

Creativity has a brand



Creativity has a brand: CMA

Developed with all of the Order's partners in Canada, the mass advertising campaign launched in 2008 has restored the reputation of creativity. In contrast to the concept of creative accounting, which is associated with financial scandals around the world, CMAs have adopted the concept of *creative accountants*. Since creativity is at the very core of the training and role of CMAs, it is therefore positively associated with our profession.

► Mission of the Quebec CMA Order

To ensure protection of the public and leadership to the CMA profession through the enforcement of high standards intended to enhance the performance of organizations.

► The role of CMAs

To create value within organizations using an integrated and systematic approach to strategic and financial management.

► Our values

Integrity, excellence, entrepreneurship and adaptability.

100% CMA
100% CREATIVE



**Ordre des comptables
en management
accrédités du Québec**

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**Conseil exécutif
Gouvernement du Québec**

Québec, juin 2009

Monsieur Yvon Vallières
Président
Assemblée nationale

Monsieur le Président,

J'ai l'honneur de vous présenter le Rapport annuel de l'Ordre des comptables en management accrédités du Québec pour l'exercice terminé le 31 mars 2009. Ce rapport rend compte de l'ensemble des activités de l'Ordre et contient de nombreux renseignements d'intérêt public.

Je vous prie d'agréer, Monsieur le Président, l'expression de mes sentiments les meilleurs.

La Ministre responsable
de l'application des lois
professionnelles,

Kathleen Weil

Ministre responsable

Montréal, juin 2009

Madame Kathleen Weil
Ministre responsable
de l'application des
lois professionnelles
Gouvernement du Québec

Madame la Ministre,

J'ai l'honneur de vous transmettre deux exemplaires du Rapport annuel de l'Ordre des comptables en management accrédités du Québec pour l'exercice terminé le 31 mars 2009.

Veuillez agréer, Madame la Ministre, l'expression de mes sentiments distingués.

Le président du Conseil,

Claude Paul-Hus, FCMA

**Office des professions
du Québec**

Montréal, juin 2009

Monsieur Jean Paul Dutrisac
Président
Office des professions
du Québec

Monsieur le Président,

J'ai l'honneur de vous présenter le Rapport annuel de l'Ordre des comptables en management accrédités du Québec pour l'exercice terminé le 31 mars 2009.

Veuillez agréer, Monsieur le Président, l'expression de mes sentiments distingués.

Le président du Conseil,

Claude Paul-Hus, FCMA



Claude Paul-Hus, FCMA
Chair of the Board

Message from the Chair of the Board

2008-2009 was critical in more than one respect. Promoting excellence in the next generation of CMAs, improving competencies and developing the brand were in fact at the centre of a year that abounded in achievements and ended with magnificent results.

Promoting excellence in the next generation of CMAs

While the economic recession was the object of concern for most of the year, the CMA profession literally had the wind in its sails. Not content with having posted a 26% increase in candidate registrations on the regular path last year, the Order repeated the feat in 2008-2009 by achieving another 25% increase. Overall, 504 candidates in the regular program and 106 in the executive programs have begun this year to make their way toward the CMA designation, which is 50% more than in 2006-2007 and our best performance in the last 15 years.

In this context, and after having graduated 339 candidates this year, it is not surprising that of all the professions in the legal and business sector, the CMA profession is still the undisputed champion in terms of growth, with an annual membership increase of 3.5%. Furthermore, at the pace things are going, in 2012, the number of new graduates is expected to go beyond 450, which would be an all-time record in the history of the Order!

The incredible excitement shown by students for the profession is primarily the result of a powerful 3-year offensive waged in the field that drew on the creativity, determination and passion of the many stakeholders and supporters of the profession.

Recruiting new candidates to the profession

Year	Regular path	Executive path	Total
1994-1995	606	n/a	606
1995-1996	508	n/a	508
1996-1997	455	62	517
1997-1998	486	53	539
1998-1999	463	49	512
1999-2000	380	78	458
2000-2001	454	65	519
2001-2002	420	45	465
2002-2003	369	50	419
2003-2004	389	67	456
2004-2005	380	77	457
2005-2006	337	71	408
2006-2007	320	86	406
2007-2008	403	85	488
2008-2009	504	106	610



Dedicated and united, the permanent staff of the Order made the very first donation to the Foundation, which was a contribution of \$1,250.



Fabien Desormeau, graduate of Concordia University and candidate to the profession who distinguished himself in two ways last year, is a worthy representative of the cream of the crop in the profession. First, he received a \$1,000 scholarship for having maintained an academic average over 85% at the end of his undergraduate studies, and then finished first in the CMA Entrance Examination with a grade of 98%, which earned him the CMA Entrance Examination Grand Prize, accompanied by a \$1,000 scholarship.

In the wake of this offensive, the Order also made major changes to its organizational structure in order to raise its performance level another notch and be able to meet its objectives. Given that recruiting the next generation of CMAs is still a major priority, it was necessary to combine two vice president positions in order to increase the synergy between the personnel in charge of promoting the profession in the field and the communications staff, while making certain that the various promotional initiatives are better integrated and the quality of business development activities continues to improve.

In addition to the forthcoming institution of a Public Accounting Examination and the adjustments made to the nature and order of national examinations, the Order's desire to promote excellence more than ever was the reason behind the revision of its merit and other scholarship programs. This desire is also the reason for the creation of the Foundation of the Order, which is now taking over the funding of the programs. We are confident that its first major fundraising campaign, currently being planned, will be crowned with success. The Foundation will then be able to increase the number and value of the scholarships it awards, thereby encouraging the next generation to adopt the CMA profession and ultimately satisfy the growing demand in the market. We should also mention

that the number of candidates to the profession who earned their undergraduate degree with an academic average of at least 85% and received a scholarship as a result rose by 40%. That says a lot about the profession's growing appeal to talented students, while employer demand is steadier than ever.

Improving skills

But like the Order has often stated, it is not enough to provide high-quality training to candidates to the profession if it wants to meet the pressing needs of employers. It is also necessary to make certain that the skills of professional CMAs are kept up to date, which is why we took various initiatives in this area last year.

For starters, the first cohort of candidates from the education and accreditation process that was redesigned in 2006-2007 has just completed the final step, the CMA Strategic Leadership Program, which is still a safe investment for employers. It must be said that the Order and its partners in the rest of Canada have doubled their efforts to implement all of the components of the new process.



Among the initiatives taken to support the development of CMA competencies, the Order offers free access to the on-line version of *Gestion*, a first-rate international magazine published by HEC Montréal.

The only problem: a period of over a year was not enough time for the Office des professions to take action on a new version of the draft amendment of the regulation respecting the terms and conditions for issuing CMA permits, which is necessary to reflect the changes that have been made to the process. This is also the case of the draft regulation that was presented to the Office in order to make professional development mandatory for all CMAs. Although the Order's intention to make professional development a requirement for all its members is closely linked to the mission of protection of the public conferred on it by lawmakers, we can only regret to observe that the administrative machinery has delayed this very desirable initiative in the public interest.

Nevertheless, professional development is a widespread practice among CMAs, and we make it a point of honour to encourage CMAs to pursue it. Accordingly, last year, training activities dealing with such subjects as performance management and international standards (IFRS) were offered in the main regions of Quebec, and nearly 200 people attended the Order's annual symposium Vision Management 2008 entitled "Can the Private Sector Outperform the Public Sector?"

Far from being ignored, initial CMA training also monopolized much of the Order's energy, which was particularly dedicated to renewing the accreditation of programs offered by university partners that had received it for the first time five years ago. This huge nationwide operation confirmed the quality of the basic training received by candidates to the profession. Last year also presented an opportunity for the Order and three university partners to review the agreements between them, as a result of changes that were made to their master's programs so that they would stick closer to the *CMA Competency Map*. This is a shining example of our concern for ensuring the constant development of CMA competencies.

Developing the brand

Competencies are in fact at the very core of our brand, whose development primarily revolves around the reputation of the CMA designation with employers and potential candidates to the profession. Last year certainly was a turning point in this regard, with the launching of the nationwide advertising campaign based on the concept of creative accountants. Not only did this campaign get people talking, but it has without a shadow of a doubt promoted the CMA identity.

At the same time, the many actions we have taken in the field have greatly contributed to the enhancement of the CMA brand, both with employers and potential candidates. Whether we're talking about the Placement Service, recruiting cocktail parties, supervision of CMA practical work experiences, the Student Congress, promotional activities on and around campuses, representation of the profession within many strategic networks, to name just a few, the brand has been showcased in many different ways.

Finally, the issue of labour mobility, which has been widely discussed in the news with the *France-Quebec Agreement*, the *Agreement on Internal Trade* and the *Quebec-Ontario Economic Partnership Agreement*, has given the Order wonderful opportunities to show its leadership and, as a result, to position the CMA brand.

A clear sign that the image of our brand is the envy of others can be seen in the fact that cases of unlawful use of the designation are on the rise. For that matter, the Order has instituted five new proceedings in order to stop these offenders, dedicating the resources necessary to protect both the public and the brand.



