

# 2021 Annual Report of the National Payroll Institute

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Formerly the Canadian  
Payroll Association



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## Message from the President

There's no doubt in anyone's mind that 2021 was an endurance test. For me, the highlight of the year was the ongoing resilience of our members and the National Payroll Institute. Together, we persevered through every pivot and twist, whether it was another legislative change or yet another lockdown. No matter what we faced, our members and the Institute stepped up – time and again – to provide the vital expertise, information and support that employers needed to put their employees first and keep going.

The past year was also a year of preparation, as we positioned the Institute to best seize the opportunities and overcome the challenges that lay ahead. We laid the groundwork with strategic projects, such as developing our brand to evolve from the Canadian Payroll Association to the National Payroll Institute, which is key to ensuring we are better-positioned to meet the evolving needs of the profession and businesses across Canada. Our focus also included research on the impact of the pandemic on the world of work, in terms of remote and cross-border employment, and analyzing whether Canada is ready for the changes.

Key findings of this research, which was completed and published in a report by PricewaterhouseCoopers, included the important recognition that Canadian

organizations and businesses have to be ready to embrace cross-border work or face the potential loss of talent to other jurisdictions. We are already seeing companies scramble to find the talent they need. This, coupled with the fact that Canadian payroll legislation is very complex, means that it is urgent for business leaders to talk with their payroll teams and make decisions with the input of payroll professionals to navigate the realities of the new workforce.

These endeavors illustrate that the National Payroll Institute is not interested in standing still. Our plan for the future includes the strategic decision to invest back into the organization. In fact, our investments in the Institute's growth have doubled from \$740,000 in 2020 to \$1.4 million in 2021. By doing so we are ensuring that the Institute is in the best possible position to continue to enhance its value to members.

One of the unanticipated changes created by the pandemic was the manner in which it elevated the status of payroll. Employers relied on their payroll professionals to manage the tidal wave of legislative changes that governments implemented at an incredible pace to respond to the needs of Canadians and companies from coast-to-coast-to-coast. We have always known the essential nature of payroll, but the pandemic drove this

reality home for organizations and business leaders, as the professionalism and value of payroll became crystal clear. The challenge now is to maintain the momentum that has been achieved — we need to ride the crest of this wave forward, even as the pandemic recedes into the past.

Another new reality created by the pandemic is that the online environment has become more central to everything we do — our lives, our workplaces, our educational systems, and so much more. With the constant changes required by life during the pandemic, I am proud of how the Institute continually adapted to serve our members. Along the way, we gained new insights and applied them to innovative approaches to using technology. The Institute is committed to continuing to be nimble and flexible in engaging our members in meaningful ways, both online and in person.

Looking ahead, 2022 will see a lot of the strategic planning and investments in the Institute come to fruition. Our members will see how these strategies will help them improve their careers and further elevate

the profession. And they are going to see the start of new and exciting strategic projects to increase the Institute's value proposition and enhance their professional lives.

The moment is ideal for all of this. Coming out of the uncertainty and chaos of the pandemic, as human beings, we are all looking to be reinvigorated and revitalized. All that the Institute is doing is designed to accomplish just that. ■



**Peter Tzanetakis**  
The National  
Payroll Institute



***“The Institute is committed to continuing to be nimble and flexible in engaging our members in meaningful ways, both online and in person.”***

## Message from the Chair

At the beginning of 2021, we thought the pandemic was just about over. We thought we could have in-person classes again. We hoped we would be seeing each other in the flesh at the conference. But 2021 had more than a few surprises in store for all of us.

So, I offer kudos to the staff of the National Payroll Institute who continued to make things happen virtually - but with new bells and whistles! Despite plans being upended time and again, webinars, the conference and National Payroll Week went off beautifully, growing more interactive and creative. Videos, fun contests, dynamic speakers and improved chat functions all contributed to events that brought our members together in the best way possible. And, as always, our member volunteers – who continue to be our lifeblood – bolstered our virtual efforts.

Our members were top of mind for all of the planning that took place in 2021 – planning for projects that are coming to life in 2022. The Board is passionate about protecting the core of this organization and the legacy it represent. So, as we planned each new endeavor, we repeatedly asked: “Does this preserve our core values and purpose? Does it serve our members in the best way possible?”

As we planned for the rebranding of the Canadian Payroll Association into the National Payroll Institute, we worked diligently to ensure that the fundamental aspects of who we are and what we do remained solid, while recognizing that the organization’s life cycle is at the point where evolution is necessary. The payroll profession has changed from when we were first founded; similarly, the perception of the profession has evolved. To grow and to raise the profile of payroll even further, we must place ourselves in relation to other organizations, to the government and to society in general. The time is now for payroll to rightfully be recognized as being at the heart of business and vital to business wellness.

Evolution was a theme all through last year’s planning, as we also examined how the world of work continues to change. A report completed and published by PricewaterhouseCoopers, *The Future of Payroll*, provided the key finding that for business to thrive in the future, it is essential for payroll professionals to have a critical role in business decision-making.

During the pandemic, it became obvious to many business owners the vital need to have a payroll professional navigate not just the many legislative changes, but also the intricacies of funding available to



employers as it related to employees. But the pandemic's effects went further: it created a sea change in our world and work. Remote and international work are now top of mind for many employees; they want flexibility and they will change jobs to get it. Payroll professionals have cross-jurisdictional knowledge of legislative requirements and tax implications. They will play a critical role in the new world of work as employers will need their expertise when formulating policy changes and new employment contracts, and negotiating new collective agreements.

The Institute has always championed the right of employees to be paid on time and accurately. And so we have always asked the question: "What happens if someone misses a pay?" This underscores the necessity of our understanding how Canadians spend, save and use their pay, which is why we have established an ongoing partnership with the Canadian Financial Wellness Lab. It is critical to understand changes are on the horizon – such

as on-demand pay – in order to support our members as they prepare for the future, assisted by cutting-edge knowledge and insight.

