

The CMA Designation

Your path to Canadian career success

As an internationally educated professional, becoming a Certified Management Accountant (CMA)[™] opens doors to a rewarding and challenging career in Canada.



**Certified
Management
Accountants[™]**

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As an internationally educated professional, becoming a Certified Management Accountant (CMA) opens doors to a rewarding and challenging career in Canada.

What is a CMA?

A CMA is a broad based business and accounting professional skilled in three disciplines: accounting, management and strategy.

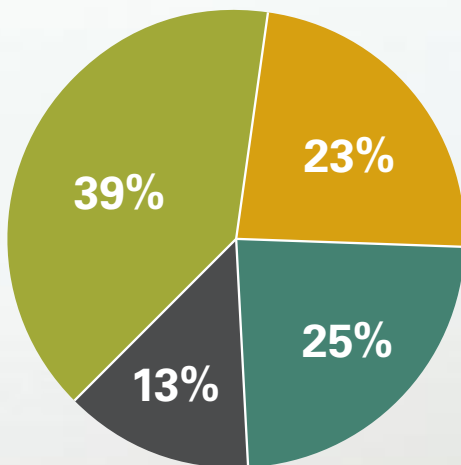
Through CMA training and application to your work experience, you will gain valuable expertise in strategic management, risk management and governance, performance management, performance measurement, financial resource management, and financial reporting. These are called the six **functional competencies**.

During the training and throughout your career, you will develop expertise in problem-solving and decision-making, leadership and group dynamics, professional and ethical behaviour, and effective communications. These are called the four **enabling competencies** and are vital for Canadian career success.

This powerful combination of skills and practice equips you to understand complex markets, analyze financial and non-financial information, think strategically and develop total business solutions. Now more than ever, Canadian businesses need qualified CMAs and trust the CMA designation.

UNLIMITED Earning Potential

Along with the Canadian career opportunities that will become available to you, the CMA designation offers you the opportunity to earn a highly competitive income. Four out of five CMAs earn over \$70,000 and almost two out of three CMAs earn over \$90,000. In a recent survey of CMAs, average cash earnings were \$113,600 and top cash earnings were \$2.4 million.



CMA Salary Survey

Source: 2009 Salary Survey

- \$110,000 and up
- \$90,000 to \$109,999
- \$70,000 to \$89,999
- less than \$70,000



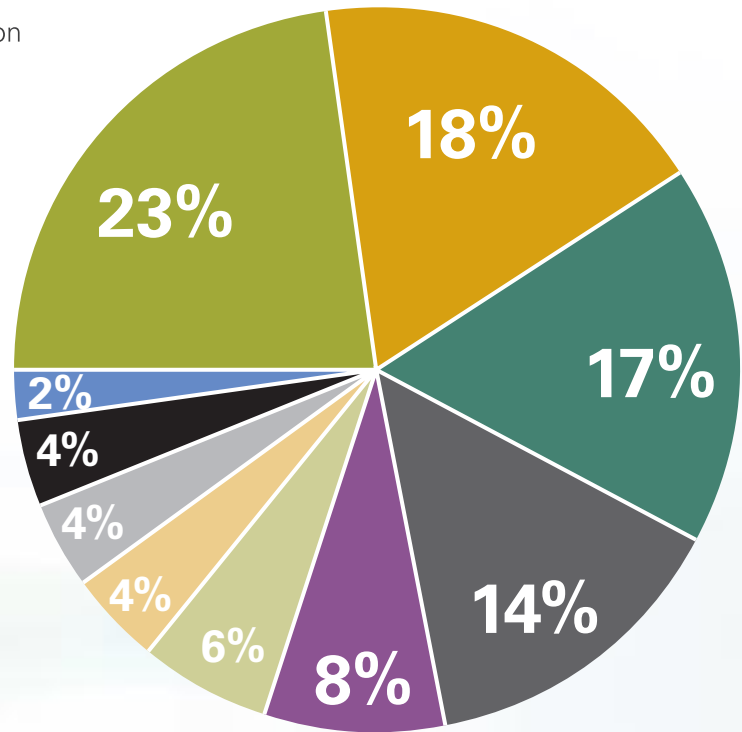
Work in the Role and Industry of Your Choice

As a CMA, you have diverse career options available to you, which allow you develop your career as you choose. CMAs work across a wide array of business functions as an employee or a consultant, including accounting and finance, sales and marketing, operations, strategic planning and analysis, information technology and human resources.

