ii) Proficient, (iii) Highly Proficient, and, (iv) Expert levels. The Competent behaviours reflect the expectations for entry-level CPAs (i.e. CPAs at the point of qualification).

The CFTF went on to recommend that *“the Competency Framework remain distinct from the pre-qualification CPA Competency Map. However, future development of either the Competency Framework or Competency Map should encourage consistency between the two so that students, employers and academics can readily see the Competency Framework as an extension of the CPA Competency Map. This will be particularly helpful to CPA graduates looking for guidance during their early career development”*.

A visual representation of how the enabling and technical competencies work together over the course of a CPA’s career is presented below.



The CMC Approach

The CMC carefully reviewed the Competency Framework and the enabling competencies expected of all CPAs at the point of qualification, compared it to the enabling competencies set out in the *2019 CPA Competency Map*, and found considerable commonality between the two documents. The CMC adapted the enabling competencies described in the Competency Framework to better reflect expectations for CPAs at point of qualification.

The revised Enabling Competency section of the Map follows and reflects these main changes:

- In addition to re-naming some competencies, two new competencies have been added:
 - Leading
 - Adding Value
- New behaviours have been added including: (i) Adaptability and Resilience, (ii) Initiative, and (iii) Creativity and Innovation

The description of Solving Problems and Making Decisions emphasizes the importance of CPAs being able to draw on their ability to utilize technology and data analytics as appropriate.

The proposed enabling competencies include seven categories:

1. Acting Ethically and Demonstrating Professional Values
2. Leading
3. Collaborating
4. Managing Self and Others
5. Adding Value
6. Solving Problems and Making Decisions
7. Communicating

The proposed enabling competencies are detailed below.

The CPA Enabling Competencies

1. Acting Ethically and Demonstrating Professional Values

The CPA profession is grounded in ethics, professionalism and protection of the public interest. CPAs have a duty to their profession and to society as well as to their individual and organizational interests. They do more than adhere to the CPA Code of Professional Conduct; CPAs ethical behaviour exemplifies and enhances the reputation of the profession. CPAs demonstrate integrity

and trustworthiness, recognize ambiguity, ask insightful questions and work thoroughly and diligently. CPAs exhibit independence and objectivity to enhance the quality of their work.

| | | | |
|-----|-------------------------------|-------|--|
| 1.1 | Ethical Behaviour | 1.1.1 | Acts ethically by adhering to the CPA Code of Professional Conduct |
| | | 1.1.2 | Recognizes situations that could compromise ethical behaviour and seeks guidance |
| | | 1.1.3 | Exhibits ethical behaviour by complying with laws and regulations, organizational policies, societal norms and personal ideals |
| | | 1.1.4 | Reports unethical behaviour to an appropriate organizational level or professional body |
| 1.2 | Integrity and Trustworthiness | 1.2.1 | Maintains confidentiality, dependability, fairness, honesty and privacy when performing assigned work |
| | | 1.2.2 | Seeks and responds to feedback on professional reputation |
| | | 1.2.3 | Recognizes and manages potential breaches of confidentiality |
| 1.3 | Questioning Mindset | 1.3.1 | Maintains a skeptical mindset when performing assigned work |
| | | 1.3.2 | Recognizes uncertainty and ambiguity in the information and assumptions that underlie assigned work |
| | | 1.3.3 | Investigates as necessary to clarify tasks and results and escalates appropriately |
| 1.4 | Due Care | 1.4.1 | Performs work carefully, thoroughly and competently in accordance with relevant technical and professional standards |
| | | 1.4.2 | Critically reviews own work to ensure its quality |
| 1.5 | Objectivity | 1.5.1 | Recognizes and avoids potential conflicts of interest |
| | | 1.5.2 | Performs assigned work with an independent state of mind to minimize bias and undue influence |

2. Leading

CPAs recognize and promote their strategic role within an organization. They focus on strategic priorities, participate in formulating and implementing strategy, and drive performance management systems to monitor and improve organizational outcomes. CPAs work closely with stakeholders throughout the organization to pursue common goals and achieve consensus. They contribute to the organizational culture, helping to embed cultural values and norms in business and functional decisions.

| | | | |
|-----|----------------------------------|-------|--|
| 2.1 | Strategic focus | 2.1.1 | Applies knowledge of the organization's competitive environment and strategic direction when performing assigned work |
| | | 2.1.2 | Assists managers and works on teams to support business-and functional-level strategy planning, implementation or monitoring |
| | | 2.1.3 | Identifies the strategic impact of internal decisions and external influences on project plans and initiatives |
| 2.2 | Risk management | 2.2.1 | Assists in identifying and monitoring risks within areas of work responsibility |
| | | 2.2.2 | Assesses internal controls within areas of work responsibility |
| 2.3 | Organizational culture advocacy | 2.3.1 | Aligns behaviour with workplace norms, while complying with professional ethics and values |
| | | 2.3.2 | Recognizes the importance of organizational culture |
| 2.4 | Influence and consensus building | 2.4.1 | Promotes and gains support for ideas within areas of work responsibility |
| | | 2.4.2 | Refers to internal policies and procedures and obtains input about how to handle disagreement |

3. Collaborating

CPAs are respected and trusted, enabling them to partner with individuals and teams throughout an organization. They draw on the strengths and skills of diverse perspectives and develop and maintain valuable networks with internal and external stakeholders. These competencies enable CPAs to participate in, build and lead goal- and value-oriented teams. They support a collaborative and creative teamwork environment and maintain a cross-functional and integrative outlook. CPAs use emotional intelligence to empathize with others and to effectively manage and build relationships.