A lot of strategic planning and activity took place in 2021, which has us excited and invigorated by the new projects that are underway. There is a lot to look forward to! ■



**Sherisse Mason, CPM**  
The City of Toronto



*"Remote and international work are now top of mind for many employees; they want flexibility and they will change jobs to get it."*

# Focus on 2021

01



## The National Payroll Institute Stays Strategic

**The pandemic roller coaster ride continued in 2021. Hopes rose and fell and rose again, businesses started to reopen, then new variants forced new lockdowns. Again and again, uncertainty reigned.**

In spite of all these external challenges, the National Payroll Institute never wavered in our commitment to meeting the needs of members and the broader payroll community.

Over the course of the ongoing pandemic, the Institute experienced the largest volume of students in the history of our organization, growing by one-third in 2021 alone. We continued to deliver professional education and engage the community through virtual events designed to bring payroll professionals together. More than 5,100 members attended our year end seminars alone, and 7,400 participated in our Conference, NPW and Certification

Recognition events. InfoLine staff delivered answers to 43,000 inquiries. We advocated and championed payroll — and encouraged members from coast-to-coast-to-coast to declare “I am payroll...!”

All of this growth and all of these results were essential for us to help members and the businesses they serve through an exceedingly difficult and uncertain time.

Equally essential to our pandemic response was continuing to invest in several forward-looking strategic projects, designed to elevate the payroll profession and reinforce the fact that payroll is vital to the short- and long-term health of every business.





# Focus on 2021

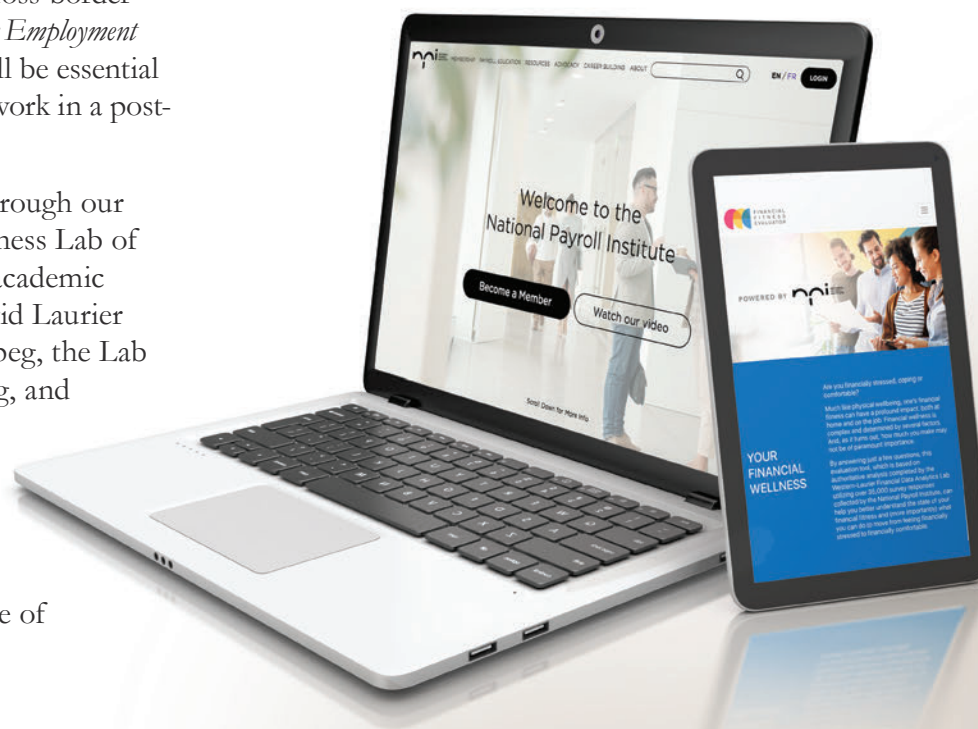
One of those projects was an examination of our brand – the name of the organization. Following a year-long, intensive process that included research, senior management and Board workshops, a number of lively Board meetings, benchmarking, focus groups and more, the determination was made that we would move forward with a new name. After 43 years as the Canadian Payroll Association, in 2022 we would announce ourselves as the National Payroll Institute.

Another initiative saw us focus in on research to underscore the unique and essential value that payroll experts deliver to businesses. This project saw us once again partner with PricewaterhouseCoopers (PWC) to examine the business and public policy implications of remote and cross-border work in a report entitled *Remote and Cross-Border Employment Trends: Is Canada ready?* Payroll, it was found, will be essential to helping Canada navigate the new nature of work in a post-pandemic economy.

Our focus on research was also manifested through our support for the creation of the Financial Wellness Lab of Canada at Western University. Comprised of academic partners from the Ivey Business School, Wilfrid Laurier University, UBC and the University of Winnipeg, the Lab leverages actuarial science, financial modelling, and data science to produce new understanding of financial stress and wellness – topics that we have led on for more than a decade. To that end, one exciting output of our work with the Lab is a new evaluation tool to help working Canadians better understand the state of

their financial wellness – the Financial Fitness Evaluator, available at [www.financiallyfit.ca](http://www.financiallyfit.ca).

The Institute's work with government has also been forward-looking. Of particular note is our advocacy with regards to ePayroll. This initiative, undertaken in earnest by the federal government in 2021 has broad implications for payroll professionals and service providers. Following consultations and several submissions – including the publication of guiding principles that we believe should be at the centre of any ePayroll solution - we were pleased to be recognized as an essential stakeholder by the key government agencies.





# Focus on 2021

This formal recognition means that the voice of payroll will be heard at every stage of the digital transformation of our federal revenue collection service.

All of this groundwork and these strategic activities are just the highlights of this very busy year. More exciting still is the fact that we have plans to accelerate even more in the year to come!