The pan-Canadian advertising campaign enjoyed wide distribution in both the written and electronic media.

Future prospects

It is safe to say that we can see the finish line of what could be called the year and a half-long saga of the regulations governing the issuance of public accountancy permits to CMAs who satisfy the requirements. After the countless discussions and adjustments to which the three regulations pre-published in the *Gazette officielle* last year were subjected, not to mention the CA Order's interference tactics, it would be quite reasonable to say that it is about time.

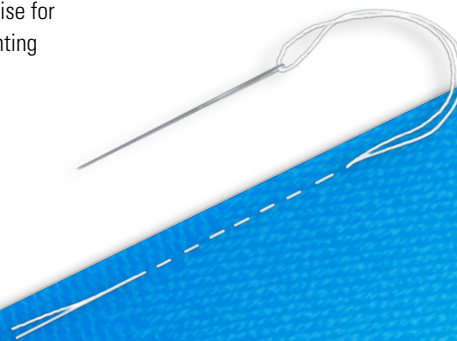
Accordingly, as soon as the Office des professions has approved the three bills, it will be up to the authorities to make haste so that Bill 46, which was adopted in December 2007, is finally implemented. For the sake of consistency with its numerous labour mobility initiatives, we are hoping that the government will take prompt action to make sure its decision to comply with the *Agreement on Internal Trade* is respected, ending once and for all the monopoly of the CAs over public accountancy.

Whatever the case may be, this unending wait, which we truly hope is not the result of pressure by the CAs, has not prevented the Order from ending the year on a high note full of promise for the profession and members of the public who use accounting

services. The future is definitely bright with growth since as of 2012, the Order's membership, including members and candidates to the profession, should pass the 10,000 mark, which would make it the second largest accounting group in Quebec.

Not to boast, but this is a position that the Order is fully prepared to take, thanks to the governance and management practices often given as examples that allow it to stay its course and achieve its ambitious objectives.

Claude Paul-Hus, FCMA





François Renaud, FCMA
President-Executive Director of
the Order and Secretary of the Board

Report of the activities of the Board and the Executive Committee

Under the *Professional Code*, the Board of Directors is responsible for the overall administration of the affairs of the Order. It oversees the application of the provisions of the *Professional Code* and related regulations. The Board exercises all the rights, powers and prerogatives of the Order, except those within the competence of its members at the General Meeting. The Executive Committee handles the day-to-day administration of the Order's affairs and exercises all the powers delegated to it by the Board, except those powers that the Board is required by regulation to exercise itself.

The Chair of the Board, Claude Paul-Hus, FCMA, was elected by the members of the Board and began his duties at the meeting of the Board held just before the Annual General Meeting of the Order on June 14, 2008. The next Annual General Meeting, where this report should be tabled, is scheduled for June 6, 2009.

Meetings in 2008-2009

During the fiscal year ended March 31, 2009, the Board of the Order held seven meetings, including one extraordinary meeting. The Executive Committee held fourteen meetings, including five extraordinary meetings.

To achieve its vision and mission, the Order is following a solid strategic plan it adopted in January 2008, at the end of a major strategic renewal process. Thus, the major issues identified in our strategic plan (ensuring excellence in future generations, improvement of competencies and brand development) framed the various actions and initiatives undertaken last year, as well as the implementation of the three-year budget scenario and the Information Systems Master Plan for 2008-2011.

The review of the organizational structure of the Order and its staff plan, the spectacular increase in candidates to the profession, labour mobility, the renewed accreditation of many undergraduate programs leading directly to the CMA accreditation process, the review of the graduate programs recognized by the Order that integrate the CMA Strategic Leadership Program, information security management, the protection of the public, as well as the drafting of regulations related to public accountancy are some of the main topics that appeared on the agenda.



The 2008-2009 Executive Committee: (seated) Claude Paul-Hus, FCMA, and Diane Pilote ; (standing) Charles Auger, FCMA, Jean Belhumeur, FCMA, Marie-Andrée Giroux, CMA, and François Renaud, FCMA.

Many decisions were also made concerning professional affairs, public affairs, access to the profession, governance and administrative affairs, as well as relations with CMA Canada. Below are the main resolutions and positions adopted during 2008-2009 as concerns these five areas.

Professional affairs

- Adoption by the National Assembly, within the framework of Bill 64, *An Act to amend the Act respecting the Autorité des marchés financiers and other legislative provisions*, of all amendments made for the purposes of consistency that were proposed by the Order. Thus, since the CMAs now have the possibility of practicing public accountancy, the Order is authorized, like the two other accounting orders, to sign agreements with the Autorité des marchés financiers and the Canadian Public Accountancy Board, according to which its members may share information with these two supervisory organizations in an effort to better protect the public.
- Adoption of various initiatives or resolutions pertaining to the public accountancy issue and drafting of related regulations.
- As part of the consultation conducted by the Office des professions on the possibility of making compilation engagements an activity reserved for accounting professionals alone, the Board expressed opposition to the project presented by the Office. Although the Order is pleased by the intention of the lawmakers, it actually completely disagrees with the inclusion of compilation engagements in the definition of public accountancy, which should include only professional activities associated with a degree of assurance for third parties, which is not the case with compilation engagements. The Order is also opposed to the legislative platform selected by the Office des professions, which is the *Chartered Accountants Act*. Out of concern for equity between the orders and transparency for the public, the Order believes that any new professional activity that is reserved for the three accounting groups should be governed by the *Professional Code* and not by the particular law of one of the three orders concerned.
- Implementation of the provisions provided in paragraphs *q* and *r* of section 94 of the *Professional Code* respecting “permits for permits” and special permits. Thus, on July 24, 2008, the *Regulation respecting legal authorizations to practice as a certified management accountant outside Québec that give access to the permit issued by the CMA Order* came into force.
- Consideration of the various impacts and follow ups that should be provided with respect to the adoption of Bill 75, *An Act to amend the Professional Code and other legislative provisions*.
- Various recommendations given to the Office des professions du Québec specifically concerning the *Regulation respecting the annual reports of professional orders*, the draft agreement between Quebec and France on professional mobility, the draft amendment of Chapter 7 of the *Agreement on Internal Trade* (AIT) concerning work force mobility, the new Quebec-Ontario economic space and the evaluation of members on the Order’s Board of Directors appointed by the Office des professions.
- Recommendation made to the Quebec Interprofessional Council within the context of consultations specifically concerning the professional order membership dues used to fund the Office des professions du Québec for 2008-2009, the Conference of Rectors and Principals of Quebec Universities (CREPUQ) plan to evaluate the suitability of proposed programs, the report on the implementation of the *Lobbying Transparency and Ethics Act*, the draft amendment of Chapter 7 of the *Agreement on Internal Trade* (AIT) concerning work force mobility, Bill 75, *An Act to amend the Professional Code and other legislative provisions* and the plan to celebrate the 35th anniversary of the coming into force of the *Professional Code*.
- Adoption by the Executive Committee of resolutions authorizing lawsuits in the Court of Quebec for unlawful use of the CMA designation, claiming the penalties provided by law, against the following five people:
 Valérie Fournier
 Haroon Rawalia
 Howard Sholzberg
 Driss Tissoudal
 Anne-Marie Tremblay

Since this was a subsequent offence by Mr. Tissoudal, the Order has asked the Attorney General for authorization to apply to the Superior Court for an injunction enjoining him to cease his unlawful use of the CMA designation, which was granted to it on November 24, 2008.

In addition, last year, the Superior Court found Patrick Miville-Deschênes guilty of unlawful use of the CMA designation and fined him \$7,500.

Four investigations have been conducted and there has been no judgement acquitting a respondent.



The seven new members of the Fellows' Council who promote the influence of the profession in Quebec: Jean Belhumeur, FCMA, Bernard Boutin, FCMA, Mario Côté, FCMA, Alain Dumont, FCMA, Jean-François Lasnier, FCMA, Gilles Noël, FCMA, and Yves Pelletier, FCMA.

- ▷ Approval by the Board of Directors of the candidacies of seven members of the Order for the title of Fellow (FCMA) for 2008-2009: Jean Belhumeur, Bernard Boutin, Mario Côté, Alain Dumont, Jean-François Lasnier, Gilles Noël and Yves Pelletier.
- ▷ Approval by the Board of Directors of the General Surveillance Plan of the Certified Management Accountant Profession for 2008-2009.
- ▷ Appointment by the Executive Committee of an expert for complaint file no. S-259 of the Office of the Syndic.

