

Combined CMA-Master's Program

Candidate Handbook

2009-2010



Certified
Management
Accountants





It is the responsibility of each Combined CMA-Master's Program Candidate to be familiar with the information contained in this Handbook.

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Overview

CMA Ontario has partnered with various prestigious Ontario based universities to provide some unique learning opportunities for students. These combined CMA-Master's programs enable students to achieve the credits required to earn the CMA designation while earning a Master's degree.

Equipped with both credentials, graduates score a winning advantage in today's highly competitive job market, where most progressive strategic financial positions require an accounting designation.

They also save significant time and money by acquiring both credentials concurrently instead of achieving them individually.

Competency Map

The CMA Competency Map identifies the competencies CMAs acquire, hone and ultimately master over the course of their careers to perform in the CMA territory. This philosophy forms the foundation upon which the CMA accreditation process has been designed.

Functional Competencies

The six functional competencies comprise the essential tool kit for strategic management accounting professionals at all stages of their careers. They are the skills that need to be understood to meet performance expectations and organizational objectives. The six functional competencies are:

Strategic Management

The ability to chart a path that enables an organization to achieve sustainable value creation.

Risk Management and Governance

The ability to evaluate strategic, operational, and financial risks. The ensure the adequate measurement, management and control while establishing appropriate governance.



Performance Management

The ability to implement appropriate systems to support decision making, set performance targets, and monitor performance with respect to target achievement. Performance management focuses on managing costs, revenues and profitability.

Performance Measurement

The ability to evaluate performance with respect to the organization's established strategy and targets.

Financial Management

The ability to set financial objectives and manage financial resources and risk.

Financial Reporting

The ability to understand, produce, and analyze the information disclosed in an organization's financial statements. Financial reporting focuses on the needs of external parties such as shareholders, creditors, and regulatory agencies.

Enabling Competencies

The four enabling competencies reflect personal attributes that distinguish CMAs from other professionals working in the area of strategic management accounting. These include:

Problem Solving and Decision Making

Having analytical and problem-solving skills and the capacity for innovative and integrative thought, as well as the ability to connect "parts" and "wholes", identify and manage priorities, and adopt a broad view.

Leadership and Group Dynamics

The ability to work in, build and lead teams.

Professionalism and Ethical Behaviour

The ability to operate with honesty, integrity, credibility, self-confidence, self-control, organization, attention to detail, and independence as well as the ability to cope with ambiguity, identify conflicts of interest, exercise due diligence, protect the public interest, adhere to the rules of professional conduct, and enhance the reputation of the profession.

Communication

The ability to communicate effectively both orally and in writing. This involves listening, understanding, speaking and writing with clarity, the art of persuasion, and skill in communicating complex matters to all levels of the organization.

For more detailed information on the CMA Competency Map refer to:

http://www.cma-ontario.org/multimedia/Ontario/attachments/2009_CMA_EE_Requirements.pdf

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1. GENERAL INFORMATION

1.1 Accreditation Process

Key criteria for CMA-Master's programs require that individuals must have an undergraduate degree from a Canadian academic institution or a university degree equivalent to a Canadian university degree.

Applicants are required to submit officially translated transcripts in English or French to accompany their application.

The CMA designation can be obtained upon completion of the required CMA evaluations post degree. All students interested in pursuing the CMA designation through these combined studies, must notify the Society within 13 months of completion of their graduate studies.

Candidates will have five (5) years upon entering their graduate studies to complete all CMA requirements for their specific programs which may include some or all of the following: Accelerated Program, Foundation Studies, Entrance Exam, Case Exam and Board Report. Combined CMA-Master's candidates must also complete the Practical Experience Requirement (see section 1.2).

Education:

Master's program Candidates who pursue the CMA designation through a Combined CMA-Master's Program must cover the CMA Competency Map at Career Stage 1 and 2 in its entirety.

This coverage may be within a Master's program entirely, including any applicable undergraduate courses or through a combination of a Master's program and other accreditation program elements delivered or approved by a CMA Canada Provincial/Territorial Partner (e.g. Accelerated Program or Foundation Studies).

1. GENERAL INFORMATION (continued)

1.2 Practical Experience Requirement

Combined CMA-Master's Program Candidates are required to exhibit, through the completion of practical experience report(s), a minimum of two years of experience according to the same requirements of the regular stream of CMA Candidates.

A CMA-Master's Candidate's practical experience must:

- Be gained during full-time employment, co-op, internship, or summer employment
- Be gained in the domain of management accounting (strategy, risk, management accounting, financial accounting, and corporate finance)
- Candidates are required to achieve twelve months of concurrent qualifying experience while in the CMA-Master's Program.
- Candidates must be in a Career Stage 2 position at the point of certification.

Prior Experience

A maximum of 12 months of practical experience in the domain of Management Accounting prior to starting the CMA-Master's Program can form part of the 24 month practical experience requirement. This experience must be verifiable. The candidate can go back three years prior to beginning of their MBA Studies.

Concurrent Experience

A minimum of one year of qualifying concurrent practical experience, in the domain of Management Accounting, while in the CMA-Master's Program is required. This experience must be verifiable.

Full-time Master's Programs

Two years of qualifying practical experience gained prior to starting the Full-time CMA-Master's Program would be desirable. Candidates, who have less than 24 months of qualifying prior experience, must fulfill the qualifying practical experience requirement within five years of starting the full-time CMA-Master's program.

Candidates must satisfy the practical experience requirement before applying for Certified Membership. Candidates must satisfy the practical experience requirement within three years of the completing the CMA-Master's Program. Candidates may be required to complete Business Application Reports to satisfy the concurrent learning requirement.

CMA-Master's Candidates must complete the online Practical Experience Reporting Form.

1. GENERAL INFORMATION (continued)

1.3 Candidate's Responsibility

It is the responsibility of each Candidate to be familiar with the information contained in this Handbook. Exceptions to the Regulations based on ignorance or unfamiliarity with any regulation will not be acknowledged by CMA Ontario.

1.4 Membership

To maintain membership in the Society, Candidates must be actively pursuing the CMA designation and must submit any required annual registration fee and Combined CMA-Master's Program fees when due. (See Sections 3.6 and 3.7 for further information). Late submission of fees may result in inactivation of membership.

1.5 Code of Professional Ethics

All Members are required to abide by the Society's Professional Misconduct and Code of Ethics Regulation. The manner in which Members conduct their professional activities reflects on the Society and affects the level of respect accorded the profession. This professional attitude applies to the conduct expected of all Members. (See Section 5 for more details.) Candidates who do not abide by the Professional Misconduct and Code of Ethics Regulation may be required to discontinue their studies and may not be accepted into Certified Membership.

2. COMBINED CMA-MASTER'S PROGRAM

2.1 Enrolment

Qualifying Master's Candidates interested in pursuing the CMA designation can apply to a CMA Canada Provincial/Territorial Partner at any time while enrolled in the MBA program.

Candidates who do not complete the Combined CMA-Master's Program within five years of entering their Master's program will be inactivated from membership (see Section 3.2).

2.2 Study Format

Candidates graduating from a Master's Program who pursue the CMA designation through the Combined Program are required to complete a Mandatory Preparation Program for both the CMA Case Exam and Board Report. They are required to successfully complete the Case Exam and the CMA Board Report. Based on the Master's program coverage of the CMA Competency Map (see Section 1.1), Candidates may be required to complete Business Application Reports, the Accelerated Program, the Entrance Examination, or combination of these components.

Candidates are required to complete a mandatory practice case exam using Secureexam software.

Case Exam

The Case Examination is a four-hour examination that tests a Candidate's ability to apply the six (6) functional competencies and apply the four enabling competencies by demonstrating integrative thinking and problem solving skills. Forty-eight hours before the examination, Candidates will be given a document that provides background on the fictitious organization. At the outset of the exam, additional information will be provided that will form the heart of the exam.

