

Dividends



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Winter 2022

THE MARKET for CPAS



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hiring, leadership,
and more!*

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Dividends explores the issues and opportunities faced by Alberta CPAs and celebrates their achievements. It also keeps Alberta CPAs up to date and engaged with the profession and their colleagues.

FROM THE PROFESSION



Rachel Miller FCPA, FCA

Becoming future ready

A Message from Rachel Miller, CPA Alberta CEO

Predicting the future is difficult—after all, who would have foreseen all the changes of the last few years? However, that doesn't mean looking ahead and preparing for likely scenarios based on available expertise and evidence is a futile exercise. In fact, doing so is an important part of preparing for an uncertain future, on both an individual and organizational level. Here at CPA Alberta, this planning process has informed a number of initiatives, including our recent strategic planning process, and it is the basis of the "Be Future Ready" resource we have built to help Alberta CPAs succeed. Most recently, along with our colleagues at CPA Manitoba and CPA Saskatchewan, we commissioned a labour market survey to help better understand the future demand, supply, and needs of the market for CPAs.

You can read more about this important research project on page 12.

Speaking of the future, I am thankful for the dedication and insights of the CPA Alberta Board members to help ensure the organization is effectively positioned to protect the public and support Alberta CPAs for years to come. It was great to see so many impressive and qualified Alberta CPAs let their names stand for election in the recent annual board vote and to see so many Alberta CPAs take the time to cast a ballot. I look forward to working with this year's board (see the article below for a list of your board members) to ensure CPA Alberta is future ready, and all Alberta CPAs have the support and resources they need to be the same—regardless of what that future brings!

CPA Alberta Board election and Board members 2022/2023

CPA Alberta's annual voting process took place in September. Voting typically has two components: a regulatory vote for proposed changes to CPA Alberta's Bylaws or Rules of Professional Conduct, and an election to fill any open positions on the CPA Alberta Board.

This year, there were no proposed changes to CPA Alberta's Bylaws or Rules of Professional Conduct, so a regulatory vote was unnecessary. However, there was a board vote, as there were three open board positions and 14 candidates vying for election.

CPA Alberta thanks all candidates for their commitment and willingness to serve the profession. The three individuals elected to serve a three-year term on the CPA Alberta Board were Sonya von Heyking, Kory Wickenhauser, and Darcy Yamada.

The 2022/23 CPA Alberta Board members are:

Damian Zapisocky CPA, CA (Chair)
Ruth McHugh FCPA, FCMA (Vice-Chair)
Michelle Balmer CPA, CA
Cecilia Chen CPA, CA
Sonya von Heyking CPA, CA
Rachel Kucharski CPA, CA
Maureen Moneta CPA, CA
Kory Wickenhauser CPA, CA
Darcy Yamada CPA, CA
Karen Graham (Public member)

There are currently two vacant public member positions awaiting appointment by the Government of Alberta.

CPA Alberta also thanks outgoing Board members John Fuller CPA, CA; Dawn Sauvé CPA, CA; and Vince Vavrek FCPA, FCA, CGA—as well as public member Diane Pettie KC—for their dedication and service to the profession's governance over the past several years.

A new and improved way to get the PD you need!

Your professional development needs are as unique as you are, and CPA Alberta wants to help you perfect your learning experience. From search to checkout, our new PD Portal is designed with CPAs in mind. Features include:

- improved search options to find courses and conferences;
- exclusive CPA pricing and savings programs;
- the ability to compare courses easily, and;
- personalized course recommendations.

With a huge selection of on-demand sessions, in-person options, and live webinars, we offer flexible learning at your fingertips. The PD Portal is also your gateway to conferences and executive programs—it's a one stop shop for all your PD needs!

Check out the new PD Portal here: go.cpaalberta.ca.



Venture outdoors this winter



Time spent outdoors enhances mood, relieves stress, improves sleep, and boosts vitamin D. Whether you embrace outdoor adventure or prefer more subdued pursuits, Alberta's diverse winter activities will get you out and about this season.

Treat yourself to a spa day

Rejuvenate mind, body, and soul at the Kananaskis Nordic Spa. With hot, warm, and cold pools; steam rooms, and saunas; heated hammocks; and fire pits, it's easy to while away the hours cycling through the Nordic spa ritual of hot, warm, cold, rest, repeat.

Skate on a frozen lake or river

Alberta has an abundance of frozen lakes, rivers and lagoons and you don't need to venture too far afield for the quintessentially Canadian experience of skating outdoors.

Try Banff or Lake Louise for a scenic mountain experience and William Hawrelak Park or the Victoria Park Iceway in Edmonton. Calgarians can head to Bowness Park to skate the ice lagoon or try one of the new ice bikes on offer. ▶



Explore frozen waterfalls and canyons

Grab your ice spikes and walk through the frozen canyons at Banff's Johnston or Grotto Canyons or head up to Jasper National Park to explore Maligne Canyon. Go for a winter hike to Elbow Falls in Kananaskis, Lundbreck Falls in Southern Alberta, Panther Falls on the Icefields Parkway, or Crescent Falls in Nordegg. Just remember that crampons are a necessity when hiking these areas.

Experience the Ice Magic Festival at Lake Louise

From January 18-29, you can explore the Ice Magic Festival at Lake Louise. View the spectacular ice sculptures carved by world-renowned ice sculptors, skate around the iconic ice castle near the shore, hop on a sleigh ride, and stop in at the Chateau Lake Louise Lakeview Lounge for a warm-up appetizer and drink.

Stargaze at one of Alberta's dark sky preserves

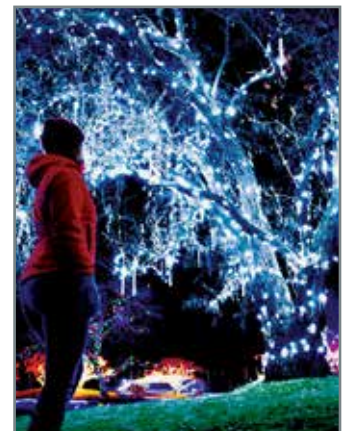
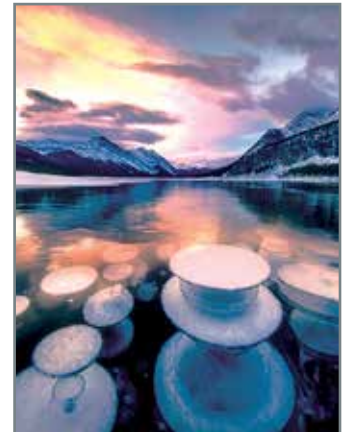
Alberta is home to designated dark sky preserves where the stars, and northern lights when they're active, shine brighter thanks to limited light pollution. Jasper National Park, Beaver Hills Dark Sky Preserve, Wood Buffalo National Park, Cypress Hills Interprovincial Park, and Lakeland Provincial Park are perfect spots for an evening of stargazing.

Find frozen bubbles

"Frozen bubbles" form when decaying underwater plant life releases methane bubbles that become trapped under the ice. Abraham Lake is reputed to have the most spectacular frozen bubbles, but you can witness this strange phenomenon in lakes all around the province. Try Lake Minnewanka or the Spray Lakes, for example.

Go bison spotting

Thirty minutes east of Edmonton you'll find Elk Island National Park— a protected sanctuary that is home to around four hundred plains bison and three hundred wood bison. Spotting wildlife is often easier in winter and cross-country skiing and snowshoeing are great ways to explore the Park—just remember to keep your distance from any wildlife you encounter! For those who prefer a safari-style encounter, the Bison Loop Road is a wonderful way to spot roaming bison from your vehicle.



Discover the Nikka Yuko Gardens

Through January you can wander through a stunning illuminated display of ice sculptures, lanterns, and lights at the Nikka Yuko Japanese Garden Winter Light Festival in Lethbridge. Bundle up and discover Japanese culture at its most magical!

Caution: Always be prepared for outdoor activities in winter—dress in layers, wear gloves and a hat, and ensure your vehicle has winter tires, a survival kit, and full tank of gas.