Public affairs

- ▷ Review of the Order's scholarship and merit scholarship programs in order to take into account the recent update of the accreditation process, the adjustments made to the nature and order of national examinations and the forthcoming institution of the CMA Public Accounting Examination. The changes made to various scholarship and merit scholarship programs are specifically intended to increase their scope, in terms of both recognizing and promoting excellence.
- ▷ Presentation of two management accounting research fellowships for \$3,000 each to Maude Amiot-Tremblay, of Université Laval, and Steve Thellend, of HEC Montréal, both enrolled in graduate programs.
- ▷ Awarding of 21 merit scholarships for \$1,000 each to candidates to the CMA profession who completed their undergraduate program at a university partner of the Order with a grade point average of 85% (3.65/4.3) or higher.
- ▷ Awarding of 27 CEGEP scholarships for \$500 each to students who intend to enroll in a full-time bachelor of management sciences program at a Quebec university and choose the CMA profession.
- ▷ Choice of Eric Laflamme, FCMA, President and Chief Operating Officer, Specialized Packaging Group LP, as Honorary President of the 2009 CMA Graduation Ceremony.
- ▷ Nomination of Alphonse M. Galluccio, FCMA, for the Mérite award of the Quebec Interprofessional Council for 2008-2009.
- ▷ Signing of a partnership agreement with *Revue Gestion*, according to which the *Revue* is accessible to all members and candidates to the profession through the Order's Web site.
- ▷ Organization of the Order's major annual events: the Vision Management symposium "Can the private sector outperform the public sector?" (November 12, 2008), the CMA Graduation Ceremony (March 21, 2009), the Annual General Meeting and Gala of Appreciation (June 14, 2008), the annual meeting of the Fellows' Council (August 22, 2008) and the CMA Student Congress (March 27 to 29, 2009).

The elite of the next generation of CMAs

The Order's 21 scholarship winners who finished their undergraduate program with an average of at least 85% form the elite of the next generation of CMAs.

HEC Montréal

Michael Arbour
Stéphanie Brouillette
Valérie Gagné-Rousseau
Marie-Eve Ménard
Camil Tremblay

Concordia University

Fabien Desormeau

Université de Sherbrooke

Tommy Vachon

Université Laval

Daniel Lachance
Hubert Lavigne-Chouinard

Université du Québec à Chicoutimi

Jean-Vincent Dorais

Université du Québec à Montréal

Sandie Brown
Catherine Laroche
Sébastien Paquet
Philippe Thériault

Université du Québec à Trois-Rivières

Catherine Gauthier
Catherine Lemyre
Jean-Luc Pariseau

Université du Québec à Rimouski

Alexandra Simard

Université du Québec en Outaouais

Brigitte Couture
Sean Sheehan
Pierluc St-Jacques

- ▷ Participation of the Order and its executives in various bodies:
 - > member of the Task Force on Quebec SME Governance chaired by Michel Audet, former Quebec Minister of Finance, and created by the Institute for Governance of Private and Public Organizations;
 - > partner of the Institute of Corporate Directors;
 - > partner of the *Collège des administrateurs de sociétés* of Université Laval;
 - > member of the campaign cabinet of the *Fondation de l'Université du Québec en Outaouais*;
 - > participation in the Board of Governors and the Board of Directors of the *Mouvement québécois de la qualité* (MQQ);
 - > partner and member of the board of directors of the Quebec Entrepreneurship Contest.
- ▷ Ceremonies held on the occasion of the accreditation or renewed accreditation of the programs of various universities leading directly to the CMA accreditation process:
 - > Université du Québec en Abitibi-Témiscamingue (April 25, 2008)
 - > Université du Québec en Outaouais (December 5, 2008)
 - > Université du Québec à Montréal (January 7, 2009)
 - > John Molson School of Business – Concordia University (January 8, 2009)
 - > Université du Québec à Chicoutimi (February 6, 2009)
- ▷ Signing of an amended memorandum of understanding with HEC Montréal concerning the integration of the CMA Strategic Leadership Program (SLP) as part of the Master's of Science (M.Sc.) program, Management Control option. This memorandum of understanding replaces the one signed on March 19, 1998 and reflects certain changes made by HEC Montréal to its master's program.



A newcomer to the group of universities whose programs are accredited by CMA Canada, Concordia University is also the first English-language university in Quebec to do so. In attendance at the ceremony that celebrated this event (from left to right), President and Chief Executive Officer of CMA Canada, Steve F. Vieweg, FCMA, President and Vice Chancellor of Concordia University, Judith Woodsworth, President-Executive Director of the Order, François Renaud, FCMA, and Dean of the John Molson School of Business, Sanjay Sharma.

- ▷ Participation in various selection juries:
 - > *Grands Prix québécois de la qualité*;
 - > *Prix Relève d'Excellence of the Réseau HEC Montréal*;
 - > Quebec Entrepreneurship Contest.
- ▷ Participation in various promotional activities:
 - > Annual Quebec Red Cross Gala (May 6, 2008);
 - > *Prix Relève d'excellence* ceremony of the HEC Montréal Network (May 13, 2008);
 - > Decimal Symposium (May 29 and 30, 2008);
 - > National and International Grand Prize Gala of the Quebec Entrepreneurship Contest (June 19, 2008);
 - > "Governance and Financial Markets in North America" Conference of the Institute of Corporate Directors (September 18 and 19, 2008);
 - > YWCA "Women of Distinction" Gala (September 24, 2008);
 - > Congress of the *Association de planification fiscale et financière* (October 7 to 9, 2008);
 - > Graduation ceremony of the *Collège des administrateurs de sociétés* of Université Laval (October 22, 2008);
 - > Awards ceremony of the *Grands Prix québécois de la qualité* attended by Premier Jean Charest (October 24, 2008);
 - > MBA of the Year Gala of the *Association des MBA du Québec* (October 24, 2008).
 - > *Prix Performance* Gala of the School of Management Sciences of the Université du Québec à Montréal (November 4, 2008);
 - > Symposium of the syndic forum of the Quebec Interprofessional Council (February 19, 2009).



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Eric Laflamme, FCMA, President and Chief Operating Officer, Specialized Packaging Group LP, presiding over the 2009 CMA Graduation Ceremony.

Access to the profession

- ▶ Awarding by the Board of Directors of 339 new CMA permits.
- ▶ Striking by the Board of Directors of 105 persons from the membership roll of the Order due to death, resignation or non-payment of their 2008-2009 dues.
- ▶ Adoption by the Board of Directors and/or the Executive Committee of various resolutions concerning the membership roll and status changes.
- ▶ Approval by the Executive Committee of the results of Quebec candidates who sat for the CMA Entrance Examination in June and October 2008.
- ▶ Approval by the Executive Committee of the results of candidates who sat for the CMA Case Examination in May and August 2008. In the May session, whose results are statistically significant, the pass rate of Quebec candidates was 94.5%, while the pass rate of candidates in the rest of Canada was 91.2%.
- ▶ Adoption by the Board of Directors of a draft regulation respecting the public accountancy permit to be issued by the CMA Order, for the purposes of prepublication in the *Gazette officielle*.
- ▶ Adoption by the Board of Directors of a draft regulation amending the *CMA Code of Ethics*, for the purposes of prepublication in the *Gazette officielle*.
- ▶ Adoption by the Board of Directors of a draft regulation respecting the mandatory continuing education of certified management accountants of Quebec who hold a public accountancy permit, for the purposes of prepublication in the *Gazette officielle*.
- ▶ Approval by the Board of Directors and signature of a memorandum of understanding with the Université de Sherbrooke intended to update the one in force since 1999 concerning the integration of the CMA Strategic Leadership Program (SLP) in a Master of Business Administration. The amendment of the memorandum is essentially intended to reflect the adjustments made by the Université to its Master of Business Administration (MBA) program for management accountants. Under this new memorandum, the Université agrees to recognize the prior learning of anyone who has successfully completed the SLP and wishes to begin the MBA program, which could make it possible to obtain up to 17 equivalence credits in the program.

In memoriam

Nine CMAs, including two Fellows, left us last year.

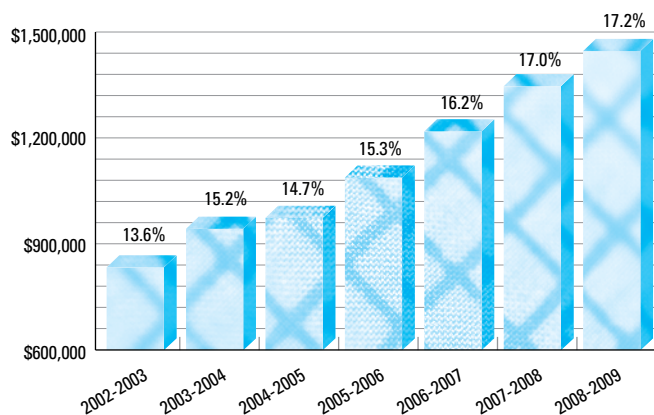
Gianfranco Arciresi	Nelson Michaud
Jean-Robert Nadeau	Robert J. Moreault
(FCMA)	Pierre B. Morin
Jean-Paul Langevin	Denis Rivest
Roger Lefrançois (FCMA)	Léon Talbot

- ▶ Adoption by the Board of Directors of a memorandum of understanding with UQAM School of Management that formalizes the integration of the CMA Strategic Leadership Program in the Master's of Accounting, Controls and Audit (M.Sc.). The memorandum signed in 1997 had to be amended due to certain changes made by UQAM to the profile of its master's program.
- ▶ Adoption by the Board of Directors of the report of the Education Committee from March 2009 concerning the review of the situation of the CMA pathways associated with graduate programs. Under the policy adopted by the Order in March 1997, the CMA Strategic Leadership Program (SLP) is integrated in five of these programs. This is the sixth report of the Committee, which makes seven recommendations that have also been approved by the Board.
- ▶ Adoption by the Board of Directors of a draft memorandum of understanding with the Université du Québec à Rimouski intended to offer the CMA-MBA Executive Program in the greater Quebec City region starting in the fall of 2009.