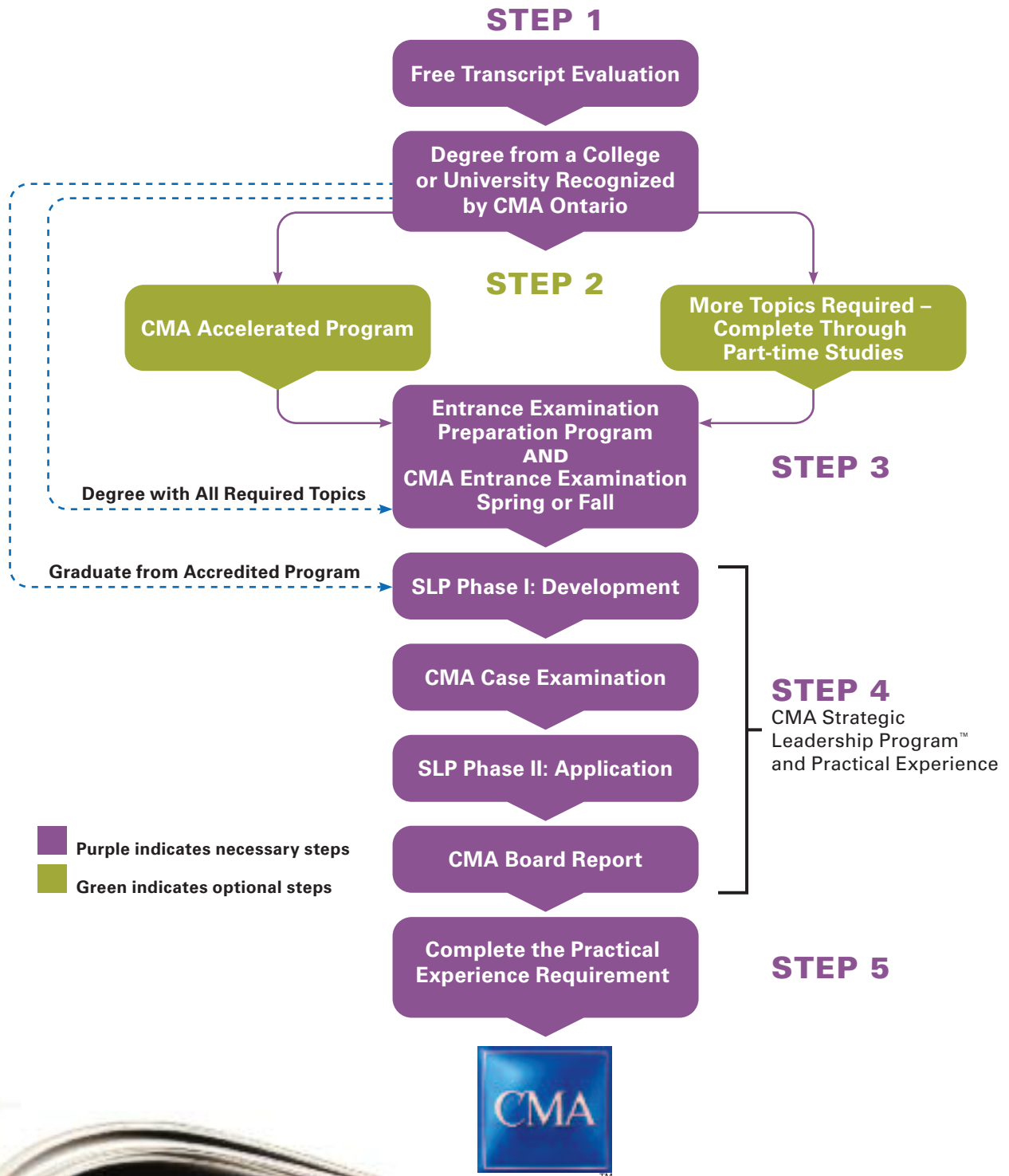


As a CMA, you may work in the industry of your choice. CMAs work in virtually every industry sector, including emerging innovative industries such as green technologies.

- Manufacturing, Transportation, Construction
- Finance, Insurance, Real Estate
- Services
- Public Administration, Government
- Consulting Services
- Wholesale & Retail
- Communication, Entertainment
- Utilities & Natural Resources
- Education
- Engineering, Research & Development



HOW TO EARN THE CMA DESIGNATION: The Typical Path



This is the typical path to earning the CMA designation.