| | | | |
|-----|-----------------------|-------|---|
| 3.1 | Inclusivity | 3.1.1 | Respects and values diversity |
| 3.2 | Relationship building | 3.2.1 | Seeks opportunities to build relationships by interacting with and maintaining contacts with others |
| | | 3.2.2 | Seeks advice and guidance from members of own network |
| 3.3 | Teamwork | 3.3.1 | Participates in teams related to work functions |
| | | 3.3.2 | Evaluates performance of team members |
| | | 3.3.3 | Seeks guidance from team leaders and other team members |
| | | 3.3.4 | Commits to team goals |
| | | 3.3.5 | Shares knowledge with other team members |

| | | | |
|-----|-----------------------------|-------|---|
| 3.4 | Team and Project Management | 3.4.1 | Establishes project plans, including goals, tasks to complete, resource requirements and timelines |
| | | 3.4.2 | Monitors project performance |
| | | 3.4.3 | Conducts effective meetings |
| | | 3.4.4 | Communicates with appropriate stakeholders about progress and whether objectives are being achieved |

4. Managing Self and Others

Central to the CPA culture is a commitment to continuous learning and professional development. CPAs exhibit adaptability and resilience in an ever-changing business environment and assume accountability for their own performance. They recruit, coach, mentor, evaluate and inspire staff to contribute to organizational success. CPAs also employ emotional intelligence to enhance their own and others' performance.

| | | | |
|-----|-----------------------------|-------|---|
| 4.1 | Adaptability and resilience | 4.1.1 | Exhibits persistence -and seeks assistance when faced with uncertainty and setbacks |
| | | 4.1.2 | Recognizes and seeks to manage own emotional reactions to change |
| 4.2 | Initiative | 4.2.1 | Proactively acquires new knowledge and skills to perform assigned work |
| | | 4.2.2 | Seeks greater levels of responsibility |
| | | 4.2.3 | Recommends more efficient methods for performing assigned work |
| 4.3 | Continuous improvement | 4.3.1 | Solicits information about role and performance expectations |
| | | 4.3.2 | Develops personal work goals that are challenging and achievable |
| | | 4.3.3 | Critically evaluates own work and takes responsibility for poor performance |
| | | 4.3.4 | Solicits and responds appropriately to both positive and negative feedback |
| | | 4.3.5 | Recognizes limits to professional competence |
| 4.4 | Talent management | 4.4.1 | Seeks coaching and mentoring from others |
| | | 4.4.2 | Develops a career plan that includes learning and development |

5. Adding Value

CPAs add value to their organizations, community and society. They collaborate effectively on cross-functional improvement projects. They identify areas that need improvement based on strategic priorities and offer creative solutions. CPAs monitor improvement results and learn from both positive and negative experiences. They encourage a culture of mindful co-operation, innovation, and sustainability.

| | | | |
|-----|---|-------|--|
| 5.1 | Business context | 5.1.1 | Applies general business knowledge to enhance work performed |
| | | 5.1.2 | Recognizes the interrelationships among departmental and functional areas within the organization |
| | | 5.1.3 | Develops and uses knowledge of the organization, industry and stakeholders |
| 5.2 | Creativity and innovation | 5.2.1 | Uses existing knowledge in new or different ways |
| | | 5.2.2 | Uses brainstorming or other techniques to generate ideas |
| | | 5.2.3 | Accepts that success of innovative ideas is not guaranteed |
| 5.3 | Performance evaluation and accountability | 5.3.1 | Assists in identifying opportunities for process, product and service improvements related to work functions |

6. Solving Problems and Making Decisions

CPAs draw on strong problem-solving and decision-making skills, including the ability to utilize technology and data analytics. CPAs capacity for analytical and integrative thought enables them to identify important issues, thoroughly and objectively evaluate alternatives, apply appropriate decision criteria, and develop implementation and change-management plans. CPAs consider relevant factors that others do not recognize.

| | | | |
|-----|--------------------------------------|-------|---|
| 6.1 | Issue identification | 6.1.1 | Identifies and articulates issues within areas of work responsibility |
| | | 6.1.2 | Uses qualitative and quantitative techniques to clarify the nature of problems |
| | | 6.1.3 | Demonstrates skepticism, objectivity, due care and persistence when identifying issues |
| 6.2 | Analysis | 6.2.1 | Maintains an objective and questioning mindset to avoid biased analyses |
| | | 6.2.2 | Identifies patterns from data analysis |
| | | 6.2.3 | Questions the relevance and tests the quality of information and assumptions in own analyses |
| | | 6.2.4 | Completes thorough quantitative and qualitative analyses to identify and evaluate potentially viable alternatives |
| 6.3 | Recommendations | 6.3.1 | Uses evidence and judgment to recommend and justify solutions or conclusions |
| | | 6.3.2 | Articulates limitations to recommendations |
| | | 6.3.3 | Applies decision criteria to choose among viable alternatives |
| | | 6.3.4 | Ensures that decision criteria do not conflict with professional ethics and values |
| 6.4 | Implementation and change management | 6.4.1 | Develops preliminary implementation plans within areas of work responsibility |
| | | 6.4.2 | Identifies potential barriers to change |

7. Communicating

CPAs ensure that their communications are effective when speaking, listening, presenting and writing in one of Canada's two official languages. They ensure that meaning is conveyed clearly and succinctly by attending to the needs of diverse audiences and selecting the most appropriate communication media. CPAs have the ability to tell the story of the business when presenting information.

| | | | |
|-----|----------------------------|-------|--|
| 7.1 | Audience and effectiveness | 7.1.1 | Targets message content and tone to meet audience needs within areas of work responsibility |
| | | 7.1.2 | Communicates non-complex financial information logically, clearly, concisely |
| | | 7.1.3 | Proactively interacts and probes to gather information and respond to others |
| | | 7.1.4 | Uses appropriate non-verbal communication |
| 7.2 | Active listening | 7.2.1 | Conveys an attitude of respectful listening |
| | | 7.2.2 | Paraphrases and asks questions to verify own understanding |
| | | 7.2.3 | Recognizes that own emotions, assumptions and biases may cause misinterpretation of others' messages |
| 7.3 | Communication media | 7.3.1 | Communicates professionally using a variety of media |
| | | 7.3.2 | Adheres to policies and procedures regarding the use of communication media |

Appendix B: Data Analytics and Information Systems (DAIS)

The CMC earlier referred to the significant DAIS changes made in the 2019 *CPA Competency Map*. Based on the feedback received over the past 12 months, and with the assistance of the DAIS advisory group, the CMC is proposing further DAIS enhancements for the 2020 *CPA Competency Map*.