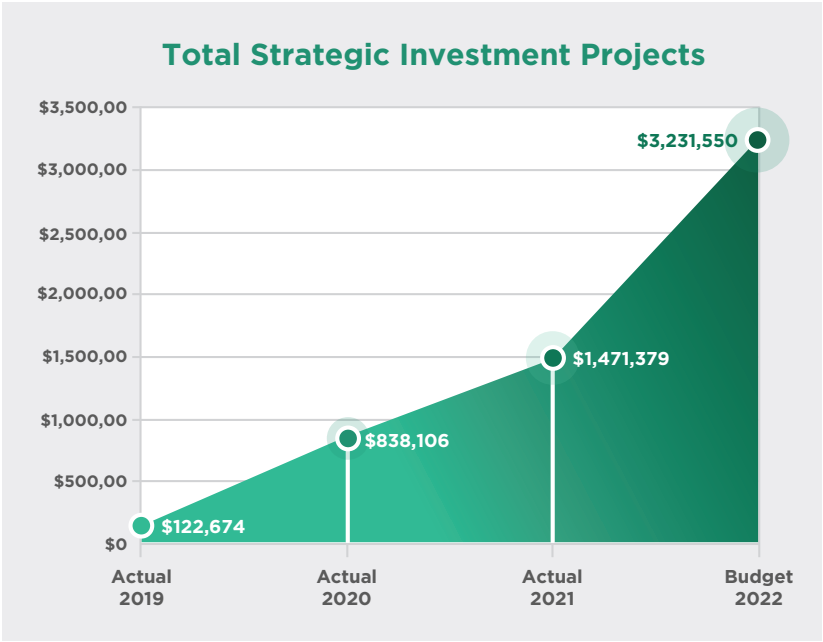
## “Under Construction”

The Institute is creating the 17<sup>th</sup> Floor, a new online community for industry professionals. The community will launch later in 2022 and will allow members of the Payroll and associated professions to connect with and support each other's personal and professional growth. This first-of-its-kind initiative will connect professionals - across different but related disciplines - and provide unique mentorship, education, and fellowship opportunities. It will be led by a voluntary User Advisory Council comprised of professionals from payroll, accounting, and human resource disciplines across different industries and will reflect job titles across their organizations.

New offerings will expand on the Future of Payroll series, which was introduced in 2021. Three new webinars were developed to introduce the concepts and three half-day workshops expanded on the knowledge. The Technology webinar focused on current capabilities of payroll technology and introduced new and emerging

technologies; Data Analytics examined how the payroll function can drive the value of other functions in the organization; and, Key Performance Indicators (KPIs) introduced typical KPIs and how they can help drive business value.

The Institute has been steadily working towards the establishment of a professional standards body for the payroll profession. In 2022, we are undertaking the next steps, which include entrenching the professional body in the organizational by-laws and redeveloping the Code of Professional Conduct. ■



# Focus on Rebranding

02





# Focus on Rebranding

## The Evolution of the NPI

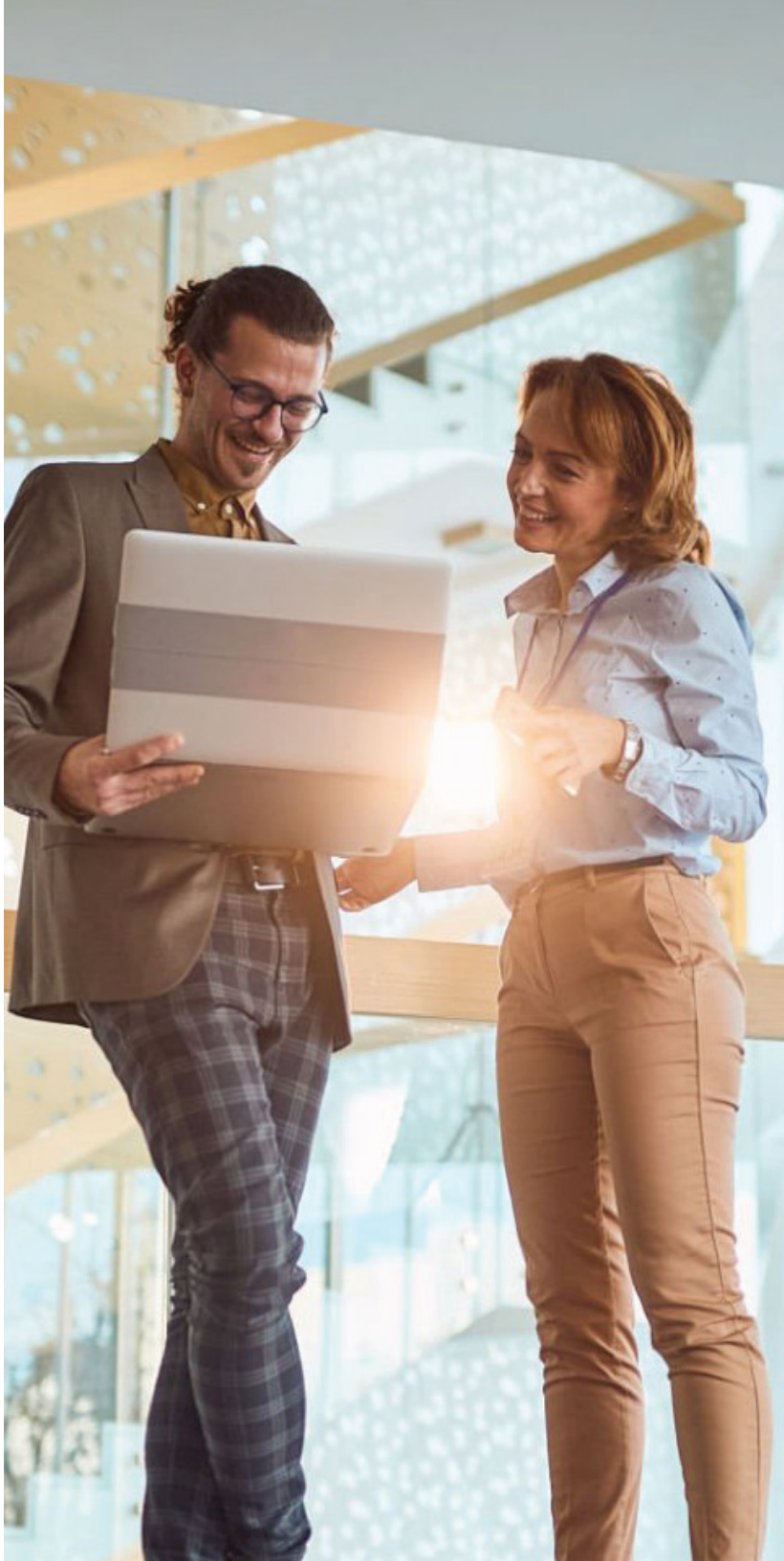
**You may have noticed that we look a little different.  
And that we have a new name.**

What's up with the organization that represents you?!