The CMA Canada Case Examination pass mark is 60%.

In the event that a candidate is not successful on the Case Examination, they will be required to re-write the examination within 13 months of the last attempt.

Candidates are only allowed three attempts on the Case Examination.

In order to prepare candidates for the CMA Case Examination, they must attend a mandatory 1 day preparation session for the Case Exam delivered by CMAO prior to each of the May and August Case Exam offerings.

2. COMBINED CMA-MASTER'S PROGRAM (continued)

2.2 Study Format (continued)

Candidates who, at an earlier time, failed a CMA Canada Qualifying Examination (Entrance Examination) are eligible to pursue the designation through this route but are still only allowed three attempts of the Case Exam in total.

Board Report

The Board Report is a group Board Report designed to review and integrate the required CMA National program content. The Board Report is to be 10,000 words, plus exhibits. A period of more than two months will be given to complete the written report. Candidates will normally be expected to complete the CMA Canada Board Report by the first week of June.

The written report will be graded by the National Society (CMA Canada).

A presentation based on this report will be made to a panel of CMA's. The presentations will be scheduled over several weekends in June and July. As dates and times for presentations are not flexible, Candidates should not schedule other activities for those days.

Candidates will be assigned a group of three to five Candidates to work on the Board Report by the CMAO office.

The Board Report Evaluation requires Candidates must obtain a grade in excess of 60% on a combination of the written Board Report and Presentation, which is worth 100 marks, and is broken down as follows:

Written Report 70 marks

Presentation 30 marks

Total 100 marks

In order to prepare candidates for the CMA Board Report, they must attend a mandatory one (1) day preparation session for the Board Report delivered by CMAO annually, typically in either February or March. This session will outline CMA Canada's expectations to ensure a successful Board Report Process.

In the event that candidates are not successful on the Board Report, they will be required to re-attempt the Board Report on the next available offering. Candidates are only allowed three attempts on the Board Report.

2. COMBINED CMA-MASTER'S PROGRAM (continued)

2.2 Study Format (continued)

Combined CMA-Master's Component Matrix

The below table outlines the requirements for combined program CMA-Master's CMA streams.

Stream	Foundation Studies	Business Application Report (BAR)	Accelerated Program (AP)	Entrance Exam (EE)	Case Exam (CE)	Board Report (BR)	Practical Experience (PE)***
Accredited CMA-Master's Combined Program	No	Yes*	No	No	Yes	Yes	Career Stage 2
Unaccredited CMA-Master's Combined Program	No	Yes*	Yes	Yes	Yes	Yes	Career Stage 2
CMA for MBA (Other MBA Programs)	No	No	Yes**	Yes**	Yes	Yes	Career Stage 2
Executive Phase (for EMBA Programs)	Yes	No	No	No	No	Yes	Career Stage 3**** Only

* Business Application Report(s) is/are required for Master's program students who are studying full time at University and/or for candidates who have gained practical experience through a co-op program. Reports are required to be submitted to CMA Ontario by the end of their co-op term.

** CMA for MBA Candidates must be eligible for the Strategic Leadership Program (SLP). This may require candidates to complete the Accelerated Program and the Entrance Exam prior to enrolment in the CMA for MBA program. Please contact CMA Ontario to discuss this process. These candidates also complete four (4) courses through Wilfrid Laurier University prior to sitting for the Case Exam and Board Report.

*** For all programs, Practical Experience reports must be completed and submitted to CMA Ontario prior to enrolment in their first CMA program component. Please refer to section 4 of this document for information on practical experience.

**** Executive Phase candidates must demonstrate five (5) years practical experience at the Senior Strategic Financial Leadership as evaluated, by CMA Ontario, at the Career Stage 3 level of CMA Competencies. It is an entry requirement.

2. COMBINED CMA-MASTER'S PROGRAM (continued)

2.3 Session Locations

The Board Report Preparation Program Sessions are held in Toronto and Ottawa. All sessions are held in hotels and learning centres. *Locations are subject to change.* Candidates will be notified if a change in location occurs.

Breakfasts, lunches and coffee/juice breaks are not provided at Preparation Program Sessions.

Confirmations regarding the exact location and time, as well as any pertinent instructions, are emailed two weeks prior to each Preparation Program Session. If you have not received the confirmation five days before the session, please call CMA Ontario at 416-204-3102. (see Section 3.14).

2.4 Material

All Case Exam and Board Report preparation program materials will be posted to a CMA Ontario microsite and candidates will be granted access to the site two (2) weeks prior to preparation program session date.

2.5 Assignment Submission

In the Combined CMA-Master's Program, there is approximately one assignment submitted for marking and feedback. Other assignments consist of preparation for and participation during the Preparation Programs Sessions.

Assignments are based on independent work on the assigned case at the end of the case exam preparation program.

All assignments must be submitted to the Strategic Leadership Program website no later than 4:30PM on the due date.

It is strongly recommended that students ensure that their assignment has been successfully posted on the SLP website, as CMA Ontario will assume no responsibility for assignment posting errors. **Submission of the Assignment is mandatory.** Failure to submit an assignment will result in a deferral of the candidate's studies until the next year. Late reports will not be marked.

Please note only one (1) file is to be submitted to the website for reports. All exhibits, charts, etc. need to be embedded in the word document.

Candidates experiencing difficulty in submitting a report may request an extension to the due date. Extensions are only granted in unusual circumstances. **Normal employment related obligations (i.e., month and year-ends, tax season, special projects) will not be considered.**

2. COMBINED CMA-MASTER'S PROGRAM (continued)

2.5 Assignment Submissions (continued)

Candidates must call CMA Ontario's Candidate Support Representatives at least 48 hours before a due date to request an extension. If an extension is warranted, supporting documentation may be required. Permission to submit assignment late affects only that report.

2.6 Plagiarism

The Combined CMA-Master's Program website uses Turnitin plagiarism detection software for all assignments posted by Candidates onto the site. Several years of submitted assignments are stored in the database from Candidates across Canada. If any notices of concern of plagiarism are reported by the CMA Canada markers with the assistance of this software, CMA Ontario will be notified for further investigation and will be in contact with the affected Candidates/Group. Each case is reviewed individually, and may result in the deferral or removal of the Candidate(s) from the Combined CMA-Master's Program.

CMA Canada has developed a National Plagiarism Policy Statement and this is set out below in the context of the Combined CMA-Master's Program.

Guidelines on Plagiarism in the Combined CMA-Master's Program

Introduction

Researching information from published materials and sharing ideas with other candidates are legitimate approaches to learning and both approaches are required in the Combined CMA-Master's Program. However, all assignments and presentations must reflect original work and responses, with references to other sources correctly cited.

The following information and policies about plagiarism have been approved by all the partners of CMA Canada and will be strictly enforced.

1. Definition of Plagiarism

Plagiarism consists of presenting (or misrepresenting) any part of another person's work as one's own. In the context of the Combined CMA-Master's Program, this applies to all assignments, oral presentations, and Board Reports.

Plagiarism can include phrases, paragraphs, passages or ideas taken from any book, article, encyclopedia or other reference material, another candidate's or Combined CMA-Master's Program group's paper (past or present), anything found on the Internet, or any group discussions (when preparing an individual assignment), that have not been correctly credited to the source.

2. COMBINED CMA-MASTER'S PROGRAM (continued)

2.6 Plagiarism (continued)

2. CMA Canada's Position of Plagiarism

CMA Canada and its partners consider any instance of plagiarism, as defined above, to be cheating and a form of intellectual theft.