Change #1

Current Competency: 1.1.4 Explains implications of current trends, emerging issues and technologies in financial reporting. (A similar competency requirement is found in the Assurance technical area)

Summary of Proposed Change: The CMC proposes to require this competency in each of the remaining four technical competency areas.

Rationale: All CPAs must keep up-to-date with current trends, emerging issues and technologies that enable them to perform their jobs effectively.

Details: See **Appendix C** for more detail on this proposed change.

Change #2

Competency: 3.1.1 – Evaluates management information requirements

Summary of Change: Added learning outcome at core to enhance the information interpretation requirements of all candidates with a specific reference to data visualizations (Level A at core).

Rationale: Feedback was received during the 2018 outreach requesting this enhanced skill. The feedback was reviewed by the IT subcommittee of the CMC and accepted. Note that this enhancement will apply to all candidates at Level A in the Core 2 module.

Details (changes are noted in blue below):

| Competency | Entry | Learning Outcomes | Core | | Learning Outcomes | Electives | | | | Learning Outcomes |
|---|-------|---|------|----|---|-----------|-----|----|-----|-------------------|
| | | | C1 | C2 | | PM | FIN | AS | Tax | |
| 3.1.1 Evaluates management information requirements | B | a) Explains what information assets management needs to make decisions b) Identifies management and strategic uses of information assets and technology | | A | a) Determines or evaluates relevant data and information to support decisions made by management and the governing body b) Interprets and discusses financial and non-financial information using appropriate techniques (e.g. data visualization) c) Understands management and strategic uses of information assets and technology | | | | | |

Change #3

Competencies: 3.1.2 – Documents and assesses business processes, systems and data requirements and 3.1.3 – Recommends improvements to analytical and reporting systems to meet information needs.

Summary of Change: These competencies were combined for clarity and consistency based on a detailed review by the CMC. It was noted that competency 3.1.2 was not revisited during the PM elective which was inconsistent with 3.1.3. Combining these competencies ensures consistency. As well, learning outcome a) for competency 3.1.2 was removed as it was a duplicate of a learning outcome from competency 3.1.1.

Rationale: Consistency and clarity. Feedback was also received during the 2018 outreach requesting this change. The feedback was reviewed by the CMC and accepted.

Details (changes are noted in blue below):

| Competency | Entry | Learning Outcomes | Core | | Learning Outcomes | Electives | | | | Learning Outcomes |
|--|-------|---|------|----|--|-----------|-----|----|-----|--|
| | | | C1 | C2 | | PM | FIN | AS | Tax | |
| 3.1.2 Documents and assesses business processes, systems and data requirements and recommends improvements to meet information needs | C | <p>a) Explains the types of information that management needs to make informed decisions</p> <p>ab) Explains alternative approaches to documenting key business processes and control features</p> <p>be) Explains the importance of quality data, information and knowledge management practices within an organization</p> <p>c) Explains potential solutions that may be available to meet information needs including potential IT solutions</p> | | B | <p>a) Explains the importance of system control and feedback</p> <p>b) Identifies the impact of IT on an organization's decision-making and performance</p> <p>c) Identifies the need for management information, accounting information or other systems</p> <p>d) Evaluates the quality of the data and knowledge management within an organization (database management systems, data warehousing, data mining, knowledge management systems)</p> <p>e) Utilizes systems and business process documentation to analyze business processes and controls</p> <p>f) Analyzes the quality of the data, information and knowledge management practices within an organization (database management systems, data warehousing, data mining, knowledge management systems)</p> | A | | | | <p>a) Evaluates alternatives for addressing gaps in information or for generating improvements to existing management information, and makes specific recommendations</p> <p>b) Develops an implementation plan and assesses the impact on current systems and processes</p> |

| Competency | Entry | Learning Outcomes | Core | | Learning Outcomes | Electives | | | | Learning Outcomes |
|------------|-------|-------------------|------|----|---|-----------|-----|----|-----|-------------------|
| | | | C1 | C2 | | PM | FIN | AS | Tax | |
| | | | | | <ul style="list-style-type: none"> g) Assesses system reliability h) Evaluates ability of suggested information technology (IT) solutions to address management information requirements i) Identifies and evaluates decision criteria for alternative IT solutions j) Analyzes alternative IT solutions to meet the entity's objectives k) Participates in system planning and analysis process (e.g., feasibility and cost-benefit analysis, selection criteria, financing options, and process re-engineering) l) Explains how an information system can be successfully implemented | | | | | |

| Competency | Entry | Learning Outcomes | Core | | Learning Outcomes | Electives | | | | Learning Outcomes |
|---|-------|--|------|----|---|-----------|-----|----|-----|---|
| | | | C1 | C2 | | PM | FIN | AS | Tax | |
| 3.1.3 Recommends improvements to analytical and reporting systems to meet information needs | C | a) Explains the potential IT solutions that may be available to meet information needs | | B | a) Evaluates ability of suggested information technology (IT) solutions to address management information requirements b) Identifies and evaluates decision criteria for alternative IT solutions c) Analyzes alternative IT solutions to meet the entity's objectives d) Participates in system planning and analysis process (e.g., feasibility and cost-benefit analysis, selection criteria, financing options, and process re-engineering) e) Explains how an information system can be successfully implemented | A | | | | a) Evaluates alternatives for addressing gaps in information or for generating improvements to existing management information, and makes specific recommendations b) Develops an implementation plan and assesses the impact on current systems and processes |

Change #4

Competency: 4.1.2 – Evaluates the information system, including the related processes, using knowledge of data requirements and risk exposures.