Step 1: Complete a degree from a college or university recognized by CMA Ontario with the Required Topics, and submit your transcripts for a free evaluation

Step 2: Complete missing Required Topics, if necessary

Option 1: Complete the topics you are missing through a university recognized by CMA Ontario

Option 2: Complete the CMA Accelerated Program, if you qualify

Step 3: Pass the CMA Entrance Examination

Step 4: Complete the Strategic Leadership Program (SLP)

Year One: Complete the Development Phase and pass the Case Exam

Year Two: Complete the Application Phase and pass the Board Report

Step 5: Complete the Practical Experience Requirement

Step 1: Complete a degree from a college or university recognized by CMA Ontario with the Required Topics, and submit your transcripts for a free evaluation

Submit your degree transcripts to CMA Ontario for a free assessment to get started in the CMA program. You can do this while you are still in your home country, or abroad, or after arriving in Ontario. CMA Ontario verifies international colleges and universities using the International Handbook of Universities compiled by the International Association of Universities.

You must provide certified translations for all documents originally written in a language other than English or French. You can arrange for this through your university or college, or by going to a certified translator at your local Embassy, or by contacting the Association of Translators and Interpreters of Ontario (ATIO) by phone at (613) 241-2846, toll-free at 1-800-234-5030, fax (613) 241-4098 or email info@atio.on.ca.

You must submit a copy of the transcripts and certified translations to CMA Ontario's Accreditation Department for a free evaluation. Please send it with the transcript evaluation form found at: www.cmaontario.org/transcript. Send it by email to info@cmaontario.org, fax to 416-977-2128 or mail to CMA Ontario Accreditation Department, 25 York Street, Suite 1100, Toronto, ON M5J 2V5. Your

original transcript must be provided before starting your studies, but is not necessary for the initial transcript evaluation.

Step 2: Complete missing Required Topics, if necessary

Your transcript evaluation will indicate which Required Topics you have completed and which you are missing. These topics provide the foundation knowledge essential for the professional studies you will complete in the CMA Strategic Leadership Program (SLP).

The CMA Required Topics are:

- Management Studies:
 - Operations Management
 - Information Technology
 - Strategic Management
 - Human Resources
 - Marketing
 - Internal Control
- Accounting Studies:
 - Introductory Financial Accounting
 - Intermediate Financial Accounting
 - Advanced Financial Accounting
 - Introductory Management Accounting
 - Intermediate Management Accounting
 - Advanced Management Accounting
 - Corporate Finance
 - Taxation

- Related Studies:
 - Economics (Macro and Micro)
 - Statistics

You must achieve a minimum grade of 60 percent in each course counting towards a Required Topic.

If you did not complete all the Required Topics within your degree studies, the following options are available, depending on your qualifications:

Option 1: Complete the topics you are missing through a university recognized by CMA Ontario

Most Ontario universities offer courses on campus that cover the CMA Required Topics. Several Ontario universities and Canadian universities outside Ontario also offer courses through online learning. For a list of universities where you can take these courses, please visit:

www.cmaontario.org/postsecondary. CMA Ontario also offers Introductory Management Accounting and Introductory Financial Accounting through online study. For more information, please visit: www.cmaontario.org/APqualify.

You must achieve a minimum grade of 60 percent in each course counting toward a Required Topic.

Option 2: Complete the CMA Accelerated Program, if you qualify

If you are eligible, you can register for the CMA Accelerated Program. You can begin the program in August/September or January.

The CMA Accelerated Program is a comprehensive bridging program designed to help you qualify for the CMA Entrance Examination and review the exam syllabus in preparation to write the CMA Entrance Examination. The program is available in a seven month or fourteen month program option.

You can attend full-day Saturday or Sunday lectures in selected centres, or weekday evening lectures in downtown Toronto, or take the program by online study.

You must achieve a minimum grade of 60 percent in each of the program's two segments to pass this program.

To be eligible to register for the Accelerated Program, you must have a degree from a college or university recognized by CMA Ontario and have successfully completed the Required Topics of Introductory Financial Accounting, Introductory Management Accounting, Economics (Micro and Macro), and Statistics.

To find out if you are eligible for the Accelerated Program, mail or fax a copy of the transcript evaluation form and a copy of your transcripts to CMA Ontario's Accreditation Department. This evaluation is free. You can get the transcript evaluation form at www.cmaontario.org/transcript.