During 2021, as we planned for the future of payroll, the evolution of the Canadian Payroll Association into the National Payroll Institute simultaneously took shape. Why did we make this change? Simply put, it was a natural next step in our strategic imperative to better serve our members. We are still the same organization you know and love, but with renewed purpose, new services, and increased value and confidence.

“Deciding to rebrand is never an easy decision for any organization,” explains Peter Tzanetakis, President of the Institute. “Some do it because their brand is outdated or stale, while others need to push ahead in a totally new direction. When the Board of Directors determined we should rebrand, the decision was based on the desire to move to a new chapter in the evolution of our organization and our profession, but not necessarily rewrite the book. The main reason for this new chapter is to take advantage of the opportunities ahead of us while setting ourselves apart as a core business function and a rigorous profession.”

Tzanetakis noted that not so long ago, payroll was looked at as an administrative task that anyone could do. “Today, it's recognized as a career that requires training, expertise







# Focus on Rebranding

and investment,” he says. “Payroll is truly at the heart of business and, as the National Payroll Institute, we are better-positioned to meet the evolving needs of the profession and businesses across Canada.”

The process of rebranding, which spanned more than a year, was thorough, thoughtful and based in strategy. It was also truly collaborative. It started with environmental and member research, but it really took shape through member interviews and workshops with the Board of Directors.

“What became clear throughout that process was that while we were proud to be members of the Association, we were collectively so much more than ‘just’ an association,” says Sherisse Mason, Chair of the Institute. “We offer specialized and vital expertise. We provide knowledge that businesses need to run smoothly and workers depend on for financial wellness.”

“As a Board, we saw the need to take bigger steps to bring the payroll profession to the next level,” explains Carolyn Lesyshen, Vice-Chair of the Institute. “So once we had started the conversation, we realized we needed to start our journey upwards now, towards the future growth of our members and this profession.”

We considered dozens of different naming options, but what really pointed us in the direction of “National Payroll Institute” was aligning our brand strategy with the consensus that payroll is vital to business wellness. That frame elevated the payroll profession and required that we elevate our brand beyond being a group of professionals, beyond an “association.” We needed to emphasize the traits—expertise

and professionalism—that bring our members together. We are not just a group of professionals; we are a group of expert professionals. We are truly an institute.

As well, previously, our organization was easily confused with the **other** CPA. It became time to set ourselves apart and to address a perception problem.

So let’s break our new name down:



**Because we represent every Canadian and every region, celebrating cultural differences and the common threads that bind us together.**



**Apart from the obvious, payroll is a national concern that impacts every community in Canada. We are a profession that requires specialized training and knowledge to support the success of every business. And this vital business function is the right of every working Canadian, who depends on payroll professionals to be paid correctly and on time.**



**This word reflects our position as the centre of specialized expertise and knowledge, where individuals come together for education and common purpose. And it reflects that we are leaders on the cutting edge of our profession.**



# Focus on Rebranding

Thus, our newly-evolved identity is more than just a logo change. It represents everything that we stand for: that payroll belongs in the C-suite; that it is business-optimized; that it's a primary business function where vital business insights begin.

The word “institute” also suggests an educational emphasis, as well as a wide breadth and depth of understanding and influence. This is fitting and reflective of the many services we provide our members. We are dedicated to educating and training our members, to integrating data and insight, to providing events and conferences, partnering with governments, mitigating risk and increasing productivity. We provide knowledge that businesses need for efficiency, future-planning and overall success. We provide strategic insights that make legislation more efficient.

Fundamentally, payroll is business wellness. And the Institute is committed now, as always, to promoting and offering everything our members do and need to keep business healthy.

The new brand reflects both what has changed and the change we want to encourage in the years to come. The role payroll plays—as a critical business function, as an advisor on business health, as contributor to organizational culture—uniquely positions the profession as vital to business wellness.

Sherisse Mason, Chair of the Institute, National Payroll Institute, notes that the change comes with a promise to continue evolving and innovating. “We will lead the profession into the future by providing vital expertise that helps business run smoothly, advocating to governments to reduce the administrative burden of payroll, and building an even more engaged membership community.” ■

## By the numbers, Payroll is:

- Understanding **over 250** regulatory requirements
- **\$364 billion** in statutory remittances
- **\$1.06 trillion** in wages

# Focus on Advocacy

03



## Payroll Advocacy in Action

**One less trip to the bank. One less cheque.  
One less cost. One less reconciliation.**

For employers, these are significant time and money-savers. And they are the result of one of many National Payroll Institute advocacy 'wins' in 2021.

Thanks to the efforts of the Institute, for the past 15 years, employers in Nova Scotia and Quebec have been able to remit premium payments for Workers Safety and Insurance Board (WSIB) directly to the Canada Revenue Agency (CRA). This, of course, saved time, money and paperwork. However, all the other provinces and territories have lagged behind.

"Legislation often takes a very long time to change," says Rachel Dobrin-De Grâce, Director, Government and Legislative Affairs (GLA) for the National Payroll Institute. "Governments change, their priorities change and new staff are brought on, so everything needs to start again."

In 2021, our determination paid off, with Ontario employers now on the cusp of a long-awaited reality: the ability to remit WSIB payments directly to the CRA, just as they do Ontario taxes, payments for Employment Insurance, and Canadian Pension Plan (CPP).