Sources:

elitetravel.com/13-awesome-things-to-do-in-alberta-in-winter | albertaparks.ca/albertaparksca/learning/parks-blog/dark-sky-guide

Give back to your profession

CPA Alberta relies on the commitment, expertise, and talents of its volunteers in order to meet its objectives and its mandate. From ensuring the standards of the profession are upheld to attracting the next generation of CPAs, there are volunteer opportunities available in a number of areas.

We strive to ensure volunteers are reflective of the wide diversity of the profession and the voices and experiences of all Alberta CPAs are reflected. As such, we encourage volunteer applications from all Alberta CPAs who are members in good standing—particularly those members of equity-deserving groups that have been historically underrepresented.

We are always looking to add to our pool of volunteers. More information on volunteer roles within the profession, including roles for which we are actively seeking volunteers, can be found on the CPA Alberta website at cpaalberta.ca/Services/Volunteer-Opportunities.



Two new Peer-to-Peer series launched

CPA Alberta has launched two new Peer-to-Peer series: ESG and sustainability reporting, and energy and utilities. Each series focuses on a variety of topics relevant to Alberta CPAs within the overall theme and comprises several peer-led forums. The forums support Alberta

CPAs in sharing their applied experiences with each other and provide an avenue for building professional networks. Engaging in informal and social learning, in addition to formal education, is the best way to see results and gain immediate feedback.

Each forum is designed to include a 20- to 30-minute presentation, followed by a Q&A session and facilitated breakout discussions. Each session may qualify for up to 1.5 Continuing Professional Development hours. Register online for an upcoming session today: cpaalberta.ca/Services/Professional-Services/Peer-to-Peer-Forums.

Call for presenters: We are seeking members who would be willing to share a short presentation for one of our upcoming sessions. If you are interested in sharing your expertise in an area within ESG and sustainability reporting or energy and utilities, please contact memberengagement@cpaalberta.ca.

Create a virtual vision board for the new year

Stay focused on your goals and intentions for 2023 by crafting an eye-catching digital vision board that can be saved as the background wallpaper on your laptop or as the lock screen on your smart device to help remind you that you have what it takes to reach your goals.

Several apps, such as Dreamer and Vision Board, exist to facilitate the creation of a vision board on your device. Make use of free trials to create an image that you can easily save to your phone or subscribe to upload specific goals, set goal deadlines, and create reminders to visualize your life.

Another option is to use Canva's free graphic design platform—use the app on your device or online resource on your desktop. With Canva's easy and straightforward vision board maker you can easily craft a stunning design. Pre-made, editable templates can be customized using easy-to-use editing tools and thousands of free graphics, vectors, illustrations, icons, and other elements. Choose a template that fits your mood or color palette, upload images that symbolize your goals such as your dream job or ideal home, then change the placeholder text with motivating words or your personal mantra. Canva has step-by-step instructions to guide you in creating your vision board.

What are you waiting for? Craft a stunning vision board for every area of your life, from health and career to relationships. Envision your life and make it happen!

Sources:

canva.com/create/vision-boards
thriveloungedc.com/blog/vision-board-apps

Five courses for strong leaders

Whether you're a senior leader at your organization, mid-level management, or a key player on your team, the CPA designation often puts you in the driver seat when it comes to leading teams, projects, or solutions. CPA Alberta has the courses you need to feel confident—and comfortable—taking the wheel:

- Inclusive Leadership: Be a Leader People Want to Follow
- Inspired Accountability—Engaging Others through Line-of-Sight Motivation and Leadership
- Ten Practical Topics for Financial Leaders
- The Principles of Ethical Leadership
- Inclusion at Work

CPA Alberta's new and improved PD Portal makes it easy to find the courses you need to build the career you want. Visit go.cpaalberta.ca to search any of the titles above or broaden your search using the keyword "leadership" to find the right learning opportunity for you.

The importance of personal branding

by Jamie Smith CPA, CA



Thanks to the technology-driven culture we live in, everyone, in some form or another, has a personal brand, whether it's intentional or not. However, choosing to influence and build one's brand is an important way of designing a life and living it. This is especially important for CPAs in the early stages of their careers, as creating a personal brand can open doors and change the course of their lives.

But how do you start defining your personal brand?

Look to your purpose and your values: if setting a personal brand is about designing a life and living it, you want it to reflect what matters to you. Ask yourself where you want to make an impact and what values you want to live by each day. Regardless of whether you're at home, at work, or enjoying spare time, what consistently matters to you? These are the components that help build sustainable and authentic personal brands that create lasting impressions on others. Keep in mind that using your purpose and values to guide your personal brand takes courage, but the result is enormously rewarding.

Over four years ago, my business partner and I took a risk by living our purpose and values and starting a business: Amplify Advisors. As a result, I have the opportunity to live out what really matters to me in both my personal and professional life, such as enhancing communities, amplifying opportunities for others, and cultivating connections with interesting and inspiring people. But starting a business isn't the only way to incorporate your purpose and values into your career. Seek opportunities to define your life according to what matters to you by finding a job that aligns with your personal brand; be purposeful about where you volunteer, the people you surround yourself with, how you raise your family, where you invest your money, further education you seek; and support organizations that share your purpose and values as an employee, a customer, or a volunteer.

Seek opportunities to define your life according to what matters to you by finding a job that aligns with your personal brand...

It takes courage to find your purpose and to live by it, but perhaps even more brave is to tell others about it. How you choose to do so can take many forms and it's a common misconception that focusing on one's personal brand means becoming an influencer or seeking fame on YouTube. Practicing mindfulness on social media can make a huge difference in how you are perceived by others: before you post, like, or comment, think about how you wish to be perceived and whether your actions online reflect the personal brand you are working hard to cultivate for yourself. Another way to publicize your personal brand is to speak up—sharing knowledge and expertise earns you credibility, as does hosting others to speak on topics that matter to you. The most important part of setting a personal brand is that your actions, words, roles, and time are aligned to the image and impact you are trying to establish.

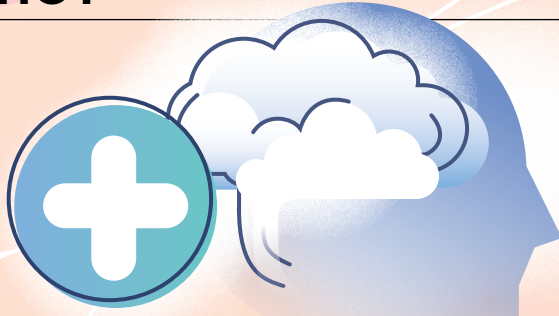
Finally, prioritize what I like to call "Ride & Refine & Revise." If you are taking the time to plan and establish a personal brand, chances are you have a growth mindset, and that will serve you and your brand well. As you grow, you'll want to ride your brand to help open doors and live a life that allows you to be the difference you set out to make. But you'll also want to refine it as you—and your personal brand—mature and change. And, if all else fails, re-brand! 🔄

Jamie Smith CPA, CA is the Co-Founder and Chief Experience Officer of Amplify Advisors, a business accounting and growth consulting firm focused on providing financial strategy for growing businesses. They aim to enhance communities, amplify opportunities and cultivate connections.

Jamie's three tips on personal branding

1. **What is your personal purpose? Have the courage to set it.**
2. **Align your choices with your personal brand. Work at a job that helps you make an impact. Volunteer in roles that let you live your values. Find organizations that share your values and purpose.**
3. **Message your personal brand. Let people in your community know what you stand for and where you add value. Share it widely.**





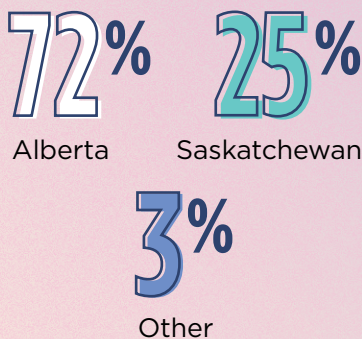
MENTAL WELL-BEING

Following the COVID-19 pandemic, it has become clearer than ever that employee well-being is critical to an organization’s success and mental health conversations have moved to the forefront of employee wellness. Just one example that illustrates this is, according to the Mental Health Commission of Canada, approximately 30% of both short- and long-term disability claims are attached to mental health problems and illnesses.