By submitting their work through the Combined CMA-Master's Program website or presenting it in the context of an Combined CMA-Master's Program session or formal presentation, candidates consent to their work undergoing plagiarism detection reviews using plagiarism detection software and to their submitted work being retained in a confidential database for comparison with other work submitted by candidates.

3. Penalties

Suspected instances of plagiarism will be immediately reported to CMA Canada and/or its partners. The provincial partners will review each case individually and based on the outcome will assess strict penalties and disciplinary measures.

2.7 Preparation Program Session Participation

Candidates who do not attend either a complete Case Exam or Board Report preparation program session or make acceptable alternative arrangements with the Society to attend another offering will be required to defer their studies and continue in the Program from that point in the next offering. If alternative arrangements are required, the Candidate should contact the Society at least three weeks prior to the session. This deferral is conditional upon their eligibility to defer the Program and still remain in compliance with the time limit policy (see Section 3.2(c)).

As the schedule for the Program is published well in advance, it is the Candidate's responsibility to arrange personal activities around these deadlines. Candidate's who wait until after a missed deadline to reschedule will be charged an administrative fee of \$50.00 (subject to change).

2. COMBINED CMA-MASTER'S PROGRAM (continued)

2.8 Candidate Evaluation

Combined CMA-Master's Program

The program evaluation of the Combined CMA-Master's program must comply with the fundamental principles of CMA accreditation requirements and must demonstrate the same evaluation criteria as required through the regular accreditation process.

Evaluations include:

- Accelerated Program (as required): Master's program Candidates must complete and pass the Accelerated Program with a minimum passing mark of 60%.
- Entrance Examination (as required): Master's program Candidates must write and pass the Entrance Examination with a minimum passing mark of 60%, unless exempt through a CMA Canada accredited academic institution. Students required to write the Entrance Exam cannot proceed to the Case Exam or Board Report until passing that exam.
- All Combined Program candidates are required to complete a mandatory Preparation session before completing the CMA Case Exam or Board Report.
- Case Exam: Master's program Candidates must write and pass the Case Examination with a minimum pass mark of 60%.
- Executive Phase candidates (evaluated at CS3 by CMA Ontario) must complete the 3 module Foundation Studies before enrolment in the Board Report process.
- The final evaluation will be the Board Report.

The Board Report is to be 10,000 words, plus exhibits. A period of more than two months will be given to complete the written report. The written report will be graded by the National Society (CMA Canada). A presentation based on this report will be made to a panel of CMAs. The presentations will be scheduled in June or July. As the dates and times for the presentations are not flexible, Candidates should not schedule other activities for those days.

2. COMBINED CMA-MASTER'S PROGRAM (continued)

2.8 Candidate Evaluation (continued)

The Board Report will test material covered in the CMA Competency Map. Candidates will prepare their reports in small teams. The evaluation of the presentation will be the responsibility of CMA Ontario, while the group report will be marked by CMA Canada. Candidates must pass the Board Report. The minimum passing grade is 60%.

Board Report:	Group Presentation	30
	Group Report	70
	Total	100

Candidates who do not receive a pass mark of 60% for the Board Report are required to repeat this element of the program again.

There will be a maximum allowance of three attempts on the Entrance Examination, Case Examination and Board Report, which must be taken within the five (5) year eligibility period

Master's Program Candidates must successfully complete the Master's program prior to the awarding of the CMA designation.

Suitable Professional Demeanour and Team Participation

If a candidate is not, in CMA Ontario's sole judgment, maintaining a suitable level of professional demeanour in the program, and/or is deemed not to be meeting the team participation requirements of the program, they may be subject to one or more possible sanctions, including withdrawal from the program and/or specific program components for a period specified by CMA Ontario.

Observation and evaluation of professional demeanour includes but is not limited to consideration of personal and professional behaviour in the setting of the preparation sessions and/or other team components of the program, including work within a small-team environment. Without limitation, examples of behaviours not meeting the expectations of professional demeanour and team participation would include offensive or lewd behaviour and/or language, behaviour that disrupts session or team functioning, behaviour that does not demonstrate active participation in the Board Report process, and not showing appropriate and reasonable flexibility with fellow team members for scheduling and setting meetings and calls.

A candidate not meeting the program's expectations of professional demeanour, ethical behaviour and/or team participation may also be removed from candidate status and deemed ineligible to continue his/her pursuit of the designation.

2. COMBINED CMA-MASTER'S PROGRAM (continued)

2.8 Candidate Evaluation (continued)

Regarding Small Group Dissolution or Expulsion:

Part of the rigour of the Combined CMA-Master's Program is that candidates are expected to work together and comprehend that part of the experience reinforces that, in their careers, they will work with people of different backgrounds, goals and work styles.

In cases of group conflict, therefore, Combined CMA-Master's Program small groups are expected to work together to make reasonable efforts to resolve their issues. If the group itself is unable to resolve any issue, they must involve, as a group, facilitators in these discussions prior to requesting transfer to a different group, expulsion of a group member, or group dissolution & deferral to the following year. Contact CMA Ontario when group work and dynamics put success at risk.

In cases where the team and moderator(s) cannot resolve an issue, transfer, expulsion, dissolution, and deferral decisions are to be at the sole discretion of CMA Ontario.

Failure:

Combined CMA-Master's Program candidates who fail the Entrance Exam or Case Exam will be required to repeat the component within 13 months of the last attempt.

In the event that candidates are not successful on the CMA Board Report, they will be required to re-attempt the Board Report on the next available offering.

Communication of Results:

Accelerated Program, Entrance Exam and Case Exam results are released through the internet. Candidates will be provided with the appropriate URLs or links to this site when they become available.

Board report results will be sent by CMA Ontario to each group once available.

General Completion Standards:

The *minimum* national standard for successful completion of the components of the Combined CMA-Master's Program is 60% on each of program components.

In addition, under CMA's accreditation requirements, a Candidate must complete and submit all required individual assignments in full by the deadline date.

2. COMBINED CMA-MASTER'S PROGRAM (continued)

2.8 Candidate Evaluation (continued)

If a candidate is not successful in achieving the overall minimum standards outlined above, assessed either individually or collectively as the component requirements demand, the Candidate is subject to withdrawal from the program by CMA for a specified period of time. The Candidate may be required to repeat program components as determined by CMA, which will be evaluated continuously throughout the program to ensure minimum standards are met or exceeded.

In assessing the progress of a Candidate within specific Components and throughout the duration of the program, CMA applies the following completion standards and definitions:

Incomplete Component:

A component is deemed to be incomplete if, a candidate either does not attend the mandatory preparation program sessions in full or submit the required assignments. At CMA's sole discretion, a candidate receiving an "incomplete" status on a component may be ineligible to continue to the next component, and may be withdrawn for a period of time specified by CMA (usually no more than one calendar year), required to repeat the component preparation program or given additional assignments as deemed appropriate by CMA to ensure the necessary skills prior to moving on to the next component.

Incomplete Program:

If a Candidate does not receive an evaluation equal to or greater than 60% on each of the program components (i.e. case exam), the Candidate will be required to repeat the program components to be identified by CMA Canada.

2. COMBINED CMA-MASTER'S PROGRAM (continued)

2.9 Ethics Course Requirement

Where a Candidate has been found to have committed plagiarism (see Section 2.6) or violated the Professional Misconduct and Code of Professional Ethics (see Section 5), the Candidate will be required to attend the CMA Ontario Ethics course at a cost of \$495 + GST (prices subject to change) before continuing in the program.

CMA Ontario reserves the right, at CMA Ontario's sole discretion, to defer candidates or discontinue candidates' membership with CMA Ontario for these infractions.

2.10 Evaluation of the Combined CMA-Master's Program

The Society encourages Candidates to evaluate, on an anonymous basis, all aspects of the Combined CMA-Master's Program – preparation program session content, delivery and facilitators. Evaluation sheets for each preparation session are completed through a survey at the completion of each component.