Governance and administrative affairs

- ▷ Dissolution by the Board of Directors of the Steering Committee of the CMA Observatory of Management Accounting Practices. The monitoring role, which was assumed up until then by the Observatory, has been transferred to the Task Force on the Reengineering of the Accounting Profession, which is now called the Task Force on Monitoring and Reengineering the Accounting Profession.
- ▷ Adoption by the Board of Directors of a new organizational structure and a new staff plan intended to make it easier for the Order to achieve the objectives set out in its Three-Year Strategic Plan and Information Systems Master Plan. Refocusing certain activities and redistributing responsibilities ultimately led to the combination of two Vice President positions as well as various adjustments to the tasks and titles of several staff members and resulted in the creation of three full-time positions, which brings the number of staff at the Order from 30 to 33.
- ▷ Following the trend toward environmental protection, the Board of the Order has methodically analyzed its processes and developed a mixed solution for access to session documentation. In other words, since the fall of 2008, only materials associated with the topics discussed and decisions to be made are sent on a paper version, while the rest of the documentation is sent electronically to members of the Board, all in an effort to minimize costs and reduce the environmental impact as much as possible.
- ▷ Adoption by the Board of Directors of a policy respecting information security. After completing an audit of the information security function at the Order, which made it possible to diagnose the situation, a target end date has been set and a three-year action plan, whose first phase is precisely the adoption of a management policy, was developed as a result. Since information is one of the main assets of the Order, with this policy, the Board recognizes the importance of ensuring that everything is done to protect its integrity.
- ▷ Appointment by the Board of Directors of three members of the Order to the Board of Directors of the CMA Order Foundation, including Josée De La Durantaye, FCMA, Michel Verreault, FCMA, and Alphonse M. Galluccio, FCMA.
- ▷ In the wake of the adoption of Bill 75, *An Act to amend the Professional Code and other legislative provisions*, it has been agreed that the Board of Directors and Executive Committee of the Order should be kept at their current size and no limit should be imposed on the number of terms of elected directors.
- ▷ Appointment by the Board of Directors of the bankers for the Order for 2008-2009.
- ▷ Adoption by the Board of Directors of a revised budget for 2008-2009 projecting an operating surplus of \$100,000 and approval of a revised capital budget of \$440,000 for 2008-2009.

Changes in the equity of CMA members



- ▷ Approval by the Executive Committee of a 50% reduction in annual dues, under the policy to reduce the dues of specific categories of members. Reductions were granted to 230 members during 2008-2009.
- ▷ Approval by the Executive Committee of the French and English versions of the 2009 Annual Declaration and Dues Notice.
- ▷ Appointment by the Board of Directors of six scrutineers for the elections of directors of the Order for 2009-2010, as provided in section 74 of the *Professional Code* and the regulations of the Order.
- ▷ Adoption by the Board of Directors of a three-year budget scenario for 2009-2012, which is based on the assumption that membership will reach over 10,000 members and candidates to the profession at the beginning of 2012.

- ▷ Approval by the Executive Committee of a plan to review the CMA Canada Pension Plan in an effort to update the Order's employee plan and those of the other provincial organizations in light of changes made in various Canadian provinces.
- ▷ Adoption by the Board of Directors of the objectives of the balanced scorecard for 2009-2010.
- ▷ Adoption by the Board of Directors of budgetary forecasts for 2009-2010, including a target budget surplus of \$130,000. More than 50% of the financial resources of the Order will be devoted next year to achieving the objectives of the 2008-2011 Strategic Plan.
- ▷ Adoption by the Board of Directors of a capital budget of \$285,000 for 2009-2010, a budget essentially associated with carrying out the Information Systems Master Plan in the 2008-2011 period.

Relations with CMA Canada

- ▷ Positions taken on various items on the agenda of the meetings of the CMA Canada Board of Directors, the Board of Chairs and the Competency Development Committee.
- ▷ Participation in various national task forces on the future of the profession and management of the CMA brand:
 - > task force on the strategic alliance project with the certified management consultants (CMC);
 - > task force on the CMA Canada international development strategy review;
 - > task force on the CMA Canada strategic plan.
- ▷ Collaboration in the implementation of the CMA Canada Strategic Plan.
- ▷ Holding of training sessions in French and English on various subjects related to the CMA Competency Map for members of the Order.
- ▷ Proposal of Richard Fontaine, CMA, to sit on the Competency Development Committee of CMA Canada.

- ▷ Awarding of the National Recognition Award of CMA Canada, Employer category, to Pratt & Whitney.
- ▷ Representations concerning the CMA Strategic Leadership Program, particularly with respect to the appropriateness of changing the program evaluation method.
- ▷ Adoption of new national guidelines concerning the pass rate on qualification examinations and governance of the national correction process.
- ▷ Various representations concerning bilingualism and the place of French within the services and communications of CMA Canada.
- ▷ Collaboration in the signing of a mutual recognition agreement between CMA Canada and CPA Australia on the training programs offered by each of the organizations.
- ▷ Participation in the work and orientations of the CMA International Centre for Studies of Business Processes at HEC Montréal.
- ▷ Communication of various recommendations and positions on the following issues:
 - > national institutional advertising campaign based on the concept of creative accountants;
 - > CMA Canada's accreditation process for university accounting programs;
 - > CMA Canada's international strategy.
- ▷ Representation concerning the 2009-2010 financial plan of CMA Canada.

François Renaud, FCMA
President-Executive Director



Committee Reports

Education Committee

The Education Committee is an advisory committee created under Section 184 of the Professional Code and assigned to examine, while respecting the respective and complementary competencies of the Order, the universities and the Minister of Education, issues related to the quality of the education of certified management accountants. Quality of education can be understood to mean education that adequately covers the professional skills required to practice the profession of certified management accountant.

As part of the role entrusted to it, the Committee developed a work plan in which all components of the education and accreditation process of the Order are scheduled for review in the coming years. To date, i.e. since September 2002, the Committee has filed six reports with the Board of Directors. These reports discussed the CMA Strategic Leadership Program, undergraduate programs leading to the CMA accreditation process, the CMA Entrance Examination, the practical work experience, the CMA and CMA-MBA Executive Programs, and finally, the alternative pathways giving access to the CMA permit.

During 2008-2009, the Education Committee held four meetings that allowed it to complete its evaluation of the situation concerning the alternative pathways.

During its meeting in March 2009, the Board of the Order reviewed the sixth report of the Education Committee entitled "Review of the situation concerning the alternative pathways giving access to the CMA permit". The report, which required 16 months of work, is accompanied by seven recommendations that mainly concern the promotion of the five graduate programs leading to the CMA designation and collaboration between the Order and its university partners.

When adopting the Education Committee's report, the Board asked the Executive Committee to ensure that the appropriate follow up would be given to it, particularly by making sure that its observations and recommendations would be implemented as soon as possible.

Next year, the Committee plans to begin an examination and review of CMA Canada's accreditation standards for university programs and a review of the regulations respecting diploma and training equivalence. Of course, the Committee also intends to consider any potential issues about the quality of the education received by certified management accountants.

Marie-Andrée Caron, FCMA
Committee Chair



Equivalence Evaluation Committee

The Equivalence Evaluation Committee was created under section 93 (c.1) of the *Professional Code*. It is assigned to study diploma and training equivalence requests and decide on them.

The Committee must evaluate the prior learning of anyone who has a Canadian or foreign diploma in accounting or any other management-related field and wishes to begin the CMA accreditation process. The Committee decides which training program must be completed, where applicable, so that applicants attain a level of knowledge and ability equal to that of a holder of a diploma recognized by regulation and that corresponds to the current level of education programs. Thus, the Committee ensures that anyone who begins the CMA accreditation process will have first completed a training program that complies with the *CMA Competency Map*.

In accordance with the regulations governing requests for diploma and training equivalence, candidates may request a review by another body within 30 days of a decision rendered by the Equivalence Evaluation Committee. This appeal body has a period of 60 days from the receipt of the review request to issue its final verdict. In order to be efficient and meet this deadline, the Executive Committee of the Order is the body in charge of reviewing and deciding on review requests.

It should be noted that since no diploma or title issued outside Quebec and Canada can attest to training and competencies that are perfectly equivalent to those required to practice the CMA profession,

all diploma equivalence requests submitted to the Order are treated as training equivalence requests. As a result, no equivalence requests for diplomas issued outside Quebec or Canada have been accepted or rejected, either fully or partially.

However, according to the *Regulation respecting legal authorizations to practice as a certified management accountant outside Québec that give access to the permit issued by the Ordre professionnel des comptables en management accrédités du Québec*, those who are legally authorized to practice the CMA profession outside Quebec but within Canada do not have to submit a diploma equivalence request in order to obtain a permit to practice the profession in Quebec.