Summary of Change: A learning outcome at the Core level was enhanced to ensure that it properly reflects the technology considerations of this competency.

Rationale: Feedback was received during the 2018 outreach requesting this learning outcome. The feedback was reviewed by the IT subcommittee of the CMC and accepted.

Details (changes are noted in blue below):

| Competency | Entry | Learning Outcomes | Core | | Learning Outcomes | Electives | | | | Learning Outcomes | |
|------------|--|-------------------|---|----------|-------------------|--|----------|----|----------|-------------------|---|
| | | | C1 | C2 | | PM | FIN | AS | Tax | | |
| 4.1.2 | Evaluates the information system, including the related processes, using knowledge of data requirements and risk exposures | C | a) Explains the objectives of internal controls b) Explains the implications of identified deficiencies in internal control c) Identifies the controls needed to ensure reliable financial reporting d) Explains the importance of data integrity and systems reliability in supporting effective decision making e) Explains the underlying concepts of exposure and potential risks due to a weakness in internal control | B | | a) Identifies the controls needed to ensure reliable financial reporting b) Evaluates the design and effectiveness of internal controls c) Assesses the financial reporting implications of identified deficiencies in internal control d) Utilizes knowledge of an entity's industry, business processes, existing infrastructure , historical performance, IT/IS risks , information system controls and governance practices to assess important data relationships from internal and external data sources to design appropriate plans to support effective assurance engagement outcomes e) Analyzes the quality of data, information and models being used to support managerial decision making | A | | A | | <i>PM Elective:</i> a) Identifies the appropriate recognized framework to apply and evaluates internal control in the context of that framework b) Identifies, gains an understanding of, and evaluates the design and effectiveness of key controls c) Identifies and evaluates the adequacy of compensating controls d) Documents the entity's procedures for reporting compliance with approved internal controls e) Assesses the implications of control deficiencies identified (including any financial reporting implications) and recommends improvements f) Communicates weaknesses in internal controls to the appropriate level of management and/or the audit committee or equivalent g) Integrates IT security requirements and tools |

| Competency | Entry | Learning Outcomes | Core | | Learning Outcomes | Electives | | | | Learning Outcomes |
|------------|-------|-------------------|------|----|-------------------|-----------|-----|----|-----|---|
| | | | C1 | C2 | | PM | FIN | AS | Tax | |
| | | | | | | | | | | <p>h) Utilizes knowledge of an entity's industry, business processes, historical performance, information system controls and governance practices to assess important data relationships from internal and external data sources to design appropriate plans to support effective assurance engagement outcomes</p> <p>i) Evaluates the quality of data and information and models being used to support managerial decision making</p> <p><i>Assurance Elective:</i></p> <p>a) Identifies the appropriate recognized framework to apply and evaluates internal control in the context of that framework</p> <p>b) Identifies, gains an understanding of, and evaluates the design and effectiveness of internal controls</p> <p>c) Documents the entity's procedures for reporting compliance with approved internal controls</p> |

| Competency | Entry | Learning Outcomes | Core | | Learning Outcomes | Electives | | | | Learning Outcomes |
|------------|-------|-------------------|------|----|-------------------|-----------|-----|----|-----|--|
| | | | C1 | C2 | | PM | FIN | AS | Tax | |
| | | | | | | | | | | <ul style="list-style-type: none"> d) Assesses the implications of control deficiencies identified (including any financial reporting implications) and recommends improvements e) Communicates weaknesses in internal controls to the appropriate level of management and/or the audit committee or equivalent f) Considers IT security requirements and tools g) Identifies and evaluates opportunities to enhance controls through the application of IT, and collaborates with specialists as needed to implement enhancement h) Utilizes knowledge of an entity's industry, business processes, historical performance, information system controls and governance practices to assess important data relationships from internal and external data sources to design appropriate plans to support effective assurance engagement outcomes |

| Competency | Entry | Learning Outcomes | Core | | Learning Outcomes | Electives | | | | Learning Outcomes |
|------------|-------|-------------------|------|----|-------------------|-----------|-----|----|-----|--|
| | | | C1 | C2 | | PM | FIN | AS | Tax | |
| | | | | | | | | | | i) Evaluates the quality of data and information and models being used |

Appendix C: Other Improvements

Below are the details of three additional proposed enhancements to the *2020 Competency Map*.

Change #1

Competency: 1.1.4, 2.1.5, 3.1.4, 4.2.2, 5.1.4 and 6.1.3

Summary of Change: Adding specific competencies and learning outcomes that relate to a CPA's requirement to stay abreast of current trends and technologies to each of the following technical competency areas: Management Accounting, Strategy and Governance, Finance and Taxation. Note that this change could also be regarded as a DAIS change (see **Appendix B**) as many trends will relate to the technology area.

Rationale: All CPAs must keep up-to-date with current trends, emerging issues and technologies that enable CPAs to perform their job effectively. As a result, the CMC is proposing that each of the six technical competency areas include a competency to reflect this reality. The Financial Reporting and Assurance technical competency areas already contained such a competency, but this will now be extended to each of the remaining four technical competency areas.