***"Legislation often  
takes a very long  
time to change."***

# Focus on Advocacy

## How a positive advocacy outcome was made

In 2016, Dobrin-De Grâce and Steven Van Alstine, Vice-President, Education for the Institute, presented to a round table of representatives of Workers Compensation Boards from all the provinces and territories. “We told them that they should all do what Nova Scotia and Quebec have done,” explains Van Alstine.

Following that meeting, the Ontario WSIB contacted the Institute for more information. “We recommended that Ontario lead the charge on making this change across the country,” says Dobrin-De Grâce. “Then there was an election and the government changed again.”

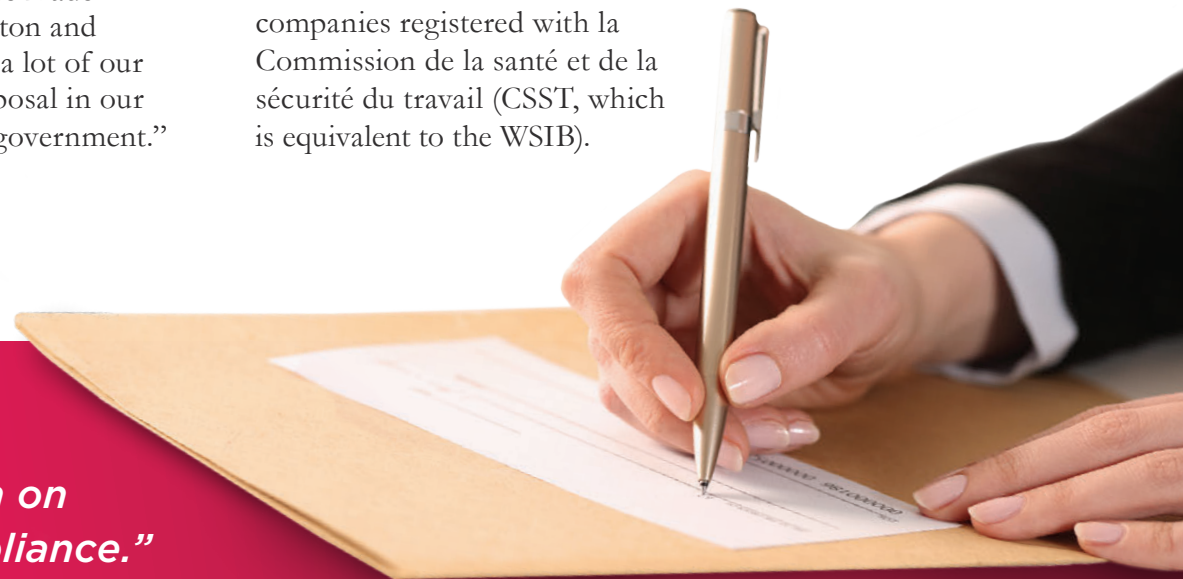
Fast forward to 2019, when Dobrin-De Grâce made a presentation to Ministers Monte McNaughton and Prabmeet Sarkaria. “The ministers accepted a lot of our recommendations, and we included this proposal in our 2021 pre-budget submission to the Ontario government.”

Next, the Ontario government introduced Bill 27, which contained the legislation that would enable WSIB to enter into a third party arrangement to allow the CRA to take over remittances of premiums.

“We were thrilled!” says Dobrin-De Grâce. The Institute publicly expressed support for the legislation and then Dobrin-De Grâce and Institute president Peter Tzanetakis were invited to the Ontario legislature in November as witnesses to support the bill.

The Institute’s presentation to the legislature emphasized that the WSIB initiative would significantly decrease the burden on employers while increasing compliance. Dobrin-De Grâce noted that after this legislative change was made in Quebec in 2010, 20,000 more companies registered with la Commission de la santé et de la sécurité du travail (CSST, which is equivalent to the WSIB).

*“The WSIB initiative would significantly decrease the burden on employers while increasing compliance.”*





## Focus on Advocacy

Bill 27 passed and now Ontario and the federal government are discussing the Memorandum of Understanding, which is the final hurdle to overcome before the new process becomes a reality.

“We are just elated,” says Dobrin-De Grâce. “This is a win-win PLUS. It’s good for employers, good for the WSIB, and is invisible to employees.”

This legislative change will have a large financial impact. A 2020 report from PricewaterhouseCoopers (PwC Canada) on the Cost of Compliance found that it costs businesses \$12.5 billion to manage compliance. And \$281 million of this is estimated to be the cost of administering worker’s compensation premiums. Thirty per cent of the \$281-million would be allocated to Ontario’s WSIB administration.

So, this arrangement between the CRA and WSIB could drastically reduce the annual amount by up to \$85 million.

Other advocacy efforts by the National Payroll Institute team in 2021 also made life easier for members, including the extension of the Working From Home tax deduction and taxable benefits simplification.

The Institute has also been recognized as a key stakeholder in the CRA’s ePayroll Initiative. “This has the potential to be one of the most transformative developments for payroll in decades,” adds Tzanetakis. “Being recognized by the CRA is important. It positions us to advise the government on matters that are critical for payroll from the very start of the project.” ■

### Two federal cabinet ministers spoke at the Institute’s national conference

#### **Carla Qualtrough**

Minister of Employment,  
Workforce Development  
and Disability Inclusion



#### **Diane Lebouthillier**

Minister of National Revenue



# Focus on NPW

04



## Focus on NPW

**This year's National Payroll Week (NPW) celebration focused on a theme that was straightforward, proud and personal to payroll professionals: "Hi, I'm . . . Payroll." The dot-dot-dot in the title is not a mistake – it was deliberately intended to inspire our members to fill in the blanks with their unique voices and individual experiences.**