In an effort to facilitate the recognition of diploma, and more specifically, training equivalence, the Order will definitely continue to improve the module it developed with the help of the Ministère de l'Immigration et des Communautés culturelles, which is intended to make access to the prior learning recognition process easier. During the year, 69 people used the on-line module on the Order's site to request an assessment of their file.

Marie-Andrée Caron, FCMA
Committee Chair

Breakdown of requests for recognition of training equivalence

	Training acquired outside Canada	Training acquired in Canada outside Quebec	Training acquired in Quebec	Total
Requests received	69	1	101	171
Requests that were not the subject of a decision at the end of the period	0	0	0	0
Fully accepted requests	0	0	0	0
Partially accepted requests specifying the training that must be acquired	69	1	101	171
Partially accepted requests not specifying the training that must be acquired	0	0	0	0
Rejected requests	0	0	0	0

Professional Inspection Committee

Under the *Professional Code*, the mission of the Professional Inspection Committee is to supervise the practice of the profession by inspecting the records, books, registers and facilities of CMA members. The Annual General Surveillance Plan carried out by the Committee is intended to maintain high standards for the profession and ensure that CMA members offer services of the highest quality to the public. To carry out its mission, the Committee is formed by a steady team of nine inspectors.

During fiscal 2008-2009, the Committee held four meetings.

► Objectives of the General Surveillance Plan of the Profession


The 2008-2009 Surveillance Plan of the Profession planned 57 inspection visits to members in public practice. It also provided that candidates to be inspected would be selected on the basis of a representative regional breakdown and that the following criteria would also be taken into consideration:

- > priority given to members in public practice who are self-employed;
- > members who have not been inspected in 4 or more years;
- > salaried members in public practice;
- > any other member whom the Committee may feel appropriate to inspect.

► Activity report

The main activities of the Professional Inspection Committee are summarized in the table below.

	2008-2009	2007-2008
Members inspected during the year		
Montreal Chapter	39	36
Quebec Chapter	10	8
Central Quebec Chapter	8	5
Outaouais Chapter	3	5
Eastern Townships Chapter	3	3
Eastern Quebec Regional Council	3	2
Saguenay-Lac-Saint-Jean Chapter	3	2
Total	69	61
Members inspected as part of the five or four-year surveillance plan	43	31
Members inspected for the first time	26	30
Total	69	61
Reports prepared after an inspection visit	69	61
Members satisfying the standards	55 (79.7%)	48 (78.7%)
Members inspected as part of the five or four-year plan	32 (74.4%)	25 (80.6%)
Members inspected for the first time	23 (88.5%)	23 (76.7%)
Members who were the subject of recommendations to the Board of Directors	0	0
Members subject to refresher training without limitations to their right to practice	0	0
Members subject to refresher training including supervision	0	0
Special investigations underway	1	0
Reports to the Office of the Syndic	1	0



The inspectors met with members in public practice both full time and part time. Once again, the comments of the inspected members were positive, confirming the constructive and proactive approach used by the Order. The inspected members were very open to the recommendations, suggestions and advice offered by the Order's inspectors and willingly acknowledged that this procedure can only improve their practice.

▷ **Other activities**

During the year, the Committee began the transition to a three-year plan, decreasing the professional inspection cycle from five to four years. Keep in mind that starting in 2010-2011, the inspection cycle will be reduced to three years in an effort to improve the effectiveness and scope of the surveillance plan of the Order.

Furthermore, within the framework of activities to support and improve the skills of members, inspectors answered the questions of 12 members during the fiscal year.

The Committee kept abreast of all opportunities to improve inspection tools and member support. Thus, it completed the review of the Handbook for Members in Public Practice, available since fall 2008. Furthermore, the professional inspection questionnaire was entirely redesigned in order to bring it up to date with the current reality of public practice.

▷ **Professional liability insurance**

There are currently 558 members in public practice: 454 full-time and 104 part-time. Of these members in public practice, 397 took out liability insurance from various insurers and 161 are covered by liability insurance held by their employer.

The amount of coverage must be at least \$250,000 per claim and \$500,000 for all claims against a member during the period of coverage.

In the case of a partnership of members, the amount of coverage per claim and for all claims must be at least \$250,000 multiplied by the number of partner members or employees of the partnership up to \$1,000,000 per period of coverage. The same applies for members who employ other members.

Mario Gamelin, CMA
Committee Chair

Office of the Syndic

The Office of the Syndic is assigned to investigate complaints received against CMAs who may have violated the *Professional Code*, the *CMA Code of Ethics* and the Order's bylaws. The syndic is supported in this role by three assistant syndics.

During 2008-2009, 22 cases, involving 20 members, were opened. In 6 of the cases that were dealt with, the Office of the Syndic decided to file a complaint before the Disciplinary Council, while in 12 other cases, it decided that there was no basis for filing a complaint. None of the cases were settled by conciliation by the Office of the Syndic. At the end of the period, 17 cases are still under review.

Furthermore, 48 requests for information on ethics, advertising and the professional practice of CMAs were addressed to the Office of the Syndic, by telephone or e-mail.

► Conciliation and arbitration of accounts

There has been no activity concerning conciliation and arbitration of accounts and as a result, no arbitration board was formed.

Luc Godin, CMA
Syndic

Review Committee

Created in accordance with section 123.3 of the *Professional Code*, the Review Committee is assigned to review the Office of the Syndic's decision not to file a complaint concerning a member before the Disciplinary Council, upon request by a complainant.

The Review Committee must render an opinion after reviewing the whole case and all evidence submitted by the Office of the Syndic and hearing, if the Committee deems it necessary, the Syndic or the Assistant Syndic as well as the person who requested the enquiry.

During fiscal 2008-2009, the Committee met once. It received a total of 3 review requests, which were presented within the period of time required by law. In one of these complaints, the Committee maintained the decision of the Office of the Syndic not to file a complaint. The Committee will meet later to render an opinion in the other two cases.

Christiane Martinez
Committee Secretary

Disciplinary Council

The Disciplinary Council, constituted under section 116 of the *Professional Code*, is assigned to hear all complaints brought against individuals who may have violated the provisions of the *Professional Code*, the *CMA Code of Ethics* or the Order's bylaws while they were members. The Disciplinary Council sits in divisions made up of a chair, an attorney appointed by the government, and two members of the CMA profession appointed by the Board of Directors.

During fiscal 2008-2009, the Council held 10 hearings. Seven complaints were filed and fully heard, including six from the syndic and one from an assistant syndic. The nature of each of these complaints was the following:

- ① Fraud. Transmission of false or misleading information to third parties. Solicitation and receipt of major sums of money from the public through a number of legal entities under his control and authority.
- ② Fraud. Transmission of false or misleading information to third parties. Solicitation and receipt of major sums of money from the public through a number of legal entities under the control and authority of his employer and with his employer's collusion.
- ③ Conflict of interest and direct communication with a complainant.
- ④ Practice of the profession not in compliance with generally accepted accounting principles.
- ⑤ Lack of care in recordkeeping and dealings with his client. Failure to submit documents to his client. Failure to conform to generally accepted accounting principles.
- ⑥ False declarations made to the CMA Order, leading it to wrongly believe that he qualified as a retired member.
- ⑦ Misappropriation of a sum of money without authorization and to his own benefit. Manipulation of the accounting records.

The Disciplinary Council rendered 9 decisions, including 8 within a period of 90 days. It delivered the following verdicts:

	Number of cases
Respondent found guilty	6
Verdicts on guilt	
Fines	2
Striking from the membership roll	4
Revocation	1

During fiscal 2008-2009, one decision made by the Disciplinary Council and appealed to the Professional Tribunal was the subject of a decision by the latter. Furthermore, no cases were recommended to the Board of Directors, which rendered no decisions as a result of a recommendation.