In April 2022, CPA Assist, along with Howatt HR Consulting, conducted a survey—mirroring one undertaken in 2019—to better understand the current health and wellness profile of CPAs.

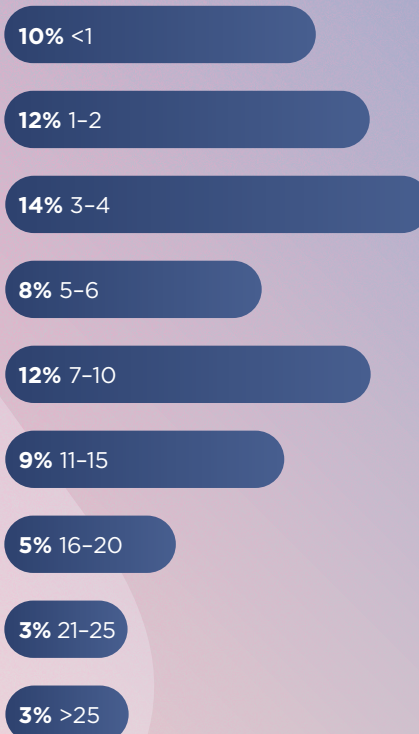
Respondent demographics:

Total respondents



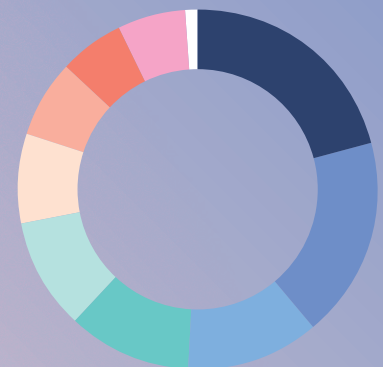
CPA Assist serves Alberta and Saskatchewan CPAs.

Years of service



24% Not applicable

Employee role



- 21% Middle management
- 18% Senior management
- 12% Principal/owner/partner
- 11% Executive management
- 10% Supervisory/junior management
- 8% Technical support
- 7% Other
- 6% Self-employed
- 6% Entry/junior accounting
- 1% Prefer not to answer

Evidence points to reduced stigma and improved assistance:

28%

of respondents disclosed that they have a mental health issue/illness, compared to **21% in 2019**



of respondents sought mental health support in 2022, compared to **40% in 2019.**



of respondents were satisfied with the professional support they received for their mental health in 2022, compared to **61% in 2019.**



Need for support:

The number of **days unwell** at work, per FTE, per year have **increased from 38 to 54.**



62%

of respondents have **experienced two or more** psychological health and safety **risk events.**

47%

of respondents often **feel socially withdrawn** from others.

Should you need support, CPA Assist provides confidential counselling services, crisis support, and health and wellness services for Alberta and Saskatchewan CPAs, candidates, and their immediate families.

For more information, visit cpa-assist.ca or call **1-855-596-4222.**





Tatianna Pelletier, recipient of
the 2022 Crowe MacKay LLP
No Limits Award and the 2022
TELUS Award for Indigenous
Post-Secondary Success



Sparking a great career

by Kevin Spila

Not many people know where their careers will take them. Some happen to stumble upon a career. Others were born for theirs. Tatianna Pelletier’s career path is more of a calling.

From a young age Tatianna Pelletier always felt a calling to lend a hand and give back to her Indigenous community that has given her so much. Being a Métis woman and the first person in her family to receive a post-secondary degree, she also hopes to be a role model—especially for her son—and inspire others who have faced adversity to continue working towards their dreams.

Tatiana believes the CPA career path will help her accomplish those goals. And thanks to support from the CPA Education Foundation, she is that much closer to achieving the career of her dreams.

My ultimate goal is that while experiencing my life and career journey I am able to help my family, our communities, and our economy in many personalized ways.

“This may sound a little weird, but ever since I was 12 or 13, I knew I wanted to be an accountant, even though I didn’t grow up surrounded by accountants or had any idea of the journey to receive the CPA designation,” she says. “So, I really don’t remember where that came from. All I know is that I am close to achieving my aspirations and I am extremely grateful for the journey.”

Tatianna plans to use what she has learned to build an accounting firm that values and targets working with Indigenous businesses and communities while creating a safe space that provides personalized learning opportunities for Indigenous students and graduates. Whether it’s through mentoring or volunteering, she hopes that her work behind the scenes will provide a positive reinforcement to the world around her.

“My ultimate goal,” she muses, “is that while experiencing my life and career journey I am able to help my family, our communities, and our economy in many personalized ways.”

All Alberta CPAs have the potential to make an impact on students like Tatianna. If you or your organization are interested in supporting the CPA Education Foundation’s Sparking Great Careers initiative, email cpaef@cpaalberta.ca or visit cpaalberta.ca/foundation to donate. 📩



Seizing opportunities: CPA Alberta's labour market study

by Chris Pilger

The disruptions of the past few years have had profound impacts on all aspects of society. What impact have they had on the market for CPAs? A recently completed labour market study aimed to find out.

A CAREER IS PICKED for several reasons, but chief among them is the opportunities that career choice will bring. The accounting profession has long been one where opportunities abound, due in no small part to the flexibility individual members of the profession have shown in adapting to emerging technologies and trends. However, the changes of the last year—from new technologies to the lasting impact of the COVID pandemic—have increased perceptions of uncertainty within the labour market even for CPAs. To develop a clear, unbiased, and informed view, CPA Alberta—along with the provincial bodies in Manitoba and Saskatchewan—commissioned a labour market study in the three provinces.



The need for the study

“Certainly, for the profession, the labour market for CPAs is key to planning for the future,” explains Todd Scaletta FCPA, FCMA, CPA Alberta’s Senior Vice President, Foresight and Research. “There has been so much news and noise about the labour market recently that we felt it was important to not just make assumptions, but to take a rigorous, research-driven look at the market.”

Doing so also provides important insights for CPAs to manage their careers. “You need to be prepared in order to seize opportunities,” Todd continues. “Knowing what needs there are in the market—and also what resources organizations like CPA Alberta have to help you succeed—can only be of benefit to your career journey.”

Gaining insights into the current and future CPA labour market in Alberta was also a critical piece in working towards the four priorities of CPA Alberta’s new strategic plan. It is obviously integral to the “fulfilling current and emerging market needs” priority, by informing recruitment needs to ensure there are sufficient new entrants to the profession to meet market demand, but also to plan for the necessary education and career growth of current CPAs. The research also touches the other three strategic priority areas—protecting the public; ensuring a sustainable professional accounting ecosystem; and empowering a responsible, accountable, and resilient organization—as well, providing data and direction to inform all four strategic priorities.

To do so, the study was designed to not just identify total projected numbers of openings (due to



“Certainly, for the profession, the labour market for CPAs is key to planning for the future.”

TODD SCALETTA FCPA, FCMA
SENIOR VICE PRESIDENT, FORESIGHT AND RESEARCH, CPA ALBERTA

economic growth and attrition), but also to better define where those openings are in the career lifecycle of an accounting and finance professional, as well as in what sectors and functional areas.

Conducting the research

BDO was one of the organizations that responded to the formal Request for Proposals (RFP) for the labour market study put out by the three western region CPA bodies. Nick Lane, now Chief of Staff at BDO and formerly a senior manager in the strategy and operations consulting area of the firm, was immediately excited about the project. ▶

“The RFP was outside of the normal parameters of a labour market study—it went beyond just simple supply and demand and included elements like a future trend analysis. It required us to stretch our methods to develop a creative solution to meet the requirements, so that was really interesting,” says Nick. “Being able to really dig into the results to provide insights and then be able to see the impacts of that analysis and our recommendations come to life was really appealing.”