Step 3: Pass the CMA Entrance Examination

Once you have earned a degree from a college or university recognized by CMA Ontario and have successfully completed all the Required Topics, or completed the CMA Accelerated Program, you then prepare for and write the CMA Entrance Examination. This examination tests your mastery of skills in management accounting, financial accounting, corporate finance, taxation and other management studies at the level required to enter the Strategic Leadership Program.

When you register for the Entrance Examination, CMA Ontario automatically enrolls you in the CMA Entrance Examination Preparation Program. This program is available through in-class lectures or online learning, and will provide you with two practice examinations.

The Entrance Examination is held in mid-June and mid-October. The examination is four hours long and asks 100-120 multiple-choice questions. The pass mark is 60%. You must pass the Entrance Examination to proceed to the Strategic Leadership Program.

Step 4: Complete the Strategic Leadership Program (SLP)

After completing the Entrance Examination, you progress through the two-year, part-time Strategic Leadership Program. You can begin the program in September or January.

This program focuses on how innovative enterprises conduct business to succeed, and develops the following skills and competencies required of a practising CMA:

Functional Competencies

- Strategic Management
- Risk Management and Governance
- Performance Management
- Performance Measurement
- Financial Resource Management
- Financial Reporting

Enabling Competencies

- Problem-Solving and Decision-Making
- Leadership and Group Dynamics
- Professionalism and Ethical Behaviour
- Communication



Year One: Complete the Development Phase and pass the Case Exam

The first year of the SLP is the Development Phase. It consists of an orientation session and three modules. You will work on cases for each module, and will focus on a variety of industry sectors, including manufacturing, services, government, and not-for-profit. Most of the assessments in this phase will be based on work you do alone.

After you complete the SLP Development Phase, you must write the CMA Case Examination. This four-hour examination will test you on strategic thinking, analysis, integration, judgment and written communication. This exam is offered twice each year, in May and August. The pass mark for this examination is 60% and you must pass to proceed to the Application Phase of the program.



Strategic Leadership Program: Build Your Canadian Business Knowledge

Whether educated in Canada or abroad, the SLP offers you the opportunity to meet and network with fellow professionals from a variety of sectors and industries. The technical and interpersonal skills you learn in the SLP complement each other to prepare you for success in Canadian business. Through your work in the SLP, you will learn:

- Leadership and communications skills
- How to build your confidence and how to be persuasive when communicating
- Canadian standards of professionalism and ethical behaviour
- Teamwork and group dynamics
- Canadian business language and culture

Year Two: Complete the Application Phase and pass the Board Report

In the second year of the SLP, you enter the Application Phase. This phase consists of three modules and is focused on group work. It focuses on communication, leadership, decision-making, professionalism, ethics, and problem-solving skills.

The final evaluation component of the SLP is a group assignment called the CMA Board Report. Here you will show, both orally and through a written submission, your mastery of the knowledge and competencies required to become a Certified Management Accountant.

All SLP program components come together to enable you to learn new concepts, to explore them with your peers, and to apply them within your own work place.

Step 5: Complete the Practical Experience Requirement

Practical work experience in a management accounting environment is essential for becoming a CMA. You must show competency through verifiable and appropriate work experience. You must be able to apply the knowledge and skills from the CMA Competency Map demonstrating professional proficiency in the workplace.

The length of work experience must be at least 24 months. This can be international experience, as long as it can be verified by the employer to the satisfaction of CMA Ontario. You should do at least 12 months of this work while you are enrolled in the SLP. CMA Ontario will recognize up to 12 months of recent work experience, going back up to three years, from within or outside of Canada as long as it can be verified by the employer.

Alternate Paths to the CMA Designation

There are alternative paths to earning the CMA designation that you may be eligible for based on your education and work experience.

Mutual Recognition Agreements

Under a Mutual Recognition Agreement, there is a reciprocal granting of professional designations for qualifying members of CMA Canada and the other body. The eligibility requirements are set by each body based on an extensive review of each other's accreditation policies and programs. CMA Ontario has Mutual Recognition Agreements with the following international accounting bodies:

- Certified Practising Accountants (CPA) Australia
- The Chartered Institute of Public Finance and Accountancy (CIPFA) (UK)
- Chartered Institute of Management Accountants (CIMA) (UK)

Professional Advanced Standing

Under CMA Ontario's Professional Advanced Standing policy, special advanced standing in the CMA Canada accreditation process is granted for qualifying members of a recognized accounting body. The eligibility requirements and advanced standing granted are set by CMA Canada based on an extensive review of the accreditation policies and programs of the other body. CMA Ontario is pleased to announce that Professional Advanced Standing recognition has been granted to qualifying members of the following international accounting bodies:

- American Institute of Certified Public Accountants (AICPA)
- Association of Chartered Certified Accountants (ACCA)
- Institute of Cost and Management Accountants of Pakistan (ICMAP)

For more information on mutual recognition agreements and professional advanced standing, please visit:

www.cmaontario.org/mutualagreements

The Seven Success Principles of Highly Effective Internationally Educated Professionals

With Mike Lipkin and Environics / Lipkin, CMA Ontario recently conducted focus groups of successful Internationally Educated Professionals to uncover what made them successful.

The answer? Seven Success Principles were common to those who had succeeded. Here is how you can create career success in Canada:

1. **Have a vision for yourself.** Understand your strengths and weaknesses. Want to become a leader and know what kind of leader you want to become.
2. **Seize every opportunity to learn and grow.** Develop yourself by embracing diversity in people, cultures, companies and industries.
3. **Be well rounded.** Understand the story behind the numbers. Be tuned into the cultures of the communities, companies and customers you serve.
4. **Be a great communicator.** Learn to tell great stories. Make others feel comfortable with you. Be dedicated to mastering English and the business language that is used in your industry.
5. **Be a team-builder.** Want to make others on your team successful and support them. Form relationships by networking within your company and your community.
6. **Be creative.** Be flexible and learn to change. Bring your global perspective to local challenges. Use your different perspective to enact change.
7. **Be a professional role model.** Handle conflicts with discretion, diligence and good judgment. Be counted on to do the right thing and be a model of Canadian business ethics.

CMA Support For Internationally Educated Professionals

Centre for Internationally Educated Professionals in Business

More than one in five new CMAs are Internationally Educated Professionals (IEPs). So it is no surprise then that helping IEPs to master their careers is a top priority for CMA Ontario. That's why CMA Ontario's Professional Development Institute (PDI) developed the new Centre for Internationally Educated Professionals in Business.

The Centre offers those pursuing the CMA designation:

- **Unique Mentorship Program** – IEPs will be connected with two mentors: one Canadian educated CMA to provide the perspective of the Canadian experience, and one CMA who was educated internationally, to help share the experience of coming to Canada and finding success.
- **Employment Assistance** – Career Services at CMA Ontario offers those pursuing the CMA designation resources, online training and one-on-one consultations.
- **Speaking engagements with accomplished IEPs** – Lunch time and evening events showcase successful CMAs as well as provide speakers on topics ranging from the inner workings of Toronto's financial community to business etiquette.
- **Occupational specific English as a Second Language (ESL) lessons** and cultural diversity training.
- **Resources** from other newcomer welcome centres and settlement agencies.

To learn more, please visit: www.pdi-cma.com/IEP

Professional Development Institute
PDI

Career Services Offers Career Development Support

Career Services offers services to those pursuing the CMA designation to gain a competitive advantage in career search and development. You will learn Canadian job search skills from trained professionals in Career Services. You can take advantage of:

- Mock interviews and résumé critiquing by expert professionals to help you stand out from the competition.
- Assessments and advice on cover letters and résumés, self-assessments, interview guidelines and more.
- Confidential one-on-one career counselling sessions to help you plan your career development.
- Access to the latest industry news and economic research from The Conference Board of Canada e-Library.
- Career Link online job bank to connect you to top employers and recruiters.
- Career development events to help you expand your Canadian network, including the Connections Career and Networking Fairs.

For more information on services available through Career Services, please visit:

www.pdi-cma.com/CareerServices



Build Your Canadian Business Contacts

In addition to the mentoring program available through the Centre for Internationally Educated Professionals in Business, the CMA Volunteer/Mentor Matching Website can help those pursuing the CMA designation make Canadian and local business contacts. This will allow you to develop relationships and build your network to help you find work. By connecting with CMAs, you will build your skills and can learn from their experiences.

For more information, please visit: www.pdi-cma.com/engage

CMA Financial Support

CMA Ontario has partnered with BMO Bank of Montreal to provide options to help Accelerated Program, Strategic Leadership Program, and Executive Program Candidates finance their education.