Mtre. Pierre Linteau
Committee Chair

Membership roll and other information

Members

L'Ordre des comptables en management accrédités du Québec had 7,442 members as at March 31, 2009, representing an increase of 251 (3.5%) members since the beginning of the year. The increase in members is explained as follows:

	2008-2009	2007-2008
Members at the beginning of the year	7,191	6,913
Registrations on the Membership Roll		
New permits	339	370
Members from outside of Quebec	12	7
Reinstatements of members	29	380 *
		15 392
Struck from the Membership Roll		
Deaths	(9)	(20)
Resignations	(52)	(32)
Non payment of annual dues	(44)	(31)
Discipline	(2)	(2)
Transfers outside of Quebec	(22)	(129)
		(29) (114)
Members at the end of the year	7,442 **	7,191

Distribution of members by region

	2008-2009		2007-2008	
	%	Number	%	Number
Bas-Saint-Laurent	1.2	93	1.2	85
Saguenay-Lac-Saint-Jean	2.6	193	2.6	184
Capitale-Nationale	9.8	733	9.8	707
Mauricie	2.6	195	2.6	189
Estrie	3.6	269	3.6	256
Montréal	22.1	1,643	22.7	1,631
Outaouais	4.5	332	4.4	318
Abitibi-Témiscamingue	0.8	62	0.7	54
Côte-Nord	0.4	32	0.4	32
Nord-du-Québec	0.1	5	0.1	4
Gaspésie-Îles-de-la-Madeleine	0.2	15	0.2	13
Chaudière-Appalaches	5.0	368	5.0	360
Laval	6.2	465	6.2	443
Lanaudière	3.8	286	3.7	269
Laurentides	5.7	420	5.7	408
Montréal	23.1	1,718	23.0	1,651
Centre-du-Québec	3.0	220	3.0	218
Outside of Quebec	5.3	393	5.1	369
Total members	100.0	7,442	100.0	7,191

Distribution of members according to sex

	2008-2009		2007-2008	
	%	Number	%	Number
Men	58.7	4,366	59.4	4,270
Women	41.3	3,076	40.6	2,921
	100.0	7,442	100.0	7,191

*Of total registrations on the Membership Roll, 364 were based on a diploma determined in application of the first paragraph of section 184 of the *Professional Code*, and all of these were accepted. Furthermore, 42 requests based on the recognition of equivalence of training were received and all were accepted.

**Total membership as of March 31, 2009 includes 29 temporary permits granted under Section 37 of the *Charter of the French language*, whereas total members as of March 31, 2008 included 27. During fiscal 2008-2009, 16 new requests for temporary permits under the *Charter* were received and all were granted.

Candidates to the profession

As at March 31, 2009 a total of 1,780 candidates to the profession were registered with the Order, representing an increase of 136 (8.3%) candidates since the beginning of the year. The increase in membership is explained as follows:

	2008-2009		2007-2008	
Candidates at the beginning of the year	1,644		1,644	
Registrations on the Candidates' Roll				
Recruiting of new candidates	610		489	
Reinstatements of candidates	22		26	
Candidates from outside of Quebec	8	640	12	527
Struck from the Candidates' Roll				
Admissions as CMA members	(339)		(370)	
Resignations	(49)		(35)	
Revocation of registration	(17)		(18)	
Non payment of annual dues	(85)		(94)	
Transfers outside of Quebec	(14)	(504)	(10)	(527)
Candidates at the end of the year	1,780		1,644	

Changes in the number of members and candidates to the profession

	Members	Candidates	Total
2002-2003	5,695	1,951	7,646
2003-2004	6,069	1,855	7,924
2004-2005	6,366	1,847	8,213
2005-2006	6,620	1,746	8,366
2006-2007	6,913	1,644	8,557
2007-2008	7,191	1,644	8,835
2008-2009	7,442	1,780	9,222

Breakdown of members and candidates as a function of annual dues for the year ending March 31, 2009

	Number	Dues
Member	5,849	\$690
Member in particular situation (teacher, full-time student, affected by a serious disease, on family leave, unemployed)	433	\$345
Member residing outside of Canada	130	\$625
Member in public practice	565	\$790
Retired member	465	\$125
	7,442	
Newly registered candidate	592	\$0
Active candidate (CMA Strategic Leadership Program or CMA /CMA-MBA programs)	750	\$0
Regular candidate (not yet begun the accreditation process)	140	\$150
Candidate in particular situation (trainee, registered in a graduate program recognized by the Order, process interrupted)	215	\$345
Candidate satisfying the requirements for obtaining the designation	26	\$690
Senior candidate	57	\$690
	1,780	

Dues were payable on February 1, 2008.

Board of directors and committees

Board of directors 2008-2009 *

Executive Committee

Chair of the Board

Claude Paul-Hus, FCMA
Montreal

President-Executive

Director
François Renauld, FCMA

Vice President

Jean Belhumeur, FCMA
Montreal

Treasurer

Marie-Andrée Giroux, CMA
Capitale-Nationale

Elected director

Charles Auger, FCMA
Montreal

Director appointed
by the Office des
professions du Québec
Diane Pilotte

Other elected directors

Denis Asselin, FCMA
Montreal

Joanne Couture, FCMA
Montréal

Annie Demers, CMA
Capitale-Nationale

Lydia D'Errico, CMA
Montreal

René Garneau, FCMA (from
November 29, 2008)

Mauricie

Danielle Harvey, CMA
Capitale-Nationale

Nathalie Houle, CMA
Capitale-Nationale

Stéphane Julien, CMA
Saguenay-Lac-Saint-Jean

Marlyne Laflamme, CMA
Montreal

Yves Landry, CMA
Montréal

Jean Lavoie, CMA
Montreal

Philippe Matte, CMA
Capitale-Nationale

Michel Milot, FCMA
Montreal

Caroline Moore, CMA
Outaouais

Rolland G. Morier, CMA
Montreal

Marrouane Nabih, CMA
(until September 2, 2008)

Mauricie

Lise Vigneux, CMA
Estrie

Directors appointed by
the Office des professions
du Québec
Nicole Pichette
Louis Renaud
Nelly Rodrigue