These evaluations are reviewed by the Society to identify areas requiring improvement. Many issues relating to session format and facilitator performance are handled immediately.

Facilitators receive a summary of the evaluation after each session.

3. ADMINISTRATION

3.1 Membership Transfers

Membership transfers to another province are subject to the approval of the receiving province. Members moving from Ontario to another province should submit a written request including their name, member number and the new address and telephone numbers the Accreditation Candidate Support Representative. They will be advised of their transfer eligibility.

3.2 Membership Inactivation

Candidates may be inactivated from membership for the following reasons. Items a) to c) may be without notice.

a) Non-payment

Non-payment of the annual registration fee (see Section 3.6), the Combined CMA-Master's Program component fees (see Section 3.6) or any outstanding accounts with the Society;

b) Failure

Three unsuccessful attempts at completing the Entrance Examination, Case Examination and Board Report;

c) Time Limits

All candidates interested in pursuing the CMA designation through the Combined CMA-Master's Program, must apply to the Society and enrol in the CMA components within 13 months of completion of their graduate studies.

Candidates will have five years upon entering their Master's studies to complete the CMA Accelerated Program (if required), CMA Entrance Exam (if required), CMA Case Exam, Foundation Studies (if required) and the Board Report Component Requirements as well as their Practical Experience Requirement.

d) Unprofessional Conduct and Plagiarism

Failure to abide by the Professional Misconduct and Code or Professional Ethics Regulation. Additional information is included in Section 5 of this Handbook.

3. ADMINISTRATION (continued)

3.3 Withdrawal & Deferral from Combined CMA-Master's Program

Candidates who voluntarily decide or are required to defer the Program for one year will be required to continue from that point in the following year. This deferral is conditional upon their eligibility to defer the Program and still remain in compliance with the time limit policy (see Section 3.2(c)).

Candidates who defer their studies should be aware that they may have to repeat part or the entire Program if the Combined CMA-Master's Program components changes significantly.

Candidates who withdraw from the Combined CMA-Master's Program will be subject to cancellation and administration fees.

3.4 Reinstatement after Inactivation

Members inactivated from membership for reasons a) to c) of Section 3.2 must wait a period of two years from the date of their activation before they may apply for reinstatement. All applications for reinstatement must be approved in accordance with the policies established by the Society. A letter of application for reinstatement should be submitted to the Society's office with a non-refundable application fee of \$150 + \$7.50 GST = \$157.50 (subject to change). The letter should include: name, member number, telephone number, year of inactivation, a detailed job description and the circumstances surrounding the discontinuation of the Candidate's membership.

3.5 Policy Administration

Candidates whose progress through the Combined CMA-Master's Program may be affected by the policies and regulations can apply to the Society for consideration of their case. Requests should be addressed to the Accreditation Department and should briefly outline the situation and be accompanied by any supporting documentation.

3.6 Fees

The registration and component fees for the Combined CMA-Master's Program are:

Registration Fee - due immediately	\$500 + \$25 GST = \$525
Accelerated Program Component - upon registration	\$1500 + \$75 GST = \$1575
Entrance Exam Component - upon registration	\$500 + \$25 GST = \$525
Case Exam Component - upon registration	\$1500 + \$75 GST = \$1575
Board Report Component - upon registration	\$1500 + \$75 GST = \$1575

Fees can be paid in full or upon registration into each component.

3. ADMINISTRATION (continued)

3.6 Fees (continued)

Candidates must submit an application and the required Registration fee upon registration. The Registration fee covers membership for two years. Combined CMA-Master's Program registration fees are non-refundable. Rewrite fees apply for any program component and the Combined CMA-Master's Program registration and component fees are subject to change.

Air fare, accommodations and meals for Combined CMA-Master's Program will be each participant's responsibility. Meals are not provided during the preparation program sessions.

Entrance Exam Preparation Program fee is not included in the entrance exam component fee. Candidates who wish to participate in the Entrance Exam Preparation Program must pay the associated fee. The Case Exam and Board Report preparation sessions are included in the component fee.

Audits of Entrance Exam, Case Exam and Board Reports are not included in the component fee and these requests will be charged an additional fee of \$180 plus GST (subject to change). Likewise, re-writes after a failed attempt are also subject to additional fees.

Cheques should be made payable to The Society of Management Accountants of Ontario or SMAO. Candidates who have not submitted the component fee by the due dates will not be allowed to continue in the Combined CMA-Master's Program and membership may be inactivated.

3.7 Registration Fees (Non-refundable)

Candidate membership fees are covered for the first 2 years of the Combined CMA-Master's Program by the Registration fee.

To remain a Member in good standing, Candidates who have not completed all the Combined CMA-Master's Program components within the first two years are required to submit an annual registration fee upon receipt of the invoice. Fees cover the period of July 1 to June 30 and are tax deductible as tuition fees. The registration fee for the 2010-2011 year is \$413.00 plus GST (subject to change).

Candidates who have not submitted their fees by July 30 will have their membership inactivated without notice.

3. ADMINISTRATION (continued)

3.8 Miscellaneous Fees

All requests for a), b), c), d) and f) must be accompanied by the applicable fees. (All fees are subject to change).

Allow three weeks for the request to be processed.

* a) Replacement tuition fee certificate – \$21.00, + GST

* b) Official transcript of CMA credits – \$52.50 + GST

* c) Replacement cheque – \$30.00

* d) Reinstatement fee after inactivation (Section 3.4) – \$150.00 + GST

* e) Late Combined CMA-Master's Program fee – \$50.00

* f) Failure to cancel Preparation Program Session – \$50.00

* These fees are not tax deductible.

3.9 Certified Membership Application

A Certified Membership Application will be sent in June to all eligible Combined CMA-Master's Program Candidates. To be considered for Certified Membership, Candidates must successfully complete all components of the Combined CMA-Master's Program in full. As well, Candidates must have paid all outstanding fees and have submitted the proper documentation by the specified due dates.

Candidates will require a CMA, in good standing, to sponsor the Certified Membership Application who can attest to the Candidate's suitability for consideration for Certified Membership.

3.10 Certified Member Fee

The annual Certified Membership fee, currently \$761.00 + 38.05 GST = \$799.05 and is subject to change without notice. Upon application for Certification, Candidates are required to pay this fee.

Upon certification, and in order to maintain membership in the Society and the right to use the CMA designation, the Certified Membership fee must be paid annually.

3.11 Continuing Professional Learning and Development (CPLD)

The CPLD requirement for all Certified Members of CMA Ontario is 120 learning credits over a rolling three-year period, with a minimum of 20 credits required in each reporting year.

A CPLD Declaration of Compliance Online Form will be checked off every September by choosing the appropriate declaration box, confirming that the member has met the CPLD requirement for the previous fiscal year. The CPLD Declaration of Compliance Online Form can be accessed through "My CMA Membership" Login page.

3. ADMINISTRATION (continued)

3.11 Continuing Professional Learning and Development (CPLD) (continued)

To ensure compliance with the CPLD policy, each year a number of members will be called upon to produce supporting documentation for verification purposes. It is each member's responsibility to maintain a complete record of their activities for audit purposes.

For a complete copy of the CMA Ontario CPLD brochure and guidelines, please visit: <http://www.cma-ontario.org/multimedia/Ontario/attachments/CPLDbrochure.pdf>

For further information, please contact Ann Henderson, CPLD Advisor, 416-204-3111, 1-800-387-2991 ext. 111, Fax: 416-977-6079, ahenderson@cma-ontario.org

3.12 Cancellation and Refund

Refund Policy

Candidates must notify CMA Ontario in writing of their intention to withdraw from the Combined CMA-Master's Program. Date of receipt of the letter, email or fax will constitute the withdrawal date.