BDO was ultimately awarded the contract and developed an approach centered on four types of research:

1. Confidential and anonymous data about the members of each provincial body, including location and seniority level of members, along with the provinces’ retirement rates.
2. A survey of CPAs to gather up-to-date qualitative and quantitative information on career paths, job types, and future trends.
3. Detailed interviews and focus groups with individuals from several related groups, including post-secondary institutions, recruiters, business associations, indigenous groups, and private and public corporations. These interviews were aimed at better understanding the thoughts and behaviours of both employers and potential members of the profession and how they may have changed or be changing.
4. A broad secondary research review to understand factors affecting the supply and demand of CPAs and how those factors might impact the labour market.

“Being able to really dig into the results to provide insights and then be able to see the impacts of that analysis and our recommendations come to life was really appealing.”

NICK LANE, CHIEF OF STAFF, BDO



“The research allowed us to develop a complete picture and drive insights. It was valuable to hear and understand things like changing attitudes towards work-life balance and the changing skill sets needed to bring value to organizations,” says Nick.

From there, comprehensive scenarios were developed by the BDO team to predict what the future labour market for CPAs may look like. These scenarios were based on several factors, including retirement rates, the impact of technology, and emerging practice areas like Environmental, Social, and Governance (ESG) work. “The future scenarios Nick’s team developed went beyond best-, likely-, and worst-case scenarios to provide more substantive and nuanced pictures,” Todd explains.



High-level results

Perhaps unsurprisingly, the study clearly showed a significant demand for CPAs and their skills, and this will persist into the future. “There are lots of opportunities across the industries and the region,” says Nick. “Trends like ESG and data analytics are fueling employer demand across the spectrum.”

Within some regions and industries, demand significantly outpaces supply. “There are opportunities in rural regions and there is also a significant need in public accounting practice. We anticipate that sector will have the highest need for qualified CPAs in the future,” says Nick.

Gaps also exist at the executive level. According to Todd, “Those gaps can be met through development of those that are currently Alberta CPAs or

perhaps through other alternatives such as attracting suitable professionals from out of the province.”

Those needs are compelling employers to make adjustments. “Employers we spoke to are listening to the trends and are being responsive. They are taking a fresh look at work-life balance and developing the competencies of junior employees to do what they can to attract quality candidates.”

Overall, the information reiterates the trust the market has in CPAs and the CPA profession, as long as they continue to evolve. “If we can continue to develop the skills needed to add value and maintain the trust and integrity pieces the profession has long been known for, the building blocks are in place to seize opportunities and thrive in the future,” says Todd. ▣

Highlights from the western region CPA labour market study

- Highest geographic demand in Alberta is in Calgary and Edmonton, due to projected population growth
- Highest job-level demand is in senior-level positions, due to projected higher retirements for those positions
- Highest sector demand is in public accounting—although only 17% of CPAs in Alberta work in public accounting, 45% of overall sector demand is related to public accounting positions
- Increased demand and need for credibility in ESG services
- There will be a wider scope to risk management, including climate risk, reputation risk and cyber risk
- Diversity in the workplace has increased, with more to come as Canada’s future economy will be driven by immigration (new Canadians)



The value of values *by Jeffrey D. Sherman*

Logic and mathematics

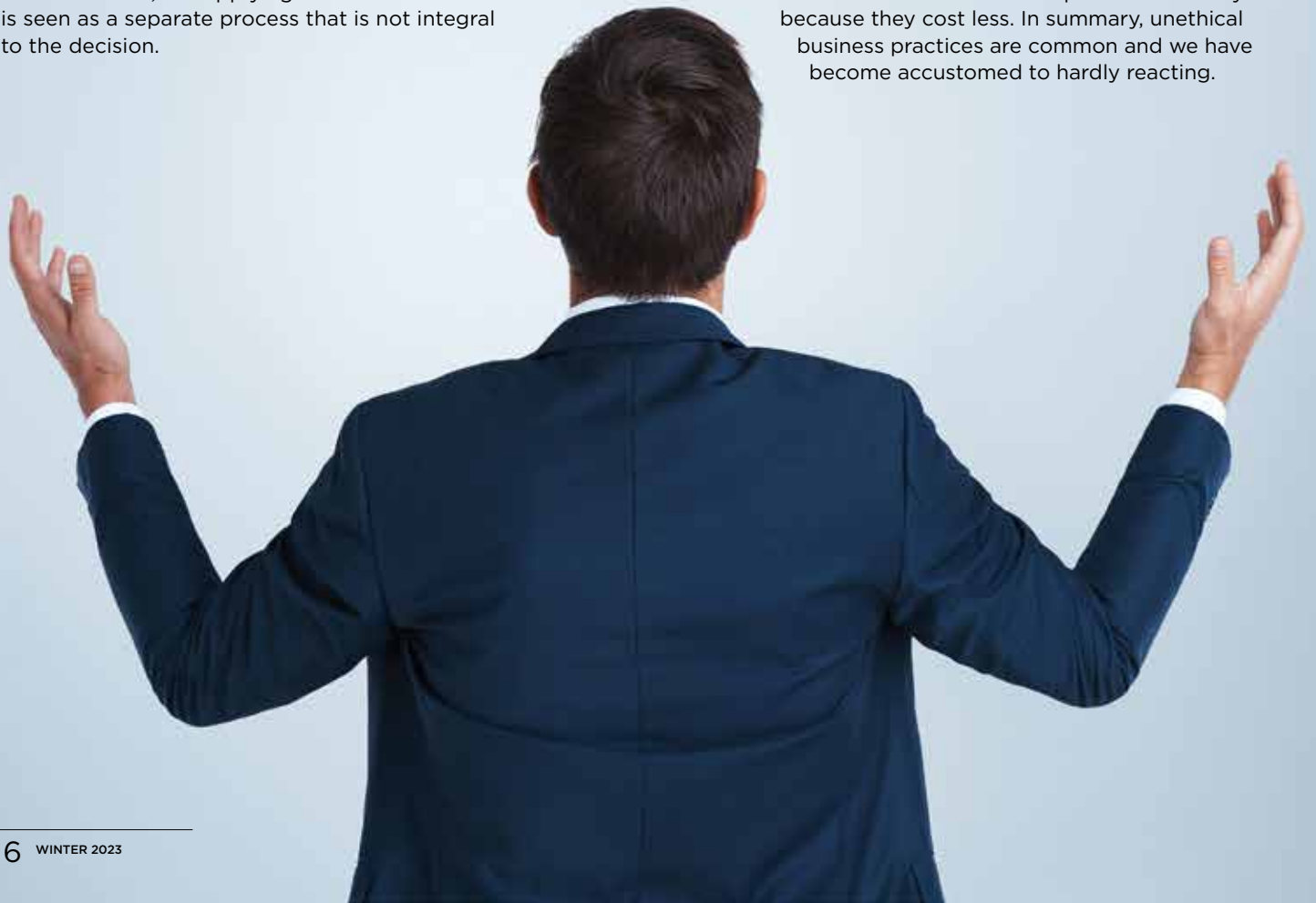
The underlying tools of the financial professional are based upon logic and mathematics: solving problems in accounting, finance, or economics is presumed to be straightforward. The issues being considered can be solved by applying equations, logic trees, and formulae. We do throw in “professional judgement” when the choices aren’t clear, but the underlying process is assumed to be objective. However, objective might mean that we ignore subjective matters, such as ethics. To borrow from the title of the recent business best seller by Mark Carney, we can calculate value, but our analysis is devoid of values. We prove the business case through logic and analysis, with limited regard for less tangible elements.

Our formal training encourages us to analyse the issues, perform the calculations, then select the best or optimal solution or solutions. Optimal is defined as the greatest profit, highest revenue, lowest taxes, or most satisfied customers. But what about “doing the right thing”? Ethical, environmental, or moral considerations might be tacked on as a separate concern and may be addressed or not, but applying those considerations is seen as a separate process that is not integral to the decision.