Chapter and regional council presidents

Central Quebec
Nancy Lemay, CMA

Eastern Quebec
Jimmy Gagné, CMA

Eastern Townships
Vincent Perron, CMA

Montreal

Robert Landry, CMA

Outaouais

Jean-Charles Parisé, CMA

Quebec

Luc Richard, CMA

Saguenay-Lac-Saint-Jean

Steeve Néron, CMA

Standing committees and task forces

Coordination Committee of Elections to the Board

President

Claude Paul-Hus, FCMA

Secretary

François Renauld, FCMA

Other member

Isabelle F. LeBlanc

Disciplinary Council

President

Pierre Linteau

Secretary

Christiane Martinez

Other members

John W. Babiak, FCMA

Laurent-André Bergeron, FCMA

Jean-Marie Bérubé, FCMA

Sylvie Deslauriers, FCMA

Yvan Duchesne, FCMA

Marielle Hébert, FCMA

Gérald Houle, FCMA

Louiselle Paquin, FCMA

Education and Accreditation Committee

President

Marie-Andrée Caron, FCMA

Vice President

Eduardo Schiehl, CMA

Secretary

Steeve Massicotte, CMA

University representatives

Fodil Adjaoud, CMA

Michel Blanchette, FCMA

Jules Bouchard

Mario Côté, FCMA

Sylvie Deslauriers, FCMA

Donald Drury, CMA

Mark Gande, CMA

Trevor Hagyard, CMA

Jean-François Henri, CMA

Sylvain Houle, CMA

Rachid Khali, CMA

Alexander Mersereau, FCMA

Daniel Tremblay

Education Committee

Members of the Order

Marie-Andrée Caron, FCMA,

President

Eduardo Schiehl, CMA, Vice

President

Members appointed by the

Conférence des recteurs

et des principaux des

universités du Québec

Mario Côté, FCMA

Maurice Rossin-Arthiat, CMA

Member appointed by
the Minister of Education
Vincent Peticlerc

Secretary

Steeve Massicotte, CMA

Review Committee

Maryse Beaudin, FCMA

Jacques Côté, FCMA

Josée De La Durantaye, FCMA

Nicole Pichette

Louis Renaud

Secretary

Christiane Martinez

Resources Committee

President

Yves Landry, CMA

Vice President

Denis Asselin, FCMA

Treasurer

Marie-Andrée Giroux, CMA

Secretary

Josée Blanchard, CMA

Other member

Marlyne Laflamme, CMA

Selection, Evaluation and Remuneration Committee

Claude Paul-Hus, FCMA

Jean Belhumeur, FCMA

Equivalence Evaluation Committee

President

Marie-Andrée Caron, FCMA

Other members

Karine Blais, CMA

Steeve Massicotte, CMA

Board's Efficiency Evaluation Committee

President

Claude Paul-Hus, FCMA

Other members

Jean Belhumeur, FCMA

Isabelle F. LeBlanc

Diane Pilotte

François Renauld, FCMA

Professional Inspection Committee

President

Mario Gamelin, CMA

Vice President

Nadine Pelletier CMA

Secretary

Karine Blais, CMA

Other members

Stéphane Beaudoin, CMA

Réjean Champagne, CMA

Hubert Laberge, CMA

Yves A. Ménard, CMA

Jacques Rioux, CMA

Martin Taillon, CMA

Tony Waked, CMA

Fellows' Council

President

Louiselle Paquin, FCMA

Vice President

Josée De La Durantaye, FCMA

Secretary

François Renauld, FCMA

Member of the

Executive Committee

Alphonse M. Galluccio, FCMA

Fellows' Selection Committee

President

Dominique Derome, FCMA

Secretary

François Renauld, FCMA

Other members

Charles Auger, FCMA

Michel Milot, FCMA

Louiselle Paquin, FCMA

Andrée Perreault, FCMA

Task Force on the Monitor- ing and Reengineering of the Accounting Profession

President

Claude Paul-Hus, FCMA

Secretary

François Renauld, FCMA

Other members

Charles Auger, FCMA

Jean Belhumeur, FCMA

Nadi Chlala, FCMA

Josée De La Durantaye, FCMA

Dino Fuoco, FCMA

Alphonse M. Galluccio, FCMA

Mario Gamelin, CMA

René Garneau, FCMA

Marie-Andrée Giroux, CMA

Michel Milot, FCMA

Louiselle Paquin, FCMA

Serge Rémillard, FCMA

Michel Verreault, FCMA

Daniel Zbacnik, FCMA

2008 CMA Gala of Appreciation Judges' Panel

Sylvie Brousseau

Richard Désy, FCMA

Yves Landry, CMA

Office of the syndic

Syndic

Luc Godin, CMA

Assistant syndics

Pierre Carrier, FCMA

Sylvain Ménard, CMA

Members on the national and interprofessional committees

Representatives on the Board of Directors of CMA Canada

Jacques Côté, FCMA

Yasmin Rivera, CMA

Martin Taillon, CMA

Jean Teasdale

Michael Tinkler, FCMA

Member of the Council of Chairs of CMA Canada

Claude Paul-Hus, FCMA

Representatives on the Competency Development Committee of CMA Canada

Pierre Charron

Eduardo Schiehl, CMA

Members of the Research Foundation of CMA Canada

Pierre-Jean Dion, FCMA

Pierre Filiatrault

Representative on the Quebec Interprofessional Council

François Renauld, FCMA

Administrative staff

François Renauld, FCMA

President-Executive Director

Jean-François Lasnier, FCMA

Executive Vice President

Isabelle F. LeBlanc

Corporate Secretary and

Director, Legal Affairs

Josée Blanchard, CMA

Vice President, Administration

and Information Technology

Sylvie Brousseau

Vice President, Public Affairs

and Communication

(until September 17, 2008)

Marie-Claude Jacques

Vice President, Marketing

and Business Development

(until September 21, 2008)

Vice President, Marketing

and Communications

(from September 22, 2008)

Steeve Massicotte, CMA

Vice President, Education and

Quality

Mylène Bayard

Coordinator, Executive

Programs

Janie Bélanger

Coordinator, Pre-University

Market

(until May 30, 2008)

Lucie Bélanger

Counselor, Admission and

Quality

Karine Blais, CMA

Coordinator, Admission and

Quality

Ginette Bourbonnais

Coordinator, Texts and

Production

Isabelle Bourdeau, CMA

Coordinator, Accounting

Marjolaine Caya

Office Services and Reception

Clerk

Gilles Choquette

Webmaster

(from November 17, 2008)

Josée Cloutier

Administrative Assistant, Mar-

keting and Communications

(from March 16, 2009)

Alexandre Corriveau
Coordinator, Customer Service
(until July 18, 2008)

Pierrette De Quoy

Management responsibility for financial information, auditors' report and financial statements

To the members of the Ordre des comptables en management accrédités du Québec

Management is responsible for the preparation and presentation of the Order's consolidated financial statements and other information appearing in the annual report.

The Order's accounting system and its internal controls and processes have been designed to provide reasonable assurance regarding the reliability of financial reporting and information and the protection of assets against loss or unauthorized use.

Management is of the opinion that these financial statements were prepared in accordance with Canadian generally accepted accounting principles and within reasonable limits, take all material elements into account in the framework of the accounting standards mentioned in the notes to the financial statements.



Claude Paul-Hus, FCMA
Chair of the Board



François Renaud, FCMA
President-Executive Director

To the members of the Ordre des comptables en management accrédités du Québec

We have audited the consolidated statement of financial position of the Ordre des comptables en management accrédités du Québec as at March 31, 2009 and the consolidated statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Order's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Order as at March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

(Signed) BDO Dunwoody LLP
Chartered Accountants

Montreal, Quebec
April 20, 2009

CA auditor permit No. 12943

Consolidated Statement of Financial Position

March 31

2009

2008

Assets

Current

Cash	\$ 612,789	\$ 1,295,841
Short-term investments (Note 4)	5,762,937	4 521,909
Accounts receivable	353,219	262,924
Inventory, at cost	52,773	71,446
Prepaid expenses	423,035	449,955
	7,204,753	6,602,075

Capital assets (Note 5)

	861,237	739,680
	\$ 8,065,990	\$ 7,341,755

Liabilities and Net Assets

Current

Accounts payable and accrued liabilities	\$ 1,119,505	\$ 854,140
Sales taxes payable	528,961	494,201
Deferred revenue (Note 6)	4,934,683	4,613,755
	6,583,149	5,962,096

Net assets

Invested in capital assets	861,237	739,680
Unrestricted	621,604	639,979
	1,482,841	1,379,659
	\$ 8,065,990	\$ 7,341,755

On behalf of the Board

Claude Paul-Hus

Claude Paul-Hus, FCMA
Chair

Marie-Andrée Giroux

Marie-Andrée Giroux, CMA
Treasurer

Consolidated Statement of Operations

For the year ended March 31

2009

2008

Revenue (Schedule 1)

Annual membership dues	\$ 4,688,994	\$ 4,417,850
Education and quality	3,295,433	2,949,462
Marketing and communications	413,799	488,809
Administration and information technology	164,942	229,318
Protection of the public	52,432	42,662
	8,615,600	8,128,101

Expenditures (Schedule 2)

Contributions to affiliated organizations	1,527,244	1,455,267
Education and quality	2,112,085	2,023,278
Marketing and communications	2,190,204	1,992,934
Administration and information technology	1,530,788	1,398,369
Governance and general management	753,948	735,977
Committees	115,669	127,309
Protection of the public	282,480	264,037
	8,512,418	7,997,171

Excess of revenue over expenditures

	\$ 103,182	\$ 130,930
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The accompanying notes are an integral part of these consolidated financial statements.

Consolidated Statement of Changes in Net Assets

For the year ended March 31	2009		2008	
	Invested in capital assets	Unrestricted	Total	Total
Net assets , beginning of year	\$ 739,680	\$ 639,979	\$ 1,379,659	\$ 1,248,729
(Deficiency) excess of revenue over expenditures	(272,599)	375,781	103,182	130,930
Invested in capital assets	394,156	(394,156)	-	-
Net assets , end of year	\$ 861,237	\$ 621,604	\$ 1,482,841	\$ 1,379,659

Consolidated Statement of Cash Flows

For the year ended March 31	2009	2008
Cash flows from operating activities		
Cash receipts from members, candidates and others	\$ 12,451,809	\$ 9,655,432
Cash paid to suppliers and employees	(7,894,101)	(7,690,515)
Interest received	23,334	50,913
	4,581,042	2,015,830
Cash flows from investing activities		
Purchase of short-term investments	(11,207,463)	(9,780,598)
Proceeds on disposal of short-term investments	10,094,571	9,583,627
Purchase of capital assets	(394,156)	(246,766)
	(1,507,048)	(443,737)
Net increase in cash and cash equivalents during the year	3,073,994	1,572,093
Cash and cash equivalents , beginning of year	3,301,732	1,729,639
Cash and cash equivalents , end of year	\$ 6,375,726	\$ 3,301,732
Represented by:		
Cash	\$ 612,789	\$ 1,295,841
Short-term investments	5,762,937	2,005,891
	\$ 6,375,726	\$ 3,301,732

The accompanying notes are an integral part of these consolidated financial statements.

Notes to Consolidated Financial Statements

March 31, 2009

① Status and Nature of Activities

The Ordre des comptables en management accrédités du Québec (CMA) is a professional Order with a reserved title whose primary function is to ensure the protection of the public. As such, it is responsible for issuing permits to practice to candidates who meet the necessary conditions, maintaining the membership roll, supervising the practice of the profession and detecting unlawful practice. It is affiliated with The Society of Management Accountants of Canada (SMAC). These financial statements report the activities of the Order and its regional chapters.

The Order is incorporated as a not-for-profit organization under the *Professional Code* and is considered as such under the *Income Tax Act*.

② Changes in Accounting Policies

The Order has adopted the following new Handbook Sections issued by the CICA, effective April 1, 2008:

General Standards on Financial Presentation CICA Handbook Section 1400, General Standards on Financial Statement Presentation, has been amended to include requirements to assess and disclose an entity's ability to continue as a going concern. The adoption of this new standard did not have any material impact on the financial results.

Capital Management Section 1535 establishes standards for disclosing information about an entity's capital and how it is managed. This section describes the disclosures requirements of the entity's objectives, policies and processes for managing capital, the quantitative data relating to what the entity regards as capital, information related to whether the entity has complied with all capital requirements, and, if it has not complied, the consequences of such non-compliance. The disclosure requirements of Section 1535 are stated in Note 9 - Capital Management.

Inventories CICA Handbook Section 3031, Inventories, replaces Section 3030, Inventories. The new section prescribes measurement of inventories at the lower of cost and net realizable value. It provides guidance on the determination of cost, prohibits use in the future of the last-in, first out method, and requires reversal of previous write-downs when there is a subsequent increase in the value of inventories. It also requires greater disclosure regarding inventories and cost of sales, including accounting policies, carrying values and the amount of any inventory write-downs. The adoption of this new standard did not have any material impact on the financial results.