Details (changes are noted in **blue** below):

| Competency | Entry | Learning Outcomes | Core | | Electives | | | | Learning Outcomes | |
|--|-------|---|------|----|---|----|-----|----|-------------------|--|
| | | | C1 | C2 | Learning Outcomes | PM | FIN | AS | | Tax |
| 1.1.4 Explains implications of current trends, emerging issues and technologies in financial reporting | C | <ul style="list-style-type: none"> a) Identifies current trends, and recent updates, in financial reporting standards b) Explains shortcomings/ limitations of current standards in the context of emerging issues | C | | <ul style="list-style-type: none"> a) Identifies current trends, and recent updates, in financial reporting standards b) Explains shortcomings/ limitations of current standards in the context of emerging issues c) Explains the implications of exposure drafts, impending changes, their rationale, and their impact on an entity and its financial statements d) Explains the potential impact of automated data capture, artificial intelligence technologies and real time reporting <p>NOTE: Knowledge expectation varies depending on the level of complexity of the standard.</p> | | | B | | <ul style="list-style-type: none"> a) Understands and explains the implications of exposure drafts, impending changes, their rationale, and their impact on an entity and its financial statements b) Explains shortcomings/ limitations of current standards in the context of emerging issues c) Understands the authoritative documents to refer to and to what extent they can be relied upon d) Analyzes the potential impact of automated data capture, artificial intelligence technologies and real time reporting |
| 2.1.5 Explains implications of current trends, emerging issues and technologies in strategy and governance | C | <ul style="list-style-type: none"> a) Identifies current trends, and recent updates, in strategy and governance b) Explains the potential impact of emerging issues, sustainability and technologies in strategy and governance | | C | <ul style="list-style-type: none"> a) Identifies current trends, and recent updates, in strategy and governance b) Explains the potential impact of emerging issues, sustainability and technologies in strategy and governance | B | | | | <ul style="list-style-type: none"> a) Describes current trends and anticipated changes in strategy and governance b) Analyzes the potential impact of emerging issues, sustainability and technologies on the entity |

| Competency | Entry | Learning Outcomes | Core | | Electives | | | | | Learning Outcomes | |
|------------|--|-------------------|---|----|-----------|---|----|-----|---|-------------------|--|
| | | | C1 | C2 | PM | FIN | AS | Tax | | | |
| 3.1.4 | Explains implications of current trends, emerging issues and technologies in management accounting | C | a) Identifies current trends, and recent updates, in management accounting b) Explains the potential impact of emerging issues and technologies in management accounting | | C | a) Identifies current trends, and recent updates, in management accounting b) Explains the potential impact of emerging issues and technologies in management accounting | B | | | | a) Describes current trends and anticipated changes in management accounting b) Analyzes the potential impact of emerging issues and technologies on the entity |
| 4.2.2 | Explains the implications of current trends, emerging issues and technologies in assurance standards and methodologies | C | a) Understands current trends in the industry and anticipated changes b) Explains the potential impact of emerging issues and technologies in assurance | C | | a) Understands current trends in the industry and anticipated changes b) Explains the potential impact of emerging issues and technologies in assurance | | | B | | a) Describes current trends in the industry and anticipates changes (e.g., current audit environment and public opinion) b) Explains shortcomings/ limitations of current standards in relation to emerging standards, stakeholder needs, and how standards apply to a particular situation c) Understands and explains the implications of exposure drafts, impending changes, their rationale, and their impact on engagements or projects d) Suggests how assurance plans should be modified to reflect changes in requirements where applicable e) Explains the potential use of emerging technologies to conduct assurance procedures |

| Competency | Entry | Learning Outcomes | Core | | Electives | | | | | Learning Outcomes | |
|---|-------|--|------|----|--|----|-----|----|-----|-------------------|--|
| | | | C1 | C2 | Learning Outcomes | PM | FIN | AS | Tax | | |
| 5.1.4 Explains implications of current trends, emerging issues and technologies in finance | C | <ul style="list-style-type: none"> a) Identifies current trends, and recent updates, in finance b) Explains the potential impact of emerging issues and technologies in finance | | C | <ul style="list-style-type: none"> a) Identifies current trends, and recent updates, in finance b) Explains the potential impact of emerging issues and technologies in finance | | | B | | | <ul style="list-style-type: none"> a) Describes current trends and anticipated changes in finance b) Analyzes the potential impact of emerging issues and technologies on the entity |
| 6.1.3 Explains implications of current trends, emerging issues and technologies in taxation | C | <ul style="list-style-type: none"> a) Identifies current trends, and recent updates, in taxation b) Explains the implications of impending changes and their impact on an entity c) Explains the potential impact of emerging issues and technologies in taxation | C | | <ul style="list-style-type: none"> a) Identifies current trends, and recent updates, in taxation b) Explains the implications of impending changes and their impact on an entity c) Explains the potential impact of emerging issues and technologies in taxation | | | | | B | <ul style="list-style-type: none"> a) Describes current trends, recent updates, and anticipated changes in taxation b) Analyzes the implications of impending changes and their impact on an entity c) Analyzes the potential use of emerging technologies for the entity |

Change #2

Competency: 4.3.8 (Evaluates the evidence and results of analysis) and 4.3.9 (Documents the work performed and its results).

Summary of Change: The learning outcomes for Competency 4.3.8 (Evaluates the evidence and results of analysis) and Competency 4.3.9 (Documents the work performed and its results) are reversed.

Rationale: The detailed review of the competencies and associated learning outcomes led the CMC to propose that the learning outcomes for Competency 4.3.8 (Evaluates the evidence and results of analysis) and Competency 4.3.9 (Documents the work performed and its results) be reversed (i.e. the learning outcomes for 4.3.9 fit better under Competency 4.3.8 and vice versa).

