

### Core Purpose

Payroll Compliance through Education and Advocacy

### Mission

Payroll Leadership through Advocacy and Education

### Vision

“Organizations seek and value the expertise of Canadian Payroll Association members to be compliant and contribute to their goals”

### Values

Community, Professionalism and Authoritative Compliance Knowledge

### Strategies

- Retain and attract members by providing services they value.
- Deliver Professional Payroll Education to respond to the regulatory compliance requirements and organization goals of employers/payroll practitioners.
- Gain influence in the business, government and academic communities.
- Enhance the effectiveness of federal, provincial and territorial government relations through Advocacy.
- Attract and retain knowledgeable staff who are certified in specific areas of expertise.
- Attract and retain dedicated volunteers and subject matter experts.
- Continue to build a financially viable organization.

**Goals** – building on its core purpose, mission, vision and values the association will:

- Have the Payroll Compliance Practitioner (PCP) certification recognized by Employers (Accounting and Human Resources professionals, Recruiters) and Academia as the payroll compliance requirement for payroll practitioners.
- Have the Spécialiste en Conformité de la Paie du Québec (SCPQ) certification recognized by Employers (Accounting and Human Resources professionals, Recruiters) and Academia as the payroll compliance requirement for Québec payroll practitioners.
- Have the Certified Payroll Manager certification recognized by Employers, (Executives, Accounting and Human Resources professionals, recruiters) and academia as the knowledge requirement for payroll managers.
- Expand membership by providing services members value and increasing certified payroll professionals.
- Improve the profile of payroll in employer, academic and government sectors by positioning it as a compliance-based profession.
- Improve employer payroll compliance through education and advocacy.
- Position the Canadian Payroll Association as the source of Canadian payroll compliance knowledge.
- Increase the efficiency and effectiveness of federal, provincial and territorial payroll-related legislation, regulations and administration for all stakeholders.
- Grow our foundation resources (subject matter experts, volunteers, staff, and finances) in a mutually beneficial manner.

CPA core purpose, mission, vision, values, strategies and goals drive all activities.

### Stakeholders

- Payroll Professionals - Payroll Compliance Practitioners (10,000) and Certified Payroll Managers (3,380) certified by the CPA
- Payroll Practitioners – Individual payroll practitioners and their employers
- Payroll Service and Software Providers – Payroll processing, software and publishing organizations
- Government stakeholders – Government tax, employment standards and payroll-related compliance ministries
- Universities/Colleges – Post-Secondary academic institutions (public and private)
- Influencers – 54% of payroll practitioners report to Accounting (CPA – [CA, CGA, CMA]); 33% to Human Resources (CPHRs in 9 provinces and CHRPs, CHRLs, CHREs in Ontario)
- Employers – CPA represents all employers’ payroll interests, both members and prospects
- Target Market – 58,500 organizations have 50+ employees in Canada (30% market penetration varies by size of organization (90% in Top 100) and Regions (20% in Quebec)