Program refunds will be given as follows:

- No refunds will be issued for withdrawal from the program once the program commences.

Please be aware that Candidates who defer their studies, the Combined CMA-Master's Program component payments made to date may be applied to their new component enrollment after the deferral period is completed.

Candidates must be aware of the Time Limit (section 3.2(c)) when considering deferral.

Cancellation requests are subject to the notification deadlines and administrative fees of each component.

All refund and deferral requests must be made in writing to the attention of the Accreditation Department, CMA Ontario.

3.13 Facilitators

Combined Program Facilitators are drawn from a wide range of business, government and academic backgrounds. Candidates will have one facilitator during each Preparation Program Session.

3. ADMINISTRATION (continued)

3.14 Staff Contacts

Candidates registered in the Combined CMA-Master's Program may contact the Accreditation Candidate Support Representatives for counselling support as the Candidate progresses through the Program. Candidate Support can answer questions about fees, material, sessions and assignment submissions.

info@cma-ontario.org
416-204-3102/1-866-999-3102
Fax: 416-977-2128

4. PRACTICAL EXPERIENCE

4.1 Introduction

Practical experience is an essential component of the accreditation process. The integration of on-the-job experience with professional studies helps Candidates develop management skills and assures employers that a CMA is competent in the application of management principles and accounting knowledge. All candidates must demonstrate competency through verifiable work experience. Candidates must be able to apply the acquired knowledge and skills from the CMA Competency Map at an overall CS-2 level. Candidates are to advise the Society of any position or employer changes that are made while proceeding through the Program.

4.2 Purpose

The purpose of the practical experience requirement is to provide assurance to employers that a CMA possesses competency in the application of management principles and accounting concepts and techniques contained in the Society's Syllabus.

4.3 Features

The practical experience requirement consists of four (4) levels of experience, determined by the type of decision making required to perform the function:

- i) Career Stage 1 (CS-1) Acquisition
- ii) Career Stage 2 (CS-2) Basic Proficiency
- iii) Career Stage 3 (CS-3) Advanced Proficiency
- iv) Career Stage 4 (CS-4) Mastery

Candidates must be in a CS-2 level position at the time of certification.

The Society of Management Accountants of Ontario is aware of the constructive discrimination provisions found in Section 11 of the Human Rights Code. Nothing in the Society's practical experience requirement, or in its effect upon individuals when applied to them, shall act to deprive individuals of their right to accommodation without undue hardship in accordance with the Ontario Human Rights Code.

4. PRACTICAL EXPERIENCE (continued)

4.4 Elements

	CS 1 Acquisition	CS 2 Basic Proficiency	CS 3 Advanced Proficiency	CS 4 Mastery
PERFORMANCE MANAGEMENT				
Cost Management	Defines and describes system attributes	Analyzes system attributes	Designs and implements system	Evaluates and draws conclusions regarding system
Revenue Management	Defines information requirements	Analyzes information needed	Determines progress toward value proposition	Evaluates progress and recommends change
PERFORMANCE MEASUREMENT				
Performance Reporting System	Defines attributes of system	Analyzes and interprets outputs	Designs and implements system	Establishes metrics, evaluates performance, and recommends change
Incentive and Compensation Systems	Identifies system attributes	Analyzes system attributes	Identifies and defines alternatives	Evaluates, recommends alternatives, and recommends change
FINANCIAL RESOURCE MANAGEMENT				
Setting financial objectives and goals and managing financial resources	Describes process and principles for managing resources	Participates in managing resources and setting goals	Leads process for managing resources and recommends change	Specifies and establishes objectives and ensures optimization of resources
FINANCIAL REPORTING				
Financial statement preparation and design	Defines and describes F/S components and understands GAAP	Prepares and analyzes statements	Designs and implements reporting system	Evaluates, draws conclusions and assesses strategies for improvement
Financial statement analysis	Defines and applies methodology for analysis	Performs analysis	Evaluates and draws conclusions from analysis	Recommends strategic changes based on output

4. PRACTICAL EXPERIENCE (continued)

Practical Experience is a required component for the CMA Ontario Combined CMA-Master's Program. Candidates are required to meet the following Practical Experience requirements in order to graduate from the CMA program:

- 1. Most recent position be evaluated at an overall CS2 level or higher**
- 2. Executive Phase candidates must be evaluated at an overall CS3 level or higher**
- 3. Have acquired 24 months of valid practical experience**
- 4. Have acquired a minimum of 12 months of concurrent experience while enrolled in the Combined CMA-Master's Program**

Online Practical Experience Reporting Form

Candidates submit their practical work experience by using CMA Ontario's Online Practical Experience Reporting Form. The online form will be the only method whereby a candidate can get their position evaluated. No other form (i.e. previous or modified versions of a practical experience form) can be submitted for an evaluation.

Where to Find the Form

The link for the Online Practical Experience Form website is on the CMA Ontario website under the heading 'CMA Candidates'. The direct link for the website is: <https://apps.i-skillsuite.com/cma/>

4.5 Step 1: Creating an Account

Candidates that have not yet submitted an Online Practical Experience Reporting Form are required to create an account for themselves. Candidates create an account by clicking on the '*Don't have a login? Click Here to create an account!*' link at the bottom of the login page.

Candidates are then required to submit and confirm a valid email address as well as type in an automatically generated keyword used to prevent automatic sign ups. Once this is done, an activation code is automatically sent to the email address provided. Candidates are required to logon to their email and type the activation code into the appropriate field on the website to continue in the registration process. Once they have typed their activation code they are required to fill in their up to date contact information.

4. PRACTICAL EXPERIENCE (continued)

After the account has been created, candidates will receive a notification email to the email address you have provided, which contains their username and password. Candidates may change their password at any time using the website.

Please note that if you do not receive the activation code it could be in your junk mail folder. Also note that some hotmail accounts are known to cause problems. If at all possible, refrain from using hotmail accounts to create an account.

4.6 Step 2: Candidate Information

After entering their basic contact information a candidate will then be directed to the website's main page where they may complete a practical experience form.

To create a new form candidates must first select 'New PE Application', located at the bottom of the main page. The first part of creating a new reporting form will be entering all applicable candidate information and information about the organization of their position.

Please note that only one position can be evaluated per practical experience form submission. If a candidate would like more than one position to be evaluated then another reporting form must be filled out for each position the candidate wants evaluated.

4.7 Step 3: Completing the Form

Practical Experience is reported by a candidate assessing their competency level and answering questions related to the six CMA Ontario Functional Competencies and the four Enabling Competencies. There are two questions per CMA Ontario Competency. These questions are designed to encourage candidates to write about specific examples from their positions.

Candidates are required to choose the appropriate Competency Stage for each competency and answer all the questions by using work experience examples that gained through employment. Experience gained from the Combined CMA-Master's Program course studies does not qualify as valid examples for this form. Each example must be at least 100 characters or the form will not move on to the next question.

Please note Combined Master's Candidates are required to complete all questions before their form can be submitted.

Candidates are also required to attach an up to date resume as well as an organizational chart showing the reporting structure of their positions to the form. Attachments must be able to be opened by Microsoft Office applications (i.e. Word, Excel, PowerPoint) or they will not be reviewed and the evaluation will not be completed.

4. PRACTICAL EXPERIENCE (continued)

Candidates have the option of parking or saving their form at any time. Once a form has been parked, candidates can log off and then on the site and continue from where they previously left off.

At the end of the form candidates are required to provide the email and basic contact information about their validator (usually their direct manager). The role of the validator is to ensure that the examples used by the candidate are correct. The validator is not required to comment on the Competency Stage selected by the candidate. Once the candidate is satisfied with their form they can email it directly to their chosen validator. The validator then receives the form and can take one of two actions:

1. The validator agrees with all of the candidate's examples and the form is then sent electronically to CMA Ontario for an evaluation.
2. The validator does not agree with all of the candidate's examples and the form is sent back to the candidate for improvement.