Ethics versus logic

Surely, though, ethics and morality should be as fundamental as arithmetic or logic when solving a problem. Could it be the business world, and our accounting subset within it, have been embarrassed by ethical lapses that come to light because of this disconnect between ethical matters and making economic decisions? Similarly, environmental or social considerations are often not considered to be a core part of the problem. Finance and accounting aim to solve the problem, and later explain that the best solution is adequate when taking account of “peripheral” concerns such as equity, environmental issues, or morality.

We’ve all seen examples of what happens when ethical and moral matters are not part of the core analysis. Large stores bully suppliers into cutting prices. Phone companies lock consumers in for multi-year contracts, but the companies themselves are free to increase prices during that time. Large companies publish pious declarations of governance and accountability but make it hard for customers to obtain redress for egregious behaviours. Other companies declare that employees are their most important resource, but then hire contractors and part-timers solely because they cost less. In summary, unethical business practices are common and we have become accustomed to hardly reacting.



A solution?

Here's part of the solution: ethics should not always be a separate topic, particularly at the undergraduate level, just as arithmetic is not a separate discipline from accounting and business training. Perhaps all CPD training should include ethics. When tax, leadership, soft skills, accounting, and governance problems are considered, there are almost always ethical issues. For example, even in solving a highly quantitative matter (maximizing internal rate of return, say), sometimes the "best" solution is not the most ethical.

In Canada, the Supreme Court in 2008 held that directors are required to act in the best interests of the corporation, which includes the interests of a variety of stakeholders including employees, creditors, and consumers. This has been confirmed by recent changes to the Canada Business Corporations Act (which adds "the environment" as another interest to be considered). This differs from the United States where, since a case in 1919, courts have held that the interests of the corporation are the same as those of its shareholders. Thus, in

Canada there is a strong basis for making financial decisions holistically—taking account of the needs of all stakeholders including government and the public. So, in Canada, unlike in the United States, a corporation is actually legally required to "do the right thing". This gives us yet another reason to bake ethical and moral issues into our decision processes.

Perhaps one day ethics will be such an integral part of our decision-making that having a specific requirement for ethical hours of CPD will seem unnecessary. Meanwhile, let's not restrict ethics to the classroom or seminar. Talk about it when you make decisions: ensure that the best decision is also the right decision. ▣



Jeffrey Sherman MBA, FCPA, FCA designed and presents CPA Alberta's executive development course, "The CFO's operational skills program," where ethical issues are integrated into the curriculum. Although focussed on operational matters (risk management, strategy, valuations, communicating results), it includes governance and ethical issues. This fast-paced course is next offered in Banff, March 26-29, 2023. Enrollment is limited to 25 participants. Find more information or register online by searching "CFOs executive program" on the CPA Alberta website (cpaalberta.ca).

The future of work—what it means for leaders

by Tammy Robertson

These are turbulent times. Leaders at every level are facing a new reality that continues to evolve. The challenge of meeting new demands and expectations is extraordinary.



After more than two years of crisis management, workers have more personal agency. More than ever before, they expect to feel valued, do meaningful work, collaborate with colleagues who are caring and trustworthy, and have the flexibility to manage real life and take care of their mental and physical well-being.

For leaders, it's no longer a question of getting the most out of people or incentivizing them to achieve specific outcomes. Try as you might, this isn't going to work. Dangling rewards, offering more money, providing office perks ... these methods are old and tired.

Supporting teams today requires real engagement, genuine care, and the willingness to slow down and pay attention. It takes the kind of leadership that calls everyone into the game to fight for progress, humanity, and doing good in the world—even if that simply means creating a space where people can come to work every day and experience more of what we're all longing for: a sense of community. In short, we're witnessing a press for cultural transformation.

What workers want

Leaders have the ability to make their team members' lives terrific or terrible. Guess which leaders are losing people?

Okay, but what does "terrific" look like? People want to act on their values and be part of something good led by a worthy mission.¹ They want to be surrounded by people who trust, respect, and appreciate each other—who learn together and practise curiosity, compassion, courage, and gritty accountability. Coming out of a pandemic and witnessing global uncertainty has only accelerated and intensified this shift.

It may sound too ideal to be possible, and yet you can help create this environment by simply deciding to make your daily actions reflect these larger ideals. Each day that a leader commits to having a positive impact, they make a positive impact. Organizations don't change culture, people do.

¹ Demographics matter here. According to Ernst & Young's 2021 Gen Z Segmentation Study, 63% of Gen Z believes "it is very or extremely important to work for an employer that shares their values." This generation will increasingly make up a larger portion of all workers. From: "EY Releases Gen Z Survey Revealing Businesses Must Rethink Their 'Plan Z,'" November 4, 2021 (press release). Direct link for online version only: [ey.com/en_us/news/2021/11/ey-releases-gen-z-survey-revealing-businesses-must-rethink-their-plan-z](https://www.ey.com/en_us/news/2021/11/ey-releases-gen-z-survey-revealing-businesses-must-rethink-their-plan-z)

What you can do as a leader

Where to start? Instead of getting pulled into the negative by focusing on why people are leaving their jobs, ask why people stay. Reframe “the Great Resignation” as the “Great Awakening” or “Great Reset,” and add the following actions to your leadership repertoire.

1. Honour the need for connection

“We’re all in this together” is not a throwaway line. It’s a clarion call for more inclusive, engaged, and inspired workplaces. Human beings are wired for connection, and leaders who understand this can support and build teams that are robust and resilient.

There are a myriad of ways to build or strengthen connection. For example, you could start your next meeting by sharing a story or asking everyone to share a high and low moment over the last 24 hours. You could have each team member submit a piece of music that calms or inspires them, and start subsequent meetings by playing a song and having everyone guess who submitted it—not only will you get to know each other better, it will elevate the team’s mood.

You could (and should) celebrate successes. Acknowledge personal life events like birthdays, engagements, and the fulfilment of personal goals. Point out when someone has “moved the ball forward” at work and let them know you appreciate the effort it took. Do this individually or as a team. You could also take turns doing thankless tasks—when was the last time you made the coffee or took minutes?

2. Embrace emotion and demonstrate honest optimism

“Don’t be so emotional.” Have you heard or said something like this recently? Well, this kind of attitude won’t cut it anymore. Leaders can no longer expect workers to just “suck it up” and check their emotions at the door. Emotions matter.

It’s time to reframe emotional fragility as emotional agility, and as a leader, you set the tone. Your team looks to you the way passengers look to a flight attendant when things get bumpy—they want to see strength, conviction, and calm. Show them that it’s normal to feel sad or angry at times and that it’s also possible to move through hard feelings, release difficult ones, and remain optimistic.

At the same time, recognize the difference between honest optimism and toxic positivity. When someone shares something difficult and you tell them to “focus on the bright side,” what you’re really saying is: “My comfort is more important than your reality.” The first step to creating a positive envi-

ronment isn’t defaulting to silver linings—it’s acknowledging, accepting, and appreciating the whole range of emotions, especially during times of uncertainty.

This isn’t about being stuck in negativity. Appreciating what’s hard is the path forward. Real optimism means standing firmly in the truth and choosing to believe that you will succeed. It means shifting the focus from outcomes that are beyond our control to daily actions that will make a difference.

Again, as a leader, you set the tone. Bring your whole self to work. Take five minutes to check in with people during one-on-one meetings. Use these check-ins and other conversations as opportunities to practise compassion and kindness. Often all it takes to make a difference is simply saying “That must be hard” or asking “How can I help?”

3. Listen wholeheartedly

Our capacity for attention has gotten smaller. We are endlessly distracted, preoccupied, and overwhelmed. It’s hard to listen when we’re not present in the moment.

Listening is about more than “hearing” the words coming out of someone’s mouth—it’s also about witnessing and appreciating what someone else may be thinking and feeling. Listening is an act of generosity—think of it as a gift you give to someone else. You can’t fake it by nodding your head or parroting words. Listening is hard, and it’s essential.

So before you have a conversation with someone you care for, about something

that matters, decide what kind of impact you want to have. Do you intend to acknowledge, appreciate, inspire, build confidence, spark action, and/or show compassion? Answer this question and then get into that headspace before you meet.