Details (changes are noted in blue below):

| Competency | Entry | Learning Outcomes | Core | | Electives | | | | Learning Outcomes | |
|--|-------|--|------|----|--|-----|----|-----|-------------------|--|
| | | | C1 | C2 | PM | FIN | AS | Tax | | |
| 4.3.8 Evaluates the evidence and results of analysis | B | <ul style="list-style-type: none"> a) Analyzes the sufficiency, reliability, and appropriateness of the evidence obtained and the significance of the results of the analysis b) Identifies inconsistencies, unexpected circumstances, unexpected findings, or findings that indicate possible fraud, error, or illegal acts c) Interprets the outcome of the audit findings on financial reporting a) Drafts working papers to support the nature, timing, and extent of procedures performed | B | | <ul style="list-style-type: none"> a) Analyzes the sufficiency, reliability, and appropriateness of the evidence obtained and the significance of the results of the analysis b) Identifies inconsistencies, unexpected circumstances, unexpected findings, or findings that indicate possible fraud, error, or illegal acts c) Interprets the outcome of the audit findings on financial reporting | | | A | | <ul style="list-style-type: none"> a) Evaluates the sufficiency, reliability, and appropriateness of the evidence obtained and assesses the significance of the results of the analysis b) Identifies inconsistencies, unexpected circumstances, unexpected findings, or findings that indicate possible fraud, error, or illegal acts c) Determines whether the subject matter conforms with the standards, criteria, rules, or policies used for evaluation d) Identifies the impact of findings on the nature of the engagement or project, determining whether it is necessary to modify the nature, timing, or extent of planned procedures a) Prepares working papers with sufficient detail to support the nature, timing, and extent of procedures performed and to support conclusions |

| Competency | Entry | Learning Outcomes | Core | | Electives | | | | Learning Outcomes | |
|--|-------|--|------|----|-------------------|----|-----|----|-------------------|--|
| | | | C1 | C2 | Learning Outcomes | PM | FIN | AS | | Tax |
| | | | | | | | | | | <ul style="list-style-type: none"> b) Ensures that the documentation provides a clear link to significant findings or issues that arose during the engagement or project and to the assessed risks c) Draws and documents conclusions as to whether the procedure meets its objective |
| 4.3.9 Documents the work performed and its results | B | <ul style="list-style-type: none"> a) Drafts working papers to support the nature, timing, and extent of procedures performed a) Analyzes the sufficiency, reliability, and appropriateness of the evidence obtained and the significance of the results of the analysis b) Identifies inconsistencies, unexpected circumstances, unexpected findings, or findings that indicate possible fraud, error, or illegal acts c) Interprets the outcome of the audit findings on financial reporting | | | | | | A | | <ul style="list-style-type: none"> a) Prepares working papers with sufficient detail to support the nature, timing, and extent of procedures performed and to support conclusions b) Ensures that the documentation provides a clear link to significant findings or issues that arose during the engagement or project and to the assessed risks c) Draws and documents conclusions as to whether the procedure meets its objective a) Evaluates the sufficiency, reliability, and appropriateness of the evidence obtained and the significance of the results of the analysis |

| Competency | Entry | Learning Outcomes | Core | | Learning Outcomes | Electives | | | | Learning Outcomes |
|------------|-------|-------------------|------|----|-------------------|-----------|-----|----|-----|---|
| | | | C1 | C2 | | PM | FIN | AS | Tax | |
| | | | | | | | | | | <p>b) Identifies inconsistencies, unexpected circumstances, unexpected findings, or findings that indicate possible fraud, error, or illegal acts</p> <p>c) Determines whether the subject matter conforms with the standards, criteria, rules, or policies used for evaluation</p> <p>d) Identifies the impact of findings on the nature of the engagement or project, determining whether it is necessary to modify the nature, timing, or extent of planned procedures</p> |

Change #3

Competency: 5.2.6 – Evaluates decisions related to distribution of profits

Summary of Change: It is proposed that Competency 5.2.6 (Evaluates decisions related to distribution of profits) be added to the Core 2 module at a B level.

Rationale: Feedback was received during the 2018 outreach requesting this enhanced skill. The feedback was reviewed by the CMC and accepted. This also provides consistency with the other competencies in the Finance area.

Details (changes are noted in blue below):

| Competency | Entry | Learning Outcomes | Core | | Learning Outcomes | Electives | | | | Learning Outcomes |
|--|----------|--|------|----------|---|-----------|----------|----|-----|---|
| | | | C1 | C2 | | PM | FIN | AS | Tax | |
| 5.2.6 Evaluates decisions related to distribution of profits | C | a) Explains the various methods that an entity may use to distribute profits | | B | a) Analyzes the most appropriate method to distribute profits | | A | | | a) Evaluates the manner in which an entity distributes profits to shareholders, following accepted best practices b) Incorporates tax considerations eb) Recommends the most appropriate method to distribute profits |

In addition to the specific changes noted above, the CMC is also proposing several minor edits to the existing competencies, learning outcomes, and knowledge lists which have not been detailed in this document. These changes do not materially affect the content or meaning of the underlying items and fall into three categories as follows:

1. Corrections – to correct small errors in the existing *CPA Competency Map*
2. Consistency – to ensure consistency between competencies or within learning outcomes
3. Clarity – to add clarity on the intended meaning

The CMC reviews the *CPA Competency Map* on an annual basis and makes changes to ensure it is as up to date and clear as possible.

Appendix D: Enhanced Reporting Format

Interactive Online Competency Map

An interactive online version of the *CPA Competency Map* is under development, and when available, will offer the following features and functionality:

- greater visibility into the interrelationship between the competencies, learning outcomes, and knowledge lists
- the ability to filter content by module and other attributes (For example, Candidates in Core 1 could see all competencies covered in the module together with related learning outcomes and knowledge lists. Alternatively, a Core 1 candidate could select all financial reporting competencies with A proficiency level and a variety of other options.)
- the capability to print portions of the Map in PDF format

The online version of the competency map is currently in the beta testing phase and will be publicly available in late summer 2019.

The following screenshot is a graphic representation of the interactive online Competency Map.