If the form is sent back to the candidate, the candidate is required to make the necessary improvements and email the form back to the validator for a second validation.

If a candidate cannot contact their manager for validation then they may get a Human Resources employee or a CMA in good standing that is knowledgeable about their field of work to validate their form.

5. PROFESSIONAL MISCONDUCT AND CODE OF PROFESSIONAL ETHICS REGULATION

5.1 Introduction

As professionals, Members as well as Candidates have the obligation to their employers and clients, the public and their fellow Members to maintain high professional standards. This section of the Handbook outlines the standards of professional conduct expected of Members and the procedures the Society follows to ensure adherence to these standards. All references to "Members" also apply to Candidates.

Pursuant to the Society's Bylaws, all Members must be familiar with and comply with the Bylaws, Regulations and Code of Professional Ethics of the Society and the rules and standards established or adopted by the Society.

The Society obtains its authority to regulate the conduct of its Members from its Act of Incorporation. All Members are liable to disciplinary procedures for any alleged breach of the Act, Bylaws, Regulations, Code of Professional Ethics, rules or standards

5.2 Professional Misconduct

- (1) In this section, "negligence" means an act or an omission in the carrying out of the work by a Member that constitutes a failure to maintain the standards that a reasonable and prudent Member of equivalent designation in the Society would maintain in the circumstances.
- (2) For the purposes of the by-laws, "professional misconduct" means:
 - (a) negligence;
 - (b) a breach by a Member of the Act or the by-laws;
 - (c) undertaking work the Member is not competent to perform by virtue of his or her training and experience;
 - (d) the Member has:
 - (i) committed or been convicted of any criminal offence including but not limited to fraud, theft, forgery, tax evasion, and violation of securities laws; or
 - (ii) pleaded guilty to or been found guilty of a criminal offence but has been discharged absolutely or upon conditions prescribed in a probation order;
 - (e) the failure of a Member to respond promptly and cooperate fully with respect to requests for information and other communications from the Society.

5.3 Code of Professional Ethics

All Members will adhere to the following "*Code of Professional Ethics*" of the Society:

(1) A Member will act at all times with:

- (a) responsibility for and fidelity to public needs;
- (b) fairness and loyalty to such Member's associates, clients and employers; and
- (c) competence through devotion to high ideals of personal honour and professional integrity.

(2) A Member will:

- (a) maintain at all times independence of thought and action;
- (b) not express an opinion on financial reports or statements without first assessing her or his relationship with her or his client to determine whether such Member might expect her or his opinion to be considered independent, objective and unbiased by one who has knowledge of all the facts; and
- (c) when preparing financial reports or statements or expressing an opinion on financial reports or statements, disclose all material facts known to such Member in order not to make such financial reports or statements misleading, acquire sufficient information to warrant an expression of opinion and report all material misstatements or departures from generally accepted accounting principles.

(3) A Member will:

- (a) not disclose or use any confidential information concerning the affairs of such Member's employer or client unless acting in the course of his or her duties or except when such information is required to be disclosed in the course of any defence of himself or herself or any associate or employee in any lawsuit or other legal proceeding or against alleged professional misconduct by order of lawful authority of the Board or any committee of the Society in the proper exercise of their duties but only to the extent necessary for such purpose;

- (b) inform his or her employer or client of any business connections or interests of which such Member's employer or client would reasonably expect to be informed;
- (c) not, in the course of exercising his or her duties on behalf of such Member's employer or client, hold, receive, bargain for or acquire any fee, remuneration or benefit without such employer's or client's knowledge and consent; and
- (d) take all reasonable steps, in arranging any engagement as a consultant, to establish a clear understanding of the scope and objectives of the work before it is commenced and will furnish the client with an estimate of cost, preferably before the engagement is commenced, but in any event as soon as possible thereafter.

(4) A Member will:

- (a) conduct himself or herself toward other Members with courtesy and good faith;
- (b) not commit an act discreditable to the profession;
- (c) not engage in or counsel any business or occupation which, in the opinion of the Society, is incompatible with the professional ethics of a management accountant;
- (d) not accept any engagement to review the work of another Member for the same employer except with the knowledge of that Member, or except where the connection of that Member with the work has been terminated, unless the Member reviews the work of others as a normal part of his or her responsibilities;
- (e) not attempt to gain an advantage over other Members by paying or accepting a commission in securing management accounting or public accounting work;
- (f) uphold the principle of adequate compensation for management accounting and public accounting work; and
- (g) not act maliciously or in any other way which may adversely reflect on the public or professional reputation or business of another Member.

(5) A Member will:

- (a) at all times maintain the standards of competence expressed by the Board from time to time;
- (b) disseminate the knowledge upon which the profession of management accounting is based to others within the profession and generally promote the advancement of the profession;

- (c) undertake only such work as he or she is competent to perform by virtue of his or her training and experience and will, where it would be in the best interests of an employer or client, engage, or advise the employer or client to engage, other specialists;
- (d) expose before the proper tribunals of the Society any incompetent, unethical, illegal or unfair conduct or practice of a Member which involves the reputation, dignity or honour of the Society; and
- (e) endeavour to ensure that a professional partnership or company, with which such Member is associated as a partner, principal, director, officer, associate or employee, abides by the Code of Professional Ethics and the rules of professional conduct established by the Society.

5.4 Overview of Disciplinary Procedures

In summary, three committees can become involved in the disciplinary process: the Complaints Committee, the Discipline Committee and the Appeal Committee.

The Complaints Committee investigates complaints against Members to determine if there may be grounds for disciplinary action.

The Discipline Committee conducts a formal hearing into complaints by the Complaints Committee and, after considering the evidence from all parties concerned, decides if the Member is or isn't guilty of professional misconduct. The Committee also orders the related sanctions against the Member.

The Appeal Committee hears appeals from Members or the Society from the decisions and orders the Discipline Committee. The Committee also considers requests for review of complaints not referred to the Discipline Committee.

For further information, please refer to the Society's Bylaws.

6. APPENDIX A: Combined CMA-Master's Programs

Accredited CMA Master's Combined Stream*
McMaster MBA Schulich IMBA Schulich MBA U of T MMPA Waterleroo MAcc-CMA
Unaccredited CMA-Master's Combined Stream*
Brock McMaster AMBA Queen's EMBA Queen's MBA Queen's AMBA Rotman EMBA Royal Military College MBA Sprott MBA Telfer EMBA
CMA for MBA (Other MBA Programs)
Executive Phase Stream ** (for EMBA Programs)
Rotman EMBA Royal Military College MBA Telfer EMBA Queen's EMBA

* Business Application Report(s) is/are required for Master's program students who are studying full time at University and/or for candidates who have gained practical experience through a co-op program. Reports are required to be submitted to CMA Ontario by the end of their co-op term.

** Executive Phase candidates must demonstrate five (5) years practical experience at the Senior Strategic Financial Leadership as evaluated, by CMA Ontario, at the Career Stage 3 level of CMA Competencies. It is an entry requirement.

7. **APPENDIX B: Practical Experience—The Form**

Online Practical Experience Reporting Form

Students/Candidates submit their practical work experience by using CMA Ontario's Online Practical Experience Reporting Form. The online form will be the only method whereby a candidate can get work experience assessed and accepted by CMA Ontario towards the 24 months of work experience required prior to becoming a CMA.

Where to Find the Form

The direct link for the website is:

<https://apps.i-skillsuite.com/cma/>

Before you begin—please obtain a CMA Student Member number! It will be needed for this process.

Step 1: Creating an Account

Create an account by clicking on the '*Don't have a login? Click Here to create an account!*' link at the bottom of the login page.