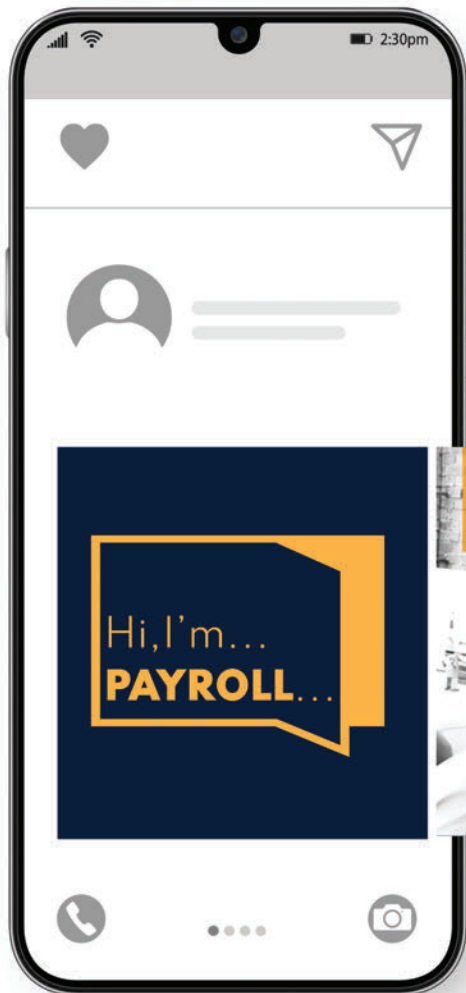
"Our members really rose to the challenge, stepping up to declare their pride in their profession and the many, vital contributions of payroll," says Peter Tzanetakis, President of the National Payroll Institute. "Through inspiring videos and written testimonials, our members got personal by sharing their own stories, underscoring how essential payroll is to organizational wellness, and how talented and diverse the community of professionals is."

The campaign kicked off at the beginning of August, bringing our members together virtually through a microsite. Each day and week leading up to NPW brought new challenges to our members via the microsite and social media, inviting them to express themselves by answering questions such as "What powers your passion for payroll?" Other challenges included "Make payroll the star of your next video meeting" which provided custom video backgrounds for members to use to demonstrate their pride to their colleagues. Members used text, video and pictures via both the website and social media (#HiImPayroll) to articulate and demonstrate their payroll pride.

Hi, I'm...  
**PAYROLL...**

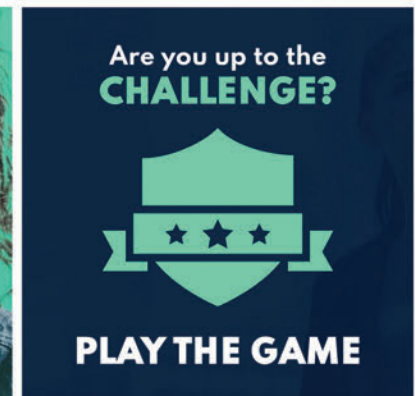
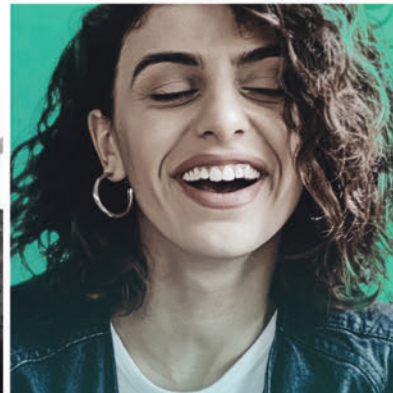


## Focus on NPW



Participating in the challenges was intended to be fun and was also a competitive endeavor, with members collecting points towards winning the *Payroll Powerhouse* grand prize. Doing so also provided members with the opportunity to network with other payroll professionals via the campaign's microsite, which contained forums where our members could engage and share knowledge virtually.

“We knew how much our members missed networking during the pandemic,” says Christian Coutu, immediate Past Chair, Board of Directors. “So we took advantage of tried and true social media principles to ensure that during this important time of year for payroll professionals, members were still able to form meaningful connections.”





## Focus on NPW

The daily and weekly challenges elicited stories which included both professional and personal pride. “The one thing I truly think cannot be interrupted no matter what is payroll,” member Carolyn Jourdain told us. “A pandemic may install a sense of panic, but employees not being paid on pay day? That would set a general panic; no discussion. I remember an employee telling me it would have been understandable to be paid late in March 2020. I told him straight: Not on our watch.”

Keira Meldrum shared the personal strength she developed through working during the pandemic. “In this past year, I’ve discovered I can handle a lot more than I ever thought I was capable of. I’ve been working fully remote, and have taken on the project of helping develop a new HRIS system, all while parenting, getting a child through Kindergarten, volunteering, and navigating through this pandemic. Every time I didn’t think I could take on any more, I somehow did and made it work. You just have to remember to take deep breaths and do one thing at a time.”

The competition continued during NPW, from September 20-24, as members who attended virtual events were challenged each day to remember ‘the phrase that pays’ and post it on the microsite.

The culmination of the celebration was a series of virtual events during NPW. More than 4,000 members tuned in

to learn from incredible key note speakers such as four-time Olympic Gold Medalist Dr. Hayley Wickenheiser. To recognize all that the community went through, the Institute offered these events for free in 2021.

NPW was capped off with the announcement that Chantelle Forest was named our Payroll Powerhouse champion, winning an all expense paid trip to this year’s NPI conference in Niagara Falls.

The competition also served to champion the payroll profession to the larger public, as some of the most inspiring responses were used to create professional TV ads that ran through the fall, in English and French. The ads communicated the sense of pride of payroll professionals and highlighted the growing awareness of the many different aspects of payroll, from analytics to employee engagement and beyond.