③ Significant Accounting Policies

Consolidated Basis The consolidated financial statements include all the accounts of the Order and those of its regional chapters.

Inventory The inventory is measured at the lower of cost and net realizable value. The cost is determined using the first-in, first-out method.

Capital Assets Capital assets are recorded at cost. Amortization is provided on a straight-line basis using the following annual rates:

Furniture and fixtures	10% and 20%
Computer equipment	25%
Software	20%

Revenue Recognition The Order uses the deferral method to recognize contributions.

Membership dues of members and candidates are recognized as revenue on an accrual basis. Dues collected for a subsequent period are shown as deferred revenue on the statement of financial position.

Restricted contributions are recognized as revenue in the year in which the related charges are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

Contributed Services The operations of the Order are dependent on the voluntary service of many members. Due to the difficulty in determining the fair value of contributed services, these are not stated in the financial statements.

Financial Instruments The Order's financial instruments consist of cash, short term investments, accounts receivable and accounts payable. Unless otherwise noted, it is management's opinion that the Order is not exposed to significant interest, currency or credit risks arising from these financial instruments.

Fair Value of Financial Assets and Liabilities The following financial assets and liabilities: banker acceptance, accounts receivable and accounts payable are measured at carrying value since it approximates fair value due to the short-term nature of these financial instruments. The fair value of investments is based on quoted market prices.

Financial Instruments Classification The Order classifies its financial instruments into one of the following categories based on the purpose for which the asset was acquired. The Order's accounting policy for each category is as follows:

Held-for-trading This category is comprised of cash and the guaranteed investments certificates. These assets are carried in the statement of financial position at fair value with changes in fair value recognized in the statement of operations.

Held-to-maturity These assets are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Order's management has the positive intention and ability to hold to maturity. This category is comprised of banking acceptance classified as short-term investments. These assets are initially recognized at fair value and subsequently carried at amortized cost, using the effective interest rate method, less any provision for impairment.

Loans and Receivables This category includes accounts receivable that are initially recognized at fair value and subsequently carried at amortized cost, using the effective interest rate method, less any provision for impairment.

Other Financial Liabilities This category includes the accounts payable. These liabilities are initially recognized at fair value and subsequently carried at amortized cost using the effective interest rate method.

Transactions costs for each category are expensed as incurred.

Cash and Cash Equivalents Cash and cash equivalents consist of cash on hand, bank balances and short-term investments with maturities of three months or less.

Use of Estimates The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

New Accounting Pronouncements Recent accounting pronouncements that have been issued but are not yet effective, and have a potential implication for the Order, are as follows:

Financial Statement Concepts CICA Handbook Section 1000, Financial Statement Concepts has been amended to focus on the capitalization of costs that truly meet the definition of an asset and de-emphasizes the matching principle.

The revised requirements are effective for annual and interim financial statements relating to fiscal years beginning on or after October 1, 2008. The Order is currently evaluating the impact of the adoption of this change on the disclosure within its financial statements.

Financial Statement Presentation by Not-for-Profit Organizations Section 4400 has been amended for the treatment of net assets invested in capital assets and for the presentation of revenue and expenditures. The new standard is effective for interim and annual financial statements relating to fiscal years beginning on or after January 1, 2009. The Order is currently assessing the impact of the new standard.

Disclosure of Related Party Transactions by Not-for-Profit Organizations CICA Handbook Section 4460, Disclosure of Related Party Transactions by Not-for-Profit Organizations, has been amended to make the language in Section 4460 consistent with Related Party Transactions, Section 3840. The changes are effective for interim and annual financial statements beginning on or after January 1, 2009. The Order is currently assessing the impact of the new standard.

Disclosure of Allocated Expenses by Not-for-Profit Organizations This new section 4470 establishes disclosure standards for not-for-profit organizations that choose to classify their expenses by function and allocate expenses from one function to another. The changes are effective for interim and annual financial statements beginning on or after January 1, 2009. The Order is currently assessing the impact of the new standard.

④ Short-Term Investments**2009****2008**

Banker acceptance bearing interest at 0.50% (2008 - between 2.96% and 3.74%), maturing on April 23, 2009 (2008 - between June 6 and September 8, 2008) (market value: \$997,300; 2008 - \$4,516,459)

\$ 1,000,096 \$ 4,516,954

Guaranteed investment certificates, between 1.25% and 1.30%, cashable at any time (cost: \$4,756,000; 2008 - \$Nil)

4,762,841 -

Mutual fund (cost : \$Nil; 2008 - \$4,955)

- 4,955

\$ 5,762,937 \$ 4,521,909

⑤ Capital Assets**2009****2008**

	Cost	Accumulated amortization	Net book value	Net book value
Furniture and fixtures	\$ 1,003,381	\$ 747,606	\$ 255,775	\$ 267,391
Computer equipment	228,463	145,593	82,870	30,278
Software	1,805,935	1,283,343	522,592	442,011
	\$ 3,037,779	\$ 2,176,542	\$ 861,237	\$ 739,680

⑥ Deferred Revenue**2009****2008**

Membership dues received in advance

\$ 4,807,917 \$ 4,532,917

Other revenues received in advance

126,766 80,838

\$ 4,934,683 \$ 4,613,755

⑦ Inventory

For the year ended March 31, 2009, \$18,673 (2008 - \$7,870) is included in the statement of operations as change in inventory. This amount is recognized under other operating expenses.

⑧ Commitment

The Order entered into an operating lease agreement for office space until December 31, 2010 totaling \$242,029. The minimum annual base lease payments under this lease in the next two years are as follows:

2010	\$ 138,302
2011	\$ 103,727

⑨ Capital Management

The Order's capital consists of net assets. The Order's objectives in managing its capital are to safeguard its ability to continue as a going concern so it can ensure the protection of the public and provide services to its members. The Order manages its capital structure by preparing and monitoring its annual budgets to ensure it is maintained at an appropriate level.

⑩ Comparative Figures

Certain of the comparative figures have been reclassified to conform with the current year's presentation.

Consolidated Schedule 1 - Revenue

For the year ended March 31

2009

2008

Annual membership dues

Annual membership dues of candidates to the profession	\$ 178,000	\$ 218,580
Annual membership dues of members	4,510,994	4,199,270
	\$ 4,688,994	\$ 4,417,850

Education and quality

Evaluation and registration	\$ 94,379	\$ 84,550
National examinations	181,450	66,105
CMA Entrance Examination preparatory materials	2,652	9,657
CMA Strategic Leadership Program	1,581,655	1,448,157
Executive programs	1,395,500	1,294,736
Professional development	23,367	46,157
Other revenues	16,430	100
	\$ 3,295,433	\$ 2,949,462

Marketing and communications

Employment-related services	\$ 216,815	\$ 266,300
Events	173,636	197,714
Publications	23,348	24,795
	\$ 413,799	\$ 488,809

Administration and information technology

Interest revenues on investments	\$ 89,880	\$ 145,608
Other revenues	75,062	83,710
	\$ 164,942	\$ 229,318

Protection of the public

Professional inspection	\$ 36,000	\$ 22,801
Law suits settlement	16,432	19,861
	\$ 52,432	\$ 42,662

Consolidated Schedule 2 - Expenditures

For the year ended March 31

2009

2008

Contributions to affiliated organizations

Fees to The Society of Management Accountants of Canada	\$ 1,494,062	\$ 1,423,794
Fees to the Quebec Interprofessional Council	20,980	21,252
Fees to the Office des professions du Québec	12,202	10,221
	\$ 1,527,244	\$ 1,455,267

Education and quality

National examinations	\$ 97,750	\$ 39,030
CMA Strategic Leadership Program	707,380	765,508
Executive programs	669,693	588,917
Professional development	43,977	67,444
Education committee	6,206	4,207
Human resources	555,206	537,610
Other operating expenses	31,873	20,562
	\$ 2,112,085	\$ 2,023,278

Marketing and communications

Recruiting	\$ 161,236	\$ 187,775
Business development and regional chapters	33,142	27,868
Events	360,256	325,301
Publicity and promotion	657,018	516,398
Publications	87,285	80,282
Human resources	859,497	827,241
Other operating expenses	31,770	28,069
	\$ 2,190,204	\$ 1,992,934

Administration and information technology

Rent and maintenance	\$ 359,052	\$ 352,262
Office supplies	52,273	55,435
Computer costs	119,899	122,787
Amortization of capital assets	272,599	252,705
Human resources	488,403	395,827
Other operating expenses	238,562	219,353
	\$ 1,530,788	\$ 1,398,369

Governance and General management

General management	\$ 72,318	\$ 71,194
Professional fees	44,055	64,577
Human resources	621,574	591,870
Other operating expenses	16,001	8,336
	\$ 753,948	\$ 735,977

Protection of the public

Professional inspection	\$ 74,638	\$ 61,707
Professional fees - Unlawful use of the title	17,001	9,163
Syndic	88,509	50,865
Discipline	102,318	141,632
Review	14	-
Conciliation of accounts and arbitration	-	670
	\$ 282,480	\$ 264,037