You will then be required to submit and confirm a valid email address as well as type in an automatically generated keyword used to prevent automatic sign ups. Once this is done, an activation code is automatically sent to the email address provided. Next you will need to logon to your email and type the activation code into the appropriate field on the website to continue in the registration process. Once you have typed your activation code you are required to fill in your up to date contact information.

After your account has been created you will receive a notification email to the email address you have provided, which contains your username and password. Students/Candidates may change their password at any time using the website.

Please note that if you do not receive the activation code it could have gone to your junk mail folder. Also note that some hotmail accounts are known to cause problems. If at all possible, refrain from using hotmail accounts to create an account.

7. **APPENDIX B: Practical Experience—The Form (continued)**

Step 2: Candidate Information

After entering your basic contact information you will then be directed to the website's main page where you can now begin completing your practical experience form.

To create a new form first select 'New PE Application', located at the bottom of the main page. The first part of creating a new reporting form will be entering all

applicable candidate information and information about your organization and position. Up to 3 positions can be entered.

Step 3: Completing the Form

Practical Experience is reported by assessing your competency level and answering questions related to the six CMA Ontario Functional Competencies and the four Enabling Competencies. There are two questions per CMA Ontario Competency. These questions are designed to encourage students/candidates to write about specific examples from your work experience.

Choose the appropriate Competency Stage for each competency and answer all the questions by using work experience examples that you have gained.

Experience gained from the Combined CMA-Master's Program does not qualify as valid examples for this form.

You are also required to attach an up to date resume as well as an organizational chart showing the reporting structure of your position. (Maximum 1 MB). These attachments must be able to be opened by Microsoft Office applications (i.e. Word, Excel, PowerPoint) or they will not be reviewed and your evaluation will not be completed.

The form may be parked or saved at any time. Once a form has been parked, you can log off. When you return to the site you can continue from where you previously left off.

At the end of the form you are required to provide the email and basic contact information, including phone number and CMA member number (if applicable) about the validator (usually your direct manager). The role of the validator is to ensure that the examples used are correct. The validator is not required to comment on the Competency Stage selected by the candidate. Once you are satisfied with the form it can be emailed directly to the chosen validator. The validator then receives the form and can make comments on the form and then can take one of two actions:

7. APPENDIX B: Practical Experience—The Form (continued)

1. The validator agrees with all of the candidate's examples and the form is then sent electronically to CMA Ontario for an evaluation.
2. The validator does not agree with all of the candidate's examples and the form is sent back to the candidate for improvement.

If the form is sent back to you, make the necessary improvements and email the form back to the validator for a second validation.

Your form will be assessed by the CMA office and you will receive notification by email indicating the assessed competency level. CMA Ontario reserves the right to contact your validator (supervisor) to answer any additional questions that may arise during

the assessment process. If you have not been evaluated at an overall CS2 level or higher, or accumulated 24 months of total relevant work experience by the end of the Combined CMA-Master's Program, you will be required to resubmit the form, after obtaining additional work experience/or changing positions.

For each new Co-op position while in school, or if you should change positions while enrolled in the Strategic Leadership program, you must complete another Practical Experience Reporting Form so CMA Ontario can evaluate the competency level of your new position, regardless of previous assessments received.

7. **APPENDIX B: Practical Experience—The Content**

Hints for Completing Your Practical Experience Report

- 1) **Remember your audience** – The person reviewing the Practical Experience Report doesn't know the candidate or his/her position. They need to be able to assign a Competency Rating by assessing the candidate's skills and responsibilities in his/her role through reading this report. Do not leave them guessing.
- 2) **Don't oversell or undersell yourself** – Both extremes have been found in reports. The Candidate is to provide an accurate assessment of his/her functions. These are evaluated and the self assessment may be changed.
- 3) **Use "I" do not use 3rd person or 'we'** – Candidates are told when writing a formal report to use the 3rd person. In this report, candidates are permitted and instructed to use the pronoun "I". This demonstrates his/her role in the example (say "I determine which customers to grant credit to", rather than "we grant credit to customers").
- 4) **SPELLING AND GRAMMAR!** – Students/Candidates are to treat this report as though he/she is submitting his/her résumé to a firm. The individual reviewing the report will be able to easily evaluate two Enabling Competencies through your written report (Professionalism and Written Communication).
- 5) **Missing Information** – Students/Candidates are to verify that he/she have not missed information. If there is missing information, the candidate will be asked to re-write his/her report. The following information must be included:
 - a) **Proper Organizational Structure**
 - b) **Résumé**
 - c) **Supervisor's Signature**
 - d) **Filling out all areas - Name, Blanks (no example), check marks**
- 6) **What is the candidate's specific role in the example?**
 - a) **If he/she is working on a project** – The candidate is to state what role he/she played on the project.
 - i) **Example:** The department was asked to create a task force to implement IFRS. I have been chosen to be a part of this team. My role will be to evaluate and document all the changes that will need to take place on the Balance Sheet under the Fixed Asset module. Some of the changes I am looking at are the differences in journal entries, revaluation of the assets, impairment of assets, how leases will be valued and how intangible assets need to be treated.

7. **APPENDIX B: Practical Experience—The Content (continued)**

- b) **The candidate's position within the department** – Many examples that have been received state what the department or company handles, but it doesn't state the specific task the candidate handles. The role needs to be provided.
- i) **Example:** (modified from one of the candidate's reports with permission)
The franchisor owns many groups of companies. Two divisions of the franchise are the construction division and corporate stores. I have recently been promoted to the accounting team for the construction division. Within the past six months, the company decided to expand the business by building a new line of corporate restaurants. With this being a new project, all the accounting structure needed to be built as well as monitoring the cash-flow and budget of the construction project. With the help of the Controller, I developed procedures to make sure we respected the budget, time and cash-flow. I helped in creating a new accounting structure that lined up with the other divisions. I also created a budget for the construction crew and provided them weekly updates for them to monitor their spending. I have been able to use our experience gained from the first project to improve the process for any new restaurant being built.
- 7) **Example must reflect the competency** – Read the detailed Competency Map to verify what is being asked. Many Students/Candidates are not responding appropriately to each particular competency.

Example: F2.1 Internal Control – CS 2: The ability to analyze the flow of information in his/her or client organization and identify control deficiencies

It is my responsibility as a Commodity Tax Manager to perform the GST/HST and PST audits. I was able to create a flat file that provided me all the invoices that didn't have any tax or the tax rate was above or below 5% or 13%. From this report, I analyze the vendor and determine if I need to pull the invoice in order to check for discrepancies. Once I have completed the audit, I document all the areas that need to be improved and present my findings to the Accounts Payable Supervisor and Board of Directors. We have been able to improve the audits through training sessions I have held. We found there were clerks that were coding all the GST to expense for a certain vendor because they weren't looking carefully at the invoice. This specific vendor would state that the invoice was inclusive of HST.

My audits also provide an increase in cash flow by reclaiming ITC's missed and

decrease expense accounts which increase the gross margin of the company. The PST monthly self assessment audits I perform enable the company to reduce exposure of interest and penalty.

7. **APPENDIX B: Practical Experience—The Content (continued)**

8) Do not use Acronyms without explaining once what it means

Example: **First Occurrence:** Accounts Payable (AP). **Second Occurrence:** AP

9) The Evaluator needs to be able to assess, after reading the Practical Experience report, the candidate's responsibilities in his/her role and his/her Competency Level. Provide depth to in the responses. Give a comprehensive example with more than one or two lines.

a) Example:

■ **Unacceptable Response:** I oversee the AP Department

■ **Acceptable Response:**

I oversee the Accounts Payable (AP) department. I manage the AP clerks. I set the targets for the team and review target performance. I handle performance evaluations and compensation of clerks. I making sure discounts and coop targets are met on a monthly cycle. I perform the hiring and firing, and building team dynamics. I review system glitches and balance the AP sub ledger daily. I perform system audits on a monthly basis looking for duplicate payments and coding errors.