“The 2021 campaign was a huge success,” says Tzanetakis. “The pride, contributions, resilience and dedication of payroll professionals were front and centre, where they should be.” ■



**Dr. Hayley Wickenheiser**  
*Olympic Gold Medalist*

# Focus on Education

05



- Learning Payroll I & II
- Taxable Benefits & Allowances
- Employment Standards
- Developing Your Employee Handbook





# Focus on Education

## Pivot. Learn. Pivot Again.

**There have been some unexpectedly positive byproducts of being challenged to overcome so much these past two years. Foremost amongst these positive outcomes is that we have all learned to adapt. Quickly. Nimbly. And continuously.**

When it comes to education and professional development delivered by the National Payroll Institute, adapting meant a quick shift to online learning in 2020, as well as training instructors on new methods and strategies to teach in a virtual environment. It has also meant integrating over 500 legislative changes to ensure members had access to the best and latest information. And it has required the development and delivery of new course offerings that reflect the urgency and immediacy of a world deeply interwoven with digital technology.

Ray Ann Comeau has experienced the rapid evolution of the Institute's education offerings, and has grown along with it. Now having earned a Certified Payroll Manager (CPM) designation, she remembers her first course at the Institute more than a decade ago:

"I remember thinking - WOW, now I know what governing body to go to for answers. It was like a veil had been lifted — someone gave me the secret code!"



## Focus on Education

This is the goal, according to Janet Grosset, Manager of Compliance Services & Professional Development for the Institute, who notes that, “we turn content into knowledge and knowledge into confidence.” Grosset adds that the Institute is constantly evolving both what we teach and the tools we provide to assist our members. “We can’t stand still. We have to be nimble and responsive. We have to look at the future of payroll and make sure we are leading the way.”

That’s why, in 2021, the Institute delivered new professional development opportunities based on findings in PricewaterhouseCoopers’ Future of Payroll report. Three new webinars were created to give a high-level overview on key topics from the report: the Technology webinar focused on the many new uses of technology, such as driving employee satisfaction; Data analytics examined how data from payroll function can drive the value of other functional areas in the organization; and the KPI webinar demonstrated the typical Key Performance Indicators, which payroll practitioners need to understand to best perform their functions and drive business value. These are now available for a full year as on-demand webinars.

Comeau clearly sees the new future roles for payroll professionals: “Data tells a story – and payroll professionals have the expertise to read and interpret it to support the health of their company and the financial wellness of employees.”

She has also benefitted from ongoing education through the Institute. Maintaining both the PCP and CPM designations requires professionals to complete Continuing Professional Education (CPE) on an annual basis. This requirement ensures that designation holders have the knowledge and skills to deliver outstanding results at every stage of their career — and is an important way to maintain the value of hard-earned certifications.

*“We have to look at the future of payroll and make sure we are leading the way.”*



## Focus on Education

“I absolutely think ongoing educational is necessary,” Comeau adds. “To be marketable and provide the best value we can, we need to continuously brush up on skills and acquire new skills.”

Comeau says she knows of people who have had to manage payroll without training or anyone to teach them. “It’s daunting, stressful – and a lot of mistakes are made. It’s a huge responsibility. And deadlines keep coming at you.”

She is now a PCP instructor, who brings her real life expertise to her students. She says she recognizes the moment when students realize they have not been doing something in keeping with regulations. “I can’t tell you how many times I’m teaching and am stressing issues of compliance, and it’s like I can see the lights go on in their heads.”

Paying attention to the details is integral for any payroll professional, and Comeau shares real life stories with her student to underscore the importance of accuracy. For example, she says, legislation regarding electronic pay slips state that employees must be able to access them privately and have the ability to print them.

“I tell students that at one place I worked in the past, the only computer was in a shared lunchroom. Employees couldn’t access their pay slips in private, nor could they print them. So, in this case, we had to print the pay slip for them.”

Another example often comes to the forefront when she teaches about garnishments of wages. The legislation emphasizes privacy and confidentiality, but she shares with her students how everyday life can derail you. “You can’t provide private and confidential information about an employee without their consent. Once, a lawyer called me asking for information about an employee,” she said, adding that lawyers can sound quite official and intimidating. “I said, ‘I know her – I’ll call you back.’ I talked to her and she said, ‘Absolutely not!’”

Comeau uses this example to teach her students to pause, think and consult where necessary. She says she continuously relies on the Payroll InfoLine, seminars and many resources the Institute offers.

“The Institute is part of my toolbox.” ■



# 2021 in Review

## Membership



Membership grew by  
**3%** to **22,816**



## Professional Certification



**1,662**  
graduates

**18,377**  
individuals enrolled  
in certification  
courses - an increase  
of **21.5%**  
compared to 2020

## Program and Event Management



**4** inaugural  
virtual Certification  
Recognition Events  
to **2,060** delegates



Enhanced virtual  
Conference - **1,300+**  
delegates with  
simultaneous translation



**5** English and **2** French  
National Payroll Week  
virtual events with  
simultaneous translation



**4,030**  
attendees



# 2021 in Review

## Compliance Services and Professional Development

Answered **43,000** Payroll InfoLine Inquiries

### Questions related to:

- 23%** Labour/Employment Standards
- 12%** Taxable/Non-taxable Benefits
- 11%** Year End Reporting/Filing

Created or Enhanced **4**  
Professional Development Seminars  
attended by **+400** members

- Payroll Administration in British Columbia
- Implementing Payroll Best Practices
- Essentials of Project Management
- Pension and Retirement Plans: Payroll's Responsibility



### Future of Payroll Professional Development Webinar Series

- 1** Payroll Technology
- 2** Data Analytics
- 3** KPIs

Attended by **193** members



**11,154**  
participants  
in online and  
live seminars  
and webinars

## Advocacy

**25**

government submissions  
and presentations



**200**

pandemic-related legislative  
changes acted on



## 2021 Payroll Award Winners

The National Payroll Institute continued to recognize the profession's best in 2021, honouring individuals who demonstrated unparalleled leadership, service and commitment to payroll through the Institute's awards of recognition.

The Institute's 2021 award winners were:



### Diana Ferguson Award

**Frank Lilley, CPA (CGA), FCPA**

The Diana Ferguson Award, named after the founder of the Canadian Payroll Association (now called the National Payroll Institute), recognizes the outstanding contribution by an individual to the advancement of the mission, objectives and values of the Institute.