FILTER BY COMPETENCY AREA: 2. STRATEGY AND GOVERNANCE All

FILTER BY MODULE:
 Entry C1 C2 Assurance Finance Performance Management Taxation

FILTER BY PROFICIENCY LEVEL: A B C

Display knowledge list

SEARCH: **FILTER** **RESET**

| Entry | | Core | | | Electives | | | | |
|--|---|------|----|---|-----------|-----|----|-----|----------|
| Entry | Outcomes | C1 | C2 | Outcomes | AS | FIN | PM | TAX | Outcomes |
| 1. FINANCIAL REPORTING | | | | | | | | | |
| 1.1 Financial Reporting Needs and Systems | | | | | | | | | |
| 1.1.1 Evaluates financial reporting needs | | | | | | | | | |
| B | | A | | | | | | | |
| | ENTRY: Identifies the key stakeholders in the financial reporting environment and their | | | C1: Analyzes the economic and fiscal context in which the entity operates and its impact on | | | | | |

Appendix E: Sustainability

Sustainability can mean different things to different people. To some it is limited to climate-related financial disclosures as part of financial reporting, and to others it is much broader. Sustainability has been identified by some external stakeholders as an area that needs review. In addition, CPA Canada is taking a lead in this area, so the CMC is looking into how the *CPA Competency Map* expectations fits with the current developments. The first step of the CMC activities was to look at the terminology used in the current Map, and this exhibit includes a summary. The CMC is currently looking for input on possible future modifications related to sustainability.

Competencies with sustainability connections

The following table identifies any competencies that reference sustainability. Further, if sustainability is mentioned/referenced in a learning outcome or knowledge lists, the related competency is identified in the table below even if the competency does not specifically mention sustainability.

| Competency | Entry Learning Outcome | Core Learning Outcome | PM Elective Learning Outcome |
|--|--|-----------------------|---|
| 1.4.5 Analyzes and predicts the impact of strategic and operational decisions on financial results | — | — | Assesses the impact of decisions on the entity's sustainability |
| 2.1.4 Analyzes the specific role of the board in an entity's social responsibility strategy and sustainability | a) Explains the role of the board in an entity's social responsibility and sustainability strategy | — | a) Determines alignment of an entity's core values and board responsibilities with the entity's strategies for sustainability and social responsibility |

| Competency | Entry Learning Outcome | Core Learning Outcome | PM Elective Learning Outcome |
|---|---|---|---|
| 2.2.1 Assesses whether management decisions align with the entity's mission, vision, and values | Explains that the entity's context (e.g., private versus public sector) influences the definition of its overall objective: to provide sustainable value to the entity and its stakeholders | Explains that the entity's context (e.g., private versus public sector) influences the definition of its overall objective: to provide sustainable value to the entity and its stakeholders | — |
| 3.3.2 Evaluates and applies cost management techniques appropriate for specific costing decisions | — | — | Creates, monitors, and improves cost Management techniques with a view to maintaining a sustainable operation |
| 3.3.4 Recommends cost management improvements across the entity | Discusses cost management processes with a view to maintaining a sustainable operation | — | Creates, monitors, and improves cost management processes with a view to maintaining a sustainable operation |
| 3.5.2 Evaluates sustainable profit maximization and capacity management performance | — | — | — |
| 3.7.1 Analyzes the implications of management incentive schemes and employee compensation methods | — | — | a) Provides oversight on incentives and compensation strategies, ensuring that practices are fair and sustainable |

The *CPA Competency Map* follows the following format:

- Technical Competencies are located in Section 5
- Learning Outcomes are located in Section 6
- Knowledge lists are located in Section 7

Performance Management Elective Overview

The objective of the Performance Management elective is to equip CPA candidates with the ability to contribute to strategic decision-making, support effective governance, manage and mitigate risk, and assess overall performance management. Candidates apply conceptual frameworks for strategy, governance, risk, and performance in more complex settings than dealt with previously, developing competencies used to focus on improving performance and delivering sustainable value for an entity.

Knowledge Lists' Items with sustainability connection

The following table lists the competencies with a sustainability connection identified either through the wording of the competency itself or through sustainability related wording in the learning outcome.

| Competency | Knowledge list Item |
|--|--|
| 1.4.5 Analyzes and predicts the impact of strategic and operational decisions on financial results | No specific sustainability knowledge list item identified even though the PM elective has a learning outcome that references sustainability |
| 2.1.4 Analyzes the specific role of the board in an entity's social responsibility strategy and sustainability | Corporate social responsibility <ul style="list-style-type: none"> • role of social responsibility and ethics within strategic management • reporting mechanisms for compliance and risk issues • Corporate social responsibility and the triple bottom line • sustainable organization and creation of sustainable stakeholder value • environmental reporting and the role environmental factors have on strategy (e.g., carbon accounting) |
| 2.2.1 Assesses whether management decisions align with the entity's mission, vision, and values | No specific sustainability knowledge list item identified even though the learning outcomes for Entry and at Core include references to sustainability |
| 3.3.2 Evaluates and applies cost management techniques appropriate for specific costing decisions | No specific sustainability knowledge list item identified even though the PM elective has a learning outcome that references sustainability |
| 3.3.4 Recommends cost management improvements across the entity | No specific sustainability knowledge list item identified even though the PM elective has a learning outcome that references sustainability |
| 3.5.2 Evaluates sustainable profit maximization and capacity management performance | Capacity requirements planning (CrP)/ capacity management |
| 3.7.1 Analyzes the implications of management incentive schemes and employee compensation methods | No specific sustainability knowledge list item identified even though the PM elective has a learning outcome that references sustainability |

Appendix F: Audit and Assurance Considerations

Assurance is evolving and CPAs are providing more services and in many roles. Audit and Assurance has been identified by external stakeholders as an area that needs review. There are many external influences on the area including an Audit Quality Project, regulatory review, and increasing requests for assurance outside of the more traditional roles. The CMC is looking into how *CPA Competency Map* expectations fit with the current developments. Specifically, the CMC is looking for input on whether the internal and external audit roles need to be further delineated.