■ **Unacceptable:** I am responsible for training

■ **Acceptable:** I have been training our new Accounting Clerk how to perform periodic Journal Entries and produce the monthly set of Financial Statements. After period end, I have shown the individual how to analyze the statements and reconcile all the Balance Sheet accounts.

10) It is **OKAY** to be CS1 in some functional competencies. Be honest about your role. The following verbs relate to each of the competencies:

Contains action verb relevant to CS level

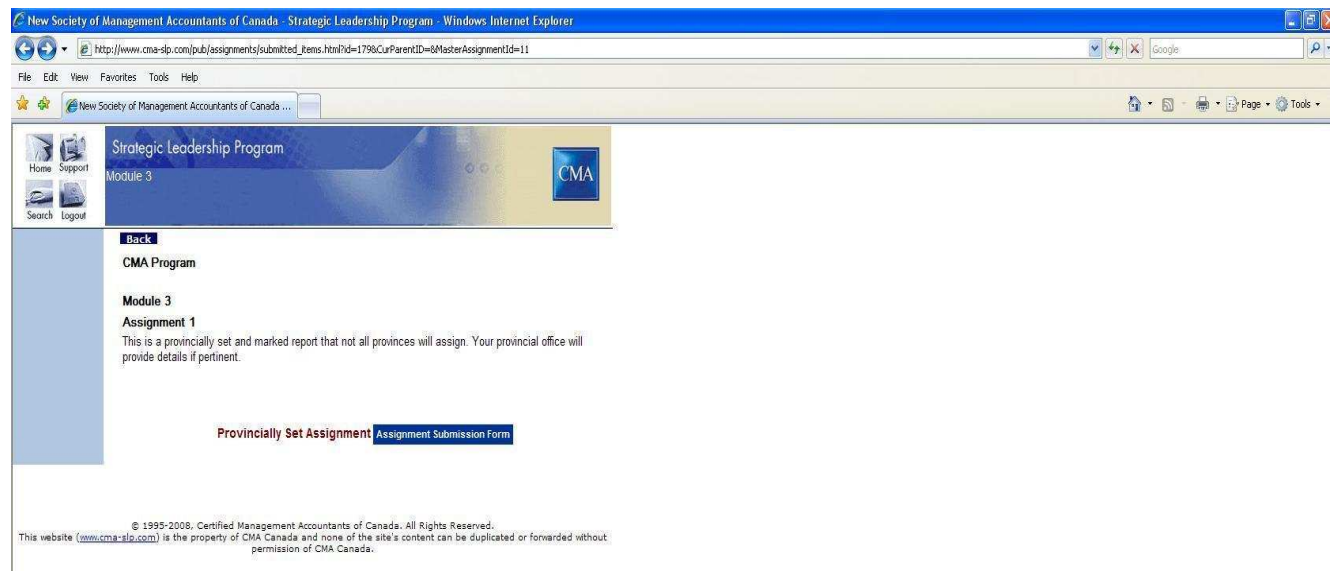
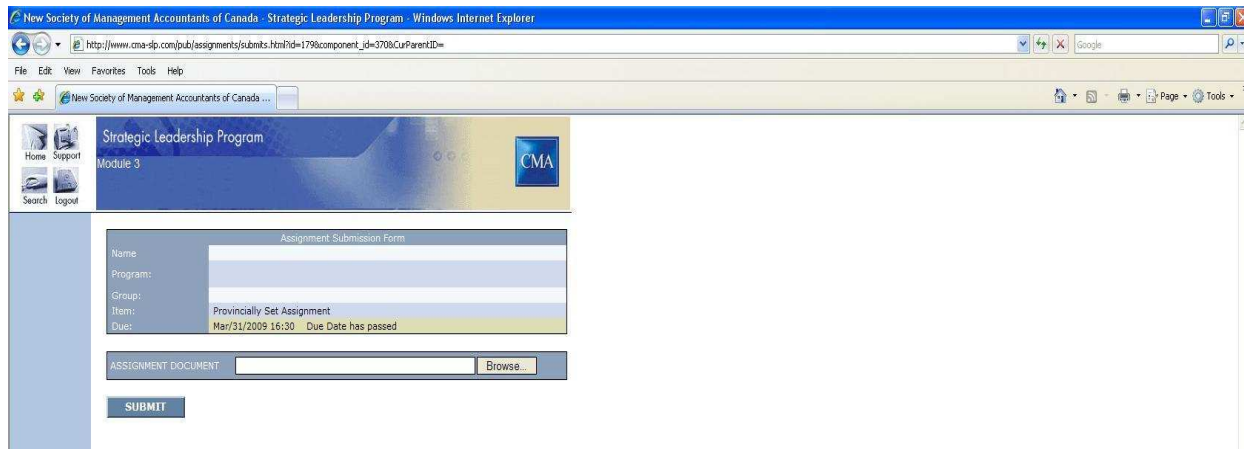
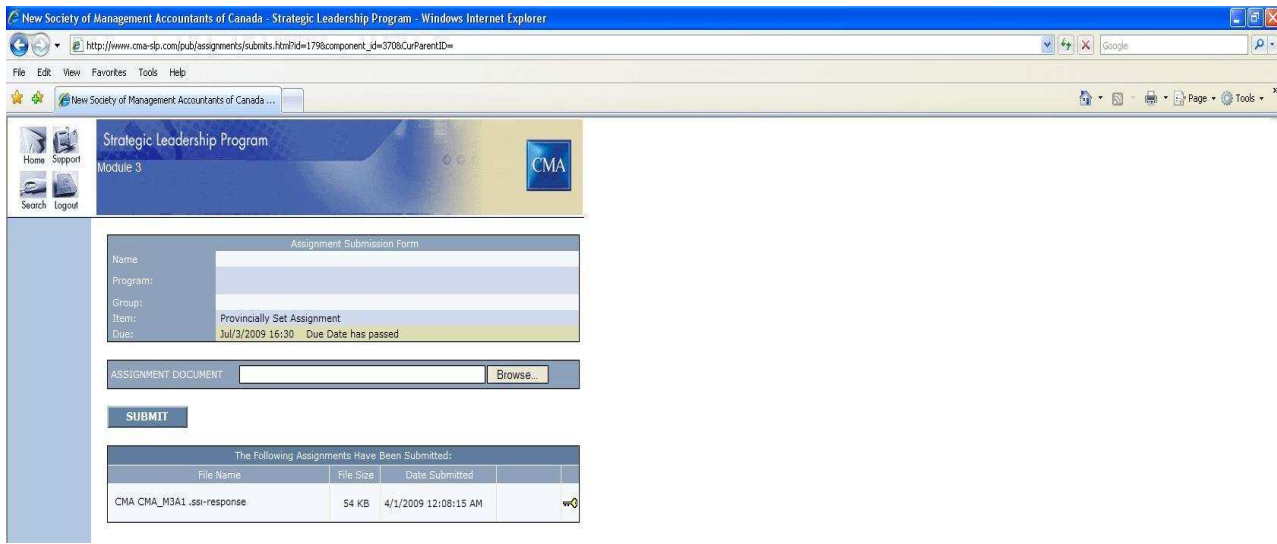
CS1 Acquisition – “I documented”

CS2 Basic Proficiency – “I analyzed” or “I recommended”

CS3 Advanced Proficiency – “I designed and implemented”

CS4 Mastery – “I established”

8. Appendix C: Assignment Submission Screenshots





**Certified
Management
Accountants**

The Society of Management Accountants of Ontario

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