Remember the simple acronym “EAR,” which stands for “Explore,” “Acknowledge,” and “hold back Response.” Explore means asking open-ended questions or seeking information—for example, saying “Tell me about your day” instead of asking “How was your day?” Acknowledge means validating the other person—for example, saying “What I like about what you’re saying is ...” or “I can see how important this is to you.” Hold back response means not jumping into advice-giving mode. If you feel the need to interject, you could say “Walk me through that,” “I’m listening, take your time,” or “Go on, I’m interested.”

After every conversation, you have the capacity to leave people feeling better or worse—decide in advance to make people feel better ▶

Your team looks to you the way passengers look to a flight attendant when things get bumpy—they want to see strength, conviction, and calm.

4. Be a learner

Think you need to have all the answers? When was the last time you said, “I don’t know” or asked for someone else’s input?

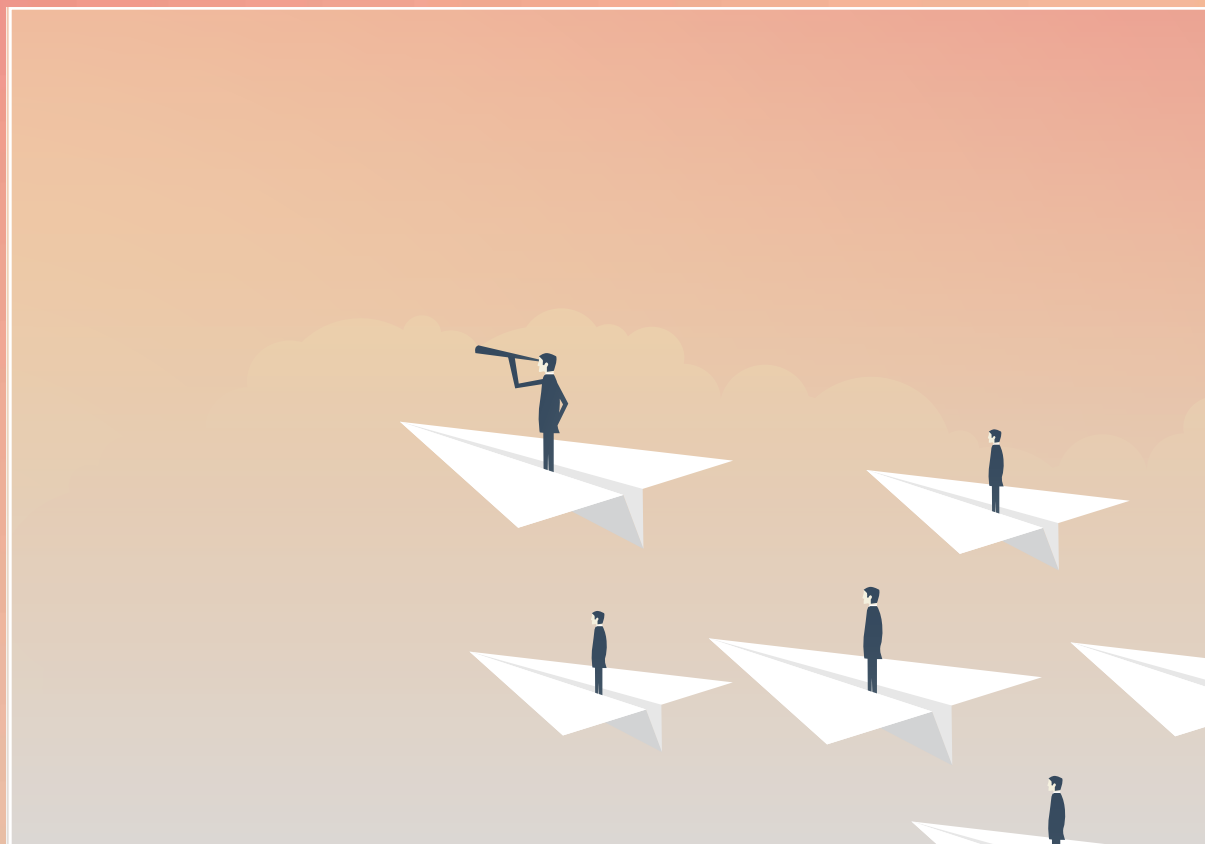
Being a learner means letting go of being the expert and freeing yourself from the illusion of perfection. Needless to say, it’s a huge relief! Besides, the best answers don’t come from any one person alone. So the next time your team is challenged by a big issue, bring everyone together to talk about possible solutions. This collaborative approach will build rapport and demonstrate that you value your team’s input. More importantly, your team members will be more committed to the solutions they help create and more invested in seeing these ideas succeed.

Maintaining a learner mindset requires reflection. In fact, learning only happens when we reflect. And when reflection replaces rumination, we get better at what we do, and more quickly.

Commit to a weekly time of reflection. Call it “Critical Thinking Time” and put it in your calendar. Use this opportunity to ask yourself: “What did I learn this week?” You may discover insights to share with your team. Or, if you’ve just completed a project, ask yourself these four questions: What went well? What was tricky? What did I learn? What will I do next time? Encourage your team to do the same, and consider opening your next team meeting with a discussion about these reflections.

5. Exhibit courage

Courage is what it takes to stand up and speak. It’s also what it takes to sit down and listen. Courageous leadership requires the willingness to do “the hard thing.” It’s about continual learning, including from mistakes. It’s about being willing to try something new and letting go of perfectionism. It’s about challenging old ideas that are no longer working and offering up new ones. And it’s about modelling the behaviour your team needs to see to feel safe—physically,



psychologically, and emotionally—at work. This means staying “above the line” and holding yourself accountable.

But what if you’re not feeling particularly courageous today? Try “starting at start,” remembering that each day is a new beginning. Whatever happened yesterday is already over, and what happens tomorrow is beyond your control. Take each day as a gift, and make it count.

And when you’re feeling overwhelmed, remember to slow things down and breathe. Take another step. Just keep going. Leading during this time is a bit like driving in the fog—you may not be able to see very far ahead, but you can still make the journey. ▣

The original version of this article appeared in In Focus magazine, published by the Chartered Professional Accountants of British Columbia.

Tammy Robertson is an unapologetic optimist with more than 25 years of experience as a professional speaker, author, and life leadership coach. She is the president of WorkHeart Consulting, a faculty member for both the Banff Centre and the University of Calgary, and the instructor of several PD offerings for CPA Alberta, including the five-part Resilient Leadership Certificate Program. You can find details on Tammy’s courses by searching her name at go.cpaalberta.ca.



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I N C L U S I V E H I R I N G



P R A C T I C E S I N T H E W O R K P L A C E

by Tolu Adesina

Many conversations are happening these days around Diversity and Inclusion (DEI) in the workspace not just because DEI is ethical, but also due to its enormous benefits. An important aspect of promoting an inclusive workplace is the

hiring choices an organization makes. Talent acquisition professionals are looking at how to support their organization's DEI goals by ensuring hiring processes and practices promote inclusion.

The meaning and goals of “inclusive hiring”

Inclusive hiring is a process designed to promote diversity in an organization by ensuring a fair recruitment process and equal opportunities for all candidates. Inclusive hiring provides an opportunity for talents from marginalized communities to go through the hiring funnel and secure appropriate positions based on their qualifications and competencies, while focusing their strengths and abilities to identify what drives them and to influence their work environment.

A review of the hiring strategy by talent acquisition professionals with a focus on “who is hired” and “how those hired are allowed to do their work” promotes inclusion across the various systems within an organization.