Options available for CMA Candidates through BMO include:

1. Student Line of Credit
2. Free banking from BMO Bank of Montreal
3. Discounts at national retailers through Mosaic MasterCard

For more information, visit: www.cmaontario.org/financing

Additional financial assistance for the CMA program may be available from a settlement agency near you. To find a settlement agency near you, visit www.settlement.org or www.ontarioimmigration.ca or contact the CMA Regional Representative in your area. You will find their contact information on the back of this brochure.

English Language Help

If you have registered for the Accelerated Program, and you speak English as a second language, you can participate in a free online English language self-assessment at: english.thinkpass.com

When you register for the self-assessment, you will receive a free CMA ESL "Lecture-Ready" Accelerated Program workbook, developed by Language Education for Accounting Professionals (LEAP). This will help you with definitions, study coaching, and more. CMA Ontario will also provide online help from an experienced CMA instructor.

The online lecture videos for the Accelerated Program are closed captioned to help you understand the content.

Take Your First Step Towards the CMA Designation

Start your path to the CMA designation today. First, have your transcripts translated into English or French through your university or college, or by going to a certified translator at your local Embassy, or by contacting the Association of Translators and Interpreters of Ontario (ATIO) by phone at (613) 241-2846, toll-free at 1-800-234-5030, fax (613) 241-4098 or email info@atio.on.ca.

Next, submit a copy of the transcripts and certified translations to CMA Ontario's Accreditation Department for a free evaluation. Please send it with the transcript evaluation form found at: www.cmaontario.org/transcript. Send it by email to info@cmaontario.org, fax to 416-977-2128 or mail to CMA Ontario Accreditation Department, 25 York Street, Suite 1100, Toronto, ON M5J 2V5.

CMA Spells Success in any Language

Meet these internationally educated professionals whose CMA designation helped build their career success.



Atul Mahajan, CMA

President and CEO, Oshawa Power and Utilities Corporation

My CMA fuelled my Canadian career success

Atul Mahajan knew the CMA designation would electrify his career. "I was in Canada on just a visit and loved the country and I said this would be great a place to find a job and settle down... As a member of the Institute of Chartered Accountants of India, when I was looking for options to get accreditation in Canada, I chose the CMA program because it offers vision, leadership and strategies to make a difference in any business."





Carlos Portillo Fuentes, CMA

Director of Finance, Hoffman-La Roche

My CMA is a powerful prescription for success

Carlos Portillo Fuentes of Hoffman-La Roche is proud to hold the CMA designation. Complementing his accounting degree and his CPA both earned in Mexico, Carlos credits his CMA with providing the leadership and management skills to complement his accounting abilities in areas right across the pharmaceutical business. "A CMA is strong medicine for a healthy career as it enables you to collaborate with people wherever they work within the organization. And when people are working together, there is no end to what they can accomplish."



Marilu Zanet, CMA

Performance Measurement Coordinator, Union Gas

Creating career possibilities that are off the charts

Marilu Zanet is excited about the career possibilities her CMA designation created for her. Complementing the Public Accounting and Corporate Finance degrees she earned in Mexico, she credits her CMA with fuelling her career flexibility to change industries, moving from Caesar's Windsor to Union Gas. "My future is full of opportunities; my CMA helped chart my career success and there's no limit to how far it can take me."



Contact Us

For more information about accreditation and the enrollment fees, visit our website at www.cmaontario.org. You can also contact us in one of the following ways:

CMA Ontario

25 York Street, Suite 1100
Toronto ON M5J 2V5
Phone: 416 204 3102 or 1 866 999 3102
Fax: 416 977 2128
Email: info@cmaontario.org

Regional Representatives

Southwestern Ontario

1 877 318 2422
Deborah Clarke, MBA, CMA
southwestern@cmaontario.org

Mid-Western Ontario & Niagara

647 828 8303
Dana Gies, MBA, CMA
dgies@cmaontario.org

Northern and Eastern Ontario

613 898 0834
Marcie Chase, CMA
eastern@cmaontario.org

Greater Toronto Area

905 709 3652
Bryan Jacobs, CMA
bjacobs@cmaontario.org

Greater Toronto Area East, York, Durham and Liftlock Regions

416 432 9629
Lori Dalton
gtaeast@cmaontario.org

Greater Toronto Area West, Halton and Peel Regions

416 738 7865
Melissa Gansham, CMA
mgansham@cmaontario.org

For frequent updates on CMA activities:
Follow CMA Ontario on Twitter at www.twitter.com/becomeacma
Join CMA Ontario on Facebook www.cmaontario.org/facebook



**Certified
Management
Accountants™**