Frank Lilley has an active and dedicated volunteer history with the National Payroll Institute. He has chaired the FGRC, served as a Board Member for eight years, and in 2017-2018, was Chair of the Board.

Frank's insight and leadership were instrumental in helping the Institute build a sustainable, mutually collaborative relationship with Government officials, leading to a number of high-profile advocacy wins. And as a member of the Board, among many other accomplishments, he helped to craft the Institute's mission statement as well as the "Pay yourself first" mantra, which is championed during National Payroll Week. Frank also played a leading role in the recruitment of Institute President, Peter Tzanetakis, and was a valued mentor to all Board members he served with.



## The Board of Directors Award

### Payroll Service and Software Sub-Committee of the Federal Government Relations Committee

The National Payroll Institute Board of Directors Award is an honour bestowed upon a group that has collectively demonstrated exceptional commitment, vision, creativity and teamwork in advancing the goals of the Institute.

This year, the Board of Directors Award recipient is the Payroll Service and Software Sub-Committee of the Federal Government Relations Committee—otherwise known as the PSSP Sub-Committee.

The work of the PSSP Sub-Committee throughout the COVID-19 pandemic has been exemplary—and essential to helping both the Institute and members weather the hundreds of pandemic-related government announcements that have directly impacted payroll. Regardless of complexity, through each and every legislative change, sub-committee members remained diligent and driven to assist members, employers, and their own companies to absorb, navigate and adjust as required. Their tireless effort was vital in helping to ensure that, despite the obstacles, employees across Canada were paid accurately and on time, millions of required ROEs were produced, complex wage subsidies were supported, and much more.

**Committee Members:** Lyndee Patterson (Chair); Josée Bergeron, CRHA; Steve Bestvater; Maria Carrera; Martine Castellani; Veronica Castro; Jean-François Doré; Pat Kniginyzky, PCP; Sandrine Lafleur, PCP; Maria Moreno; Irene Paul, CPM; Viswanath Ramamurthy; Giovanni Stea, CPM; Marty Sokolov, CPM; Dany Tanguay; Sophie Ulysse, S.C.P.; Rachel Dobrin-DeGrâce, CPM, CAE; Gaetano Gagliardi, CPM; Janet Grossett, CPM, CAE



## The Patrick Culhane Special Contributor Award

### Chuck Grace

The Patrick Culhane Special Contributor Award recognizes an individual or organization that has made significant contributions to the payroll profession.

Chuck has worked with the National Payroll Institute for almost three years to help shape the strategic direction of the Institute. He has guided the Board to build on past successes to define the strategies which carry the Institute forward in the service of members. To do so, he engaged members of the management team, Board of Directors, and various staff to help articulate the three strategic pillars – Foundational Strategies, Leverage Strategies, and the Keystone Strategy – which, today, form the basis of the Institute’s strategic architecture.

## Fellow of the National Payroll Institute

Our Fellow Award recognizes the exemplary service and lasting contribution by a distinguished individual to the National Payroll Institute, the payroll profession, and the community.

This year, we were thrilled to welcome six outstanding Fellows.



### Patrick Culhane, FCPA, FCMA, CAE

During his 18-year tenure as President, the National Payroll Institute grew in membership by 200 per cent, increased the number of certified payroll professionals from 36 to 13,600, and succeeded in raising the profile of payroll.

Patrick is considered one of Canada’s top subject matter experts in certification development and delivery, including writing the Certification chapter for the Canadian Society of Association Executive’s Canadian Association Management Textbook.

His expertise has been recognized internationally with awards from the United Kingdom’s Chartered Institute of Payroll Professionals (CIPP), the American Payroll Association, and CSAE’s Pinnacle Award.



### **Wendy Doane, CPM, FCPA**

Wendy is a long-term, dedicated volunteer who celebrated her 25<sup>th</sup> anniversary as a member in 2020. Since first volunteering with the National Payroll Institute in 1995 as a member of the Halifax Conference committee team, Wendy has served as the Halifax Branch Chair, Atlantic Regional Chair, and as a Provincial Government Relations Advisory Council member. In 2013, she was elected to the Board of Directors, and served as Chair of the Board from 2019-2020.

As a member of the 2005 Payroll Management Certification Review Task Force, which received the Board of Directors Award in 2006, Wendy was instrumental in the redevelopment of the Management Certification Program.

As the past Chair and a member of the Nominations Committee, Wendy continues to advocate for payroll and elevate the perception of payroll within her organization and across Canada.

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### **Patricia Munson, CPM**

Patricia joined what was then the Information Services Team of the National Payroll Institute in 1997. She had been a key volunteer and subject matter expert with the Toronto Branch and applied her expertise gleaned from several payroll roles to support National Payroll Institute members. She retired in 2009 after having spent over 12 years as a member of the team.





### **Richard Desjardins, CPM**

Richard came to the Institute in 1995 after having been the Payroll Manager for a large grocery chain, LOEB, in Ottawa. He was an important bilingual resource for the Institute, supporting French-speaking members through the InfoLine and delivering professional development programs in Quebec. As the Institute grew, so did the demand for French resources and Richard was key in the delivery of that support. Richard retired in 2010 after over 15 years with the team.

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### **Barbara Lue, CPM**

Beginning in 1994, Barbara joined the team as a member of the Education Department, which later became the Certification Department. In 2000, she moved to the Payroll Resource Group (currently Compliance Services and Professional Development team) and retired in 2012.

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### **Claudette Baril, CPM**

Claudette was one of the first hired staff to work on the Payroll InfoLine, starting in 1992 as a bilingual payroll consultant. As a volunteer and subject matter expert, she was instrumental in supporting the early certification programs. She left the Institute in 1995 only to return in 2009 to once again support members. Claudette retired in 2014.

# The Annual Report of the Canadian Payroll Association

(now the National Payroll Institute)

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## Financial Statements

For the year ended December 31, 2021

[\*\*Click Here\*\*](#)