Benefits of inclusive hiring practices

- **Attraction and retention of top talent.** Organizations that want to attract and retain top talent must ensure their employees are a reflection of their communities. The more inclusive an organization’s hiring practice and culture are, the easier it is to attract and retain the most qualified individuals. Inclusive hiring practices promote fairness, provide equal opportunities to diverse sets of candidates, and promote organizational productivity and growth. Research by McKinsey & Company found that 39% of candidates will turn down a job offer or drop out of a hiring funnel if a company lacks inclusion.
- **Improved employer brand.** Workplace diversity and inclusion practices improve an organization’s employer brand. Potential employees and candidates who value workplace diversity see organizations that are dedicated to DEI as socially responsible and humane.
- **Improved workplace productivity.** Research by Harvard Business Review found that companies with a higher-than-average level of diversity earn 19% higher innovation revenues than less diverse companies. Forbes found that 56% of companies that make over \$10 billion in annual revenue strongly believe diversity in their organizations has driven innovation. The Boston Consulting Group found that organizations with highly diverse management teams earn 19% higher revenues than companies with less managerial diversity.
- **Use the right hiring tools.** Many recruiting tools are available to help recruiters throughout the hiring process. These tools can eliminate bias through candidate diversity data collection, engagement with diverse candidates in the recruitment pool, and analysis of candidate demography across various platforms.

Strategies to improve inclusive hiring

- **Understand your organization’s DEI strategic focus and how it aligns to your recruitment strategy.** Doing so allows you to successfully implement inclusive hiring practices to support the organization’s DEI goals. Diversity is a lot broader than just race and gender—it is essential to understand what makes people different and develop inclusive practices to support these differences.
- **Assess hiring policies and practices.** The organization’s hiring policies and practices need to be regularly evaluated to help identify bias within the hiring process and enhance the policies and processes to be more inclusive.
- **Assemble a diverse hiring team.** When hiring, it is beneficial to use a diverse hiring team that spans different genders, race, experiences, perspectives, and opinions. As a bonus, a diverse hiring team showcases the organization’s diversity to candidates.

- **Expand your talent pool.** To improve the diversity of an organization’s candidate pool, it may be beneficial to utilize non-traditional sourcing platforms. Organizations should evaluate their current talent sourcing platforms to understand if different or additional platforms provide greater access to candidates from diverse communities.

When hiring, it is beneficial to use a diverse hiring team that spans different genders, race, experiences, perspectives, and opinions.

Conclusion

When it comes to inclusive hiring practices, organizations must be ready to explore beyond their traditional processes of hiring, carry out assessments to identify gaps, and develop strategies to close the identified gaps in their hiring process. When organizations adopt inclusive hiring practices, they commit to being an active participant in creating a more equitable and inclusive society. 📌

Tolu Adesina CPHR, PHRI is CPA Alberta’s HR Business Partner, Diversity, Inclusion, and Engagement. CPA Alberta is committed to an equitable, diverse, and inclusive

Sources:

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Inclusive Hiring Practices: the what, the why and the how (innovatebc.ca)



Please note that unless stated otherwise access to publications, documents, and other resources referenced in all sections of Risk and Reputation can be found online at cpacanada.ca by searching the document, webinar, or article name.

ACCOUNTING

Exposure Draft – IFRS for SMEs

In 2009, the International Accounting Standards Board (IASB) issued the first edition of the International Financial Reporting Standard for Small and Medium-sized Entities (IFRS for SMEs Accounting Standard). The IASB maintains the Standard through periodic review and proposes amendments to the Standard by publishing an omnibus exposure draft. In developing these exposure drafts, it considers new and amended IFRS Accounting Standards, as well as issues brought to its attention regarding the application of the Standard. In 2015, the IASB completed its first comprehensive review of the Standard. It issued 2015 Amendments to the IFRS for SMEs and a second edition of the Standard, incorporating the 2015 amendments, which became effective in 2017. In 2019, the IASB commenced its second comprehensive review of the Standard, in line with the objective of commencing a comprehensive review approximately two years after the effective date of the amendments to the Standard resulting from a previous comprehensive review. As part of this second comprehensive review, the IASB:

- a) published *Request for Information: Comprehensive Review of the IFRS for SMEs Standard* as a first step in its second comprehensive review. The objective of the Request for Information was to seek views on whether and, if so, how aligning the Standard with new and amended full IFRS Accounting Standards in the scope of the review and how this could better serve users of financial statements that are prepared applying the Standard, without causing undue cost or effort for SMEs; and
- b) consulted with the SME Implementation Group (SMEIG), an advisory body to the IASB.

The Request for Information sought views about:

- a) the framework the IASB developed for the second comprehensive review;
- b) sections of the Standard that could be aligned with new and amended full IFRS Accounting Standards in the scope of the review; and
- c) topics that were:
 - i. omitted from the Standard and whether, in relation to these topics, the Standard could be aligned with full IFRS Accounting Standards; and
 - ii. related to the application of the Standard.

After considering the feedback on the Request for Information and the recommendations of the SMEIG, the IASB is proposing amendments to the IFRS for SMEs Accounting Standard set out in the *Third Edition of the IFRS for SMEs Accounting Standard Exposure Draft*.

Proposed amendments include updating the Standard to:

- reflect improvements from *The Conceptual Framework for Financial Reporting* issued in 2018;
- include simplified requirements based on IFRS 13, *Fair Value Measurement*; and
- include simplified requirements based on IFRS 15, *Revenue from Contracts with Customers*.

The proposed updates also include new requirements in IFRS Accounting Standards and other improvements that have been made to full IFRS Accounting Standards since the second edition of IFRS for SMEs Accounting Standard was published in 2015.

You can provide your feedback to the Exposure Draft through a comment letter or response document. The comment period is open until March 7, 2023.

The Exposure Draft can be found by searching “IFRS for SMEs Accounting Standard Exposure Draft” online at ifrs.org.

ASSURANCE

IT risks auditors must be aware of

The world is increasingly digitized and connected. Organizational reliance on information technology (IT) applications, infrastructure, processes, and personnel, is increasing for organizations of all sizes and complexity.

Revised Canadian Accounting Standard CAS 315, *Identifying and Assessing the Risks of Material Misstatement*, includes enhanced material related to the auditor's consideration of IT and the impact of this on the audit. The revised Standard has also clarified the auditor's responsibilities related to General Information Accounting Controls (GITCs). The main changes related to IT are included in the auditor's required understanding of the information system and communication and control activities components.

The information system and communication

As the auditor, you are required to understand the entity's information system relevant to the preparation of the financial statements, including the IT environment relevant to how transactions and the processing of information flows through the entity's information system and the entity's financial reporting process. Understanding the relevance of the client's information system to the significant classes of transaction, account balances, and disclosures in the financial statements is important because your client's use of IT applications or other aspects in the IT environment gives rise to risks arising from the use of IT. An understanding of the entity's business model and how they have integrated and used IT may also provide useful context to the nature and extent of IT dependency in the information system.

Your understanding of your client's use of IT may focus on identifying and understanding the nature and number of specific IT applications as well as other aspects of the IT environment that are relevant to the flows of transactions and processing of information in the information system.

Revised CAS 315: Risk Evaluation and Control Activities

CAS 315 also requires you to identify the IT applications and other aspects of the entity's IT environment that are subject to the risks arising from the use of IT for the identified controls in the control activities component. These identified controls focus on information processing controls that directly address the integrity of information.

As a next step, you can identify the related risks arising from the use of IT and the entity's GITCs that address such risks. For each of these identified GITCs, your evaluation of whether the control is effectively designed to support the operation of other controls will inform your planned procedures to determine whether the control has been implemented.

Impact of deficiencies in GITCs

When control deficiencies in GITCs are identified, consider the impact that those control deficiencies may have on the design of further audit procedures in accordance with CAS 330, *The Auditor's Responses to Assessed Risks*.

Testing the operating effectiveness of GITCs

Obtaining an understanding of the IT environment relevant to the entity's information system is an integral part of identifying and assessing risks of material misstatement and of designing and implementing appropriate responses to those risks, including when applicable, performing tests of controls. Where the auditor plans to rely on the operating effectiveness of controls as part of the response to address the assessed risk of material misstatement and those controls are dependent upon GITCs, you must also test the operating effectiveness of the related GITCs. The greater the client's use of IT-dependent applications, the more likely it is that substantive procedures alone cannot provide sufficient appropriate audit evidence at the assertion level. In these cases, the auditor will need to test the operating effectiveness of the identified GITCs.