The current competencies are shown in Table 1 and competency 4.3, titled “Internal Audit Projects and External Assurance Engagements”, are applicable to both internal and external assurance engagements. Competencies 4.1 and 4.2 also contain elements of both internal and external engagements. Therefore, the competencies are applicable to such activities as internal audit and review engagements. The *CPA Competency Map* does not envision other external assurance or non-assurance engagements in the competencies (included in the Knowledge List for Assurance). The extension of the competencies to internal audit and other engagements is subtle.

The consideration involves a review of the layout of this technical competency to enhance clarity.

Table 1 - Listing of Competences in the Current *Competency Map*

| 4.3 Internal Audit Projects and External Assurance Engagements | |
|---|---|
| 4.3.1 | Assesses issues related to the undertaking of the engagement or project |
| 4.3.2 | Assesses which set of criteria to apply to the subject matter being evaluated |
| 4.3.3 | Assesses or develops which standards or guidelines to apply based on the nature and expectations of the assurance engagement or project |
| 4.3.4 | Assesses materiality for the assurance engagement or project |

| 4.3 Internal Audit Projects and External Assurance Engagements | |
|---|--|
| 4.3.5 | Assesses the risks of the project, or, for audit engagements, assesses the risks of material misstatement at the financial statement level and at the assertion level for classes of transactions, account balances, and disclosures |
| 4.3.6 | Develops appropriate procedures, including Audit Data Analytics (ADA), based on the identified risk of material misstatement |
| 4.3.7 | Performs the work plan |
| 4.3.8 | Evaluates the evidence and results of analysis |
| 4.3.9 | Documents the work performed and its results |
| 4.3.10 | Draws conclusions and communicates results |
| 4.3.11 | Prepares or interprets information and reports for stakeholders using data visualization where appropriate |

If this consideration were to be undertaken, we expect there would be a significant revision to the format of this area, but it may not necessarily increase the entry-level expectations or proficiencies; instead it could add greater clarity. Your comments will help us evaluate the need for change and where we should focus our efforts.

Appendix G: CMC Terms of Reference

Role

The Competency Map Committee is a committee of the Precertification Education Directors Committee (PEDC), set up for the specific purpose of assessing, on a continuing basis, *The Chartered Professional Accountants Competency Map* and or its companion documents, in accordance with policies adopted by the PEDC.

Scope

The scope of activity for this committee shall include, on an ongoing basis, the assessment of the adequacy of the *CPA Competency Map*. This assessment shall include the review on a tri-annual basis of competency maps of other international accounting bodies and ensure that the Canadian *CPA Competency Map* meets the IFAC standards.

To update, as required, the technical references in the Canadian *CPA Competency Map Knowledge Supplement*.

(Note: For purposes of these terms of reference, reference to or use of expressions such as 'Canada', 'national' and 'province', and their cognates should be read to apply as if Bermuda, the Yukon Territory, the Northwest Territories and Nunavut were provinces of Canada for the purposes of this Accord.)

Responsibilities

1. To assess on a continuing basis the adequacy of the *CPA Competency Map*.
2. To recommend every three years to the PEDC such changes to the *CPA Competency Map* as the Committee, after review, considers desirable.

3. To identify any major changes that it deems necessary to the *CPA Competency Map* and to report to the PEDC the rationale for such changes together with its recommendations on how such changes should be managed, either by it or through the formation of another task force and/or group.
4. To undertake consultation with the CPA regional/provincial bodies as to any proposed changes to the *CPA Competency Map*.
5. To issue to the CPA regional/provincial bodies, on behalf of the PEDC, the approved *CPA Competency Map*.
6. To study at the request of the PEDC other matters related to the *CPA Competency Map* or other competency documents.
7. To review its own membership and Terms of Reference at least once every three years to ensure that they continue to meet the Competency Map Committee's and the profession's needs and to recommend any changes to the PEDC.
8. To ensure that a CPA Canada staff member maintains a record of matters related to the *CPA Competency Map*.

Accountability

The Competency Map Committee is accountable to the PEDC, the committee that helps the Competency Map Committee fulfil its governance and oversight responsibilities in Education and Qualification.

Composition and Term

The Competency Map Committee will normally comprise nine members as follows:

- a) A Chair appointed by the PEDC for a term of two years.
- b) Eight members, appointed by the CPA member regions, for a term of up to three years, as follows:
 - (i) Two members appointed jointly by the CPA provincial bodies of British Columbia, Alberta, Saskatchewan, Manitoba, and the Territories.
 - (ii) Two members appointed by Ontario.
 - (iii) Two members appointed by Québec.

- (iv) Two members appointed jointly by the CPA provincial bodies of New Brunswick, Nova Scotia, Prince Edward Island, Newfoundland and Bermuda.
 - (v) Where possible, representation of members shall include firms, academia, not-for-profit, government and industry.
 - (vi) International representation can be added in the future.
- c) To ensure continuity within the committee, not more than three members will retire each year at the end of their term.

In order to ensure that the committee has the necessary level of technical capabilities to meet its responsibilities, the Chair of the Committee may identify additional non-voting members to be appointed by the PEDC.

Assistance/Advice/Operations

Staff support will be provided by CPA Canada's Education Services group. The committee may also draw on the staff resources of CPA Canada and the CPA provincial bodies or their designate, as deemed appropriate, for advice and assistance in fulfilling its role.

A representative of the Board of Examiners (BOE) and a staff representative of the CPA Professional Education Program (PEP) will attend all committee meetings as observers to:

- a) respond to questions the committee has with respect to the impact of suggested changes to the *CPA Competency Map* on the PEP and Evaluation development processes and
- b) communicate the BOE's opinion on matters when sought by the committee.

The committee may appoint consultants and seek advice and guidance from the CPA provincial bodies as required.

Decision Making

The committee shall endeavour to work toward a consensus of its members on all matters of substance. Where consensus on a motion of substance is not possible, the motion and the dissenting votes will be reported to the PEDC for resolution.

The CPA Competency Map Update

Outreach Package



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