Impact to the audit engagement

When conducting your engagement planning—with the engagement team during the planning meeting(s) and in conversation with client personnel—questions you may wish to raise could include:

- What are the risks arising from the use of IT?
- Considering the identified risks arising from IT, is a substantive audit approach appropriate?
- What are the relevant GITCs and does the operating effectiveness of these GITCs need to be tested?
- What is the nature and extent of testing needed to assess the operating effectiveness of identified GITCs and information processing controls?
- What could be the impact of inappropriately designed and implemented GITCs or GITCs that are not operating effectively?

The extent of your understanding of the IT processes, including the extent to which the entity has GITCs in place, will vary with the nature and circumstances of the entity and its IT environment, as well as the nature and extent of the controls you identified in the control activities component. When contemplating the IT environment, identified information processing controls, and GITCs, you may need to reflect on whether the audit team has the necessary expertise or if additional subject matter experts might be needed. As the entity's IT environment and IT systems become more complex, the work performed will likely involve team members with more specialized IT skills.

Current resources

1. Revised CAS 315 includes a host of application material, including six appendices to assist auditors. When thinking about risks arising from the use of IT, auditors may find appendices 5 and 6 to be especially helpful.
 - Appendix 5 of CAS 315 provides examples of characteristics of IT environments, which may be helpful to auditors as they assess the complexity of the environment.
 - Appendix 6 of CAS 315 contains a table of examples of GITCs and risks arising from the use of IT, including for different IT applications based on their nature. This appendix may be helpful when thinking about those clients who have simpler IT systems (see also question O4 of the CAS 315 implementation tool about the use of “off the shelf” accounting software packages, linked below).
2. *The Implementation Tool for Auditors: Revised CAS 315, Risks of Material Misstatement* explains why certain requirements in CAS 315 exist and how they drive an effective audit. Appendix B of this tool includes a diagram on *Understanding the Information System and Communication Component of the Entity's System of Internal Control*, which may be helpful in team planning discussions and conversations with client personnel.

3. CAS 315, *Practitioner's Pulse Webinar*, recorded earlier this year, offers practical tips for implementation from a current practitioner, including tips for auditors related to GITCs.
4. CPA Canada also previously published *Implementation Tool for Auditors: Information Technology: Why should auditors care?* and *Implementation Tool for Auditors: Designing and performing tests of relevant controls*. Both publications address implications of IT for the audit when applying certain requirements of CAS 330, *The Auditor's Responses to Assessed Risks*.

SUSTAINABILITY

Sustainability across the value chain

Sustainability is becoming more integrated into organizations, but truly sustainable business models can only be achieved by incentivizing stakeholders and communities along the entire value chain.

Without the support of an organization's larger network of stakeholders and communities, net zero commitments are unlikely to be met. To effectively incentivize action on sustainability along the value chain, organizations will need to collaborate and communicate across the value chain's matrix of interdependencies. By addressing sustainability risks and opportunities across the value chain, your organization can improve collaboration, identify efficiencies, reduce costs, and capture new opportunities.

The A4S Essential Guide to Incentivizing Action Along the Value Chain provides a framework to help finance teams:

- define and map their value chain and identify the significant sustainability risks and opportunities within it;
- identify priority areas for action; and
- understand, through examples, how they can incentivize the integration of sustainability along the value chain.

Greenhouse gas emissions

Greenhouse gas (GHG) emissions are perhaps the most widely tracked, cited, and written about environmental disclosure. Companies tout their net-zero plans. Financial institutions make efforts to decarbonize portfolios. Yet, most people know little about how GHG emissions are measured and whether disclosures are comparable over time and across organizations. Further, with securities regulators globally moving to make emission disclosure mandatory for many entities and the recent creation of the International Sustainability Standards Board (ISSB), it is important to understand how emissions are measured and disclosed. To that end, the Institute for Sustainable Finance (ISF) and CPA Canada have joined forces to prepare an overview of emissions disclosure practices and an introduction to

the most widely used standards and guidance for GHG accounting and reporting developed by the Greenhouse Gas Protocol (GHG Protocol). *A Closer Look at the GHG Protocol—Observations and Implications for Standard Setters and Regulators* provides the following:

- background on the GHG Protocol and its standard-setting process;
- an overview of the key features of the GHG Protocol's Corporate Accounting and Reporting Standard;
- information on how the GHG Protocol standards and guidance are being used; and
- observations and implications for standard setters and regulators.

INNOVATION

Most financial data collected and interpreted by CPAs is based on past performance, which may not help measure and assess the future impact of innovation. Today's volatile business environment calls for innovation with improved foresight and an integrated understanding of systems.

Systems innovators tend to set trends, rather than follow them, as they understand how to nudge systems. They proactively look for and manage risk, rather than putting

out fires after accidents happen. In systems innovation, each action, no matter how small, is a step toward a desirable future. Unlike traditional forms of innovation which focus on a problem or opportunity, systems innovation visits and revisits the corporate purpose to ensure that innovations are aligned. In volatile business environments, innovators can lose their way chasing new markets or lower costs, without considering the corporate values, mission, and purpose.

There is a growing need to apply human judgement and real-time data analysis to drive decision making in a way that supplements what can be learned from financial records. CPAs can use systems innovation to improve their understanding of positive and negative risks and play an important role in communicating the significance of data to senior leaders. CPAs can use the language of systems innovation as a communication tool to explain the shift in business mindset that they are advocating.

CPA Canada's report *Systems Innovations: Reimagining the Role of the Professional Accountants in Today's Complex Environment* will provide CPAs with a foundation for building skills for systems innovation; an understanding of why traditional innovation models fall short in today's complex and volatile business environment; how systems innovation offers a new approach to traditional innovation; and the importance of CPAs in catalyzing systems innovation.

IN MEMORIAM

Notice received June 3
to November 11, 2022

CPA Alberta notes with sorrow the passing of the following Alberta CPAs:

Beaumont

Kevin Pengelly CPA, CGA

Calgary

Donna Benner CPA, CA

Doug Brewster CPA, CGA

Allan Clowes CPA, CA

Angela Coverdale CPA, CGA

Larry Cox CPA, CGA

Gerda Febel CPA, CGA

Diana Kelley CPA, CMA

Chikara Koyanagi CPA, CA

Trudy Mason CPA, CMA

Ray Ritchie CPA, CMA

Paul Seaman CPA, CGA

Alkarim Sunderji CPA, CMA

Clive

Carleen MacNeil CPA, CGA

Edmonton

Ron Carson CPA, CA

John Heinrichs CPA, CA

Jim Kinal FCPA, FCGA

Pierce Peters CPA, CGA

Huxley

Brett Berg CPA, CMA

Sturgeon County

John Bowes CPA, CA

WE'VE GOT YOUR BACK (*page)

Highlighting one of the resources CPA Alberta offers to help you in your professional journey.

CPA ALBERTA JOB BOARD

The CPA Alberta Job Board is a great tool for both employers seeking qualified accounting and finance professionals and for job seekers looking for top-notch job opportunities.



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MY DREAM JOB

Niche job opportunities:

Reduced search times for both employers and job seekers. With efficient search functions, job seekers can find opportunities with ease, while employers gain exclusive access to resumes of Alberta CPAs, CPA PEP candidates, and students from all around the province.



The right fit:

Employer profiles provide job seekers with insights on products and services, corporate culture, and ideal candidates to help them make informed decisions.

Career support:

Access to CPA-specific career development resources, including articles, events, webinar recordings, courses, and networking opportunities.

CPA database:

Employers can access over two thousand CPA and CPA PEP candidate resumes with advanced search fields.

Streamline the job search:

Job seekers can set up alerts, update their resumes at any time, and apply directly online for various positions.

Volunteering, too:

The CPA Alberta job board also contains volunteer opportunities. Find the expertise your not-for-profit requires or expand your skills and network while giving back!

LET'S GO!

>> Find the right fit for you or your organization with the CPA Alberta Job Board!

For questions, call **1-844-864-7355** or email cpaalberta@jobboardadvertising.ca



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