

# Shaping the future of the CPA profession ... Today!

Professional Accounting Centre (PAC)  
Conference  
University of Toronto – Mississauga

Gordon Beal, CPA, CA, M.Ed  
Vice President – Research, Guidance and Support



**cpa**

CHARTERED  
PROFESSIONAL  
ACCOUNTANTS  
CANADA

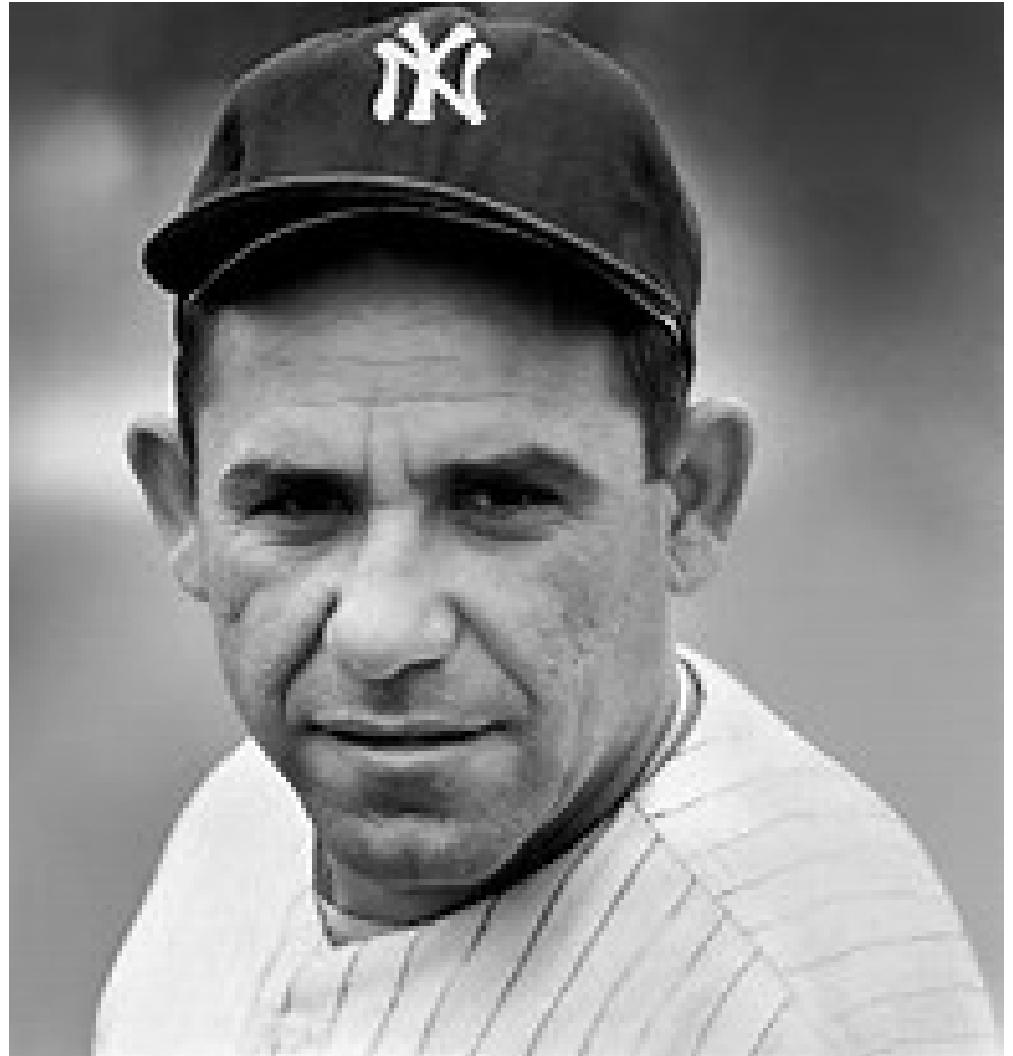
COMPTABLES  
PROFESSIONNELS  
AGRÉÉS  
CANADA

# Our Vision

**The Canadian CPA is the pre-eminent,  
globally respected business and accounting  
designation.**

***“It is really  
hard to make  
predictions,  
especially  
about the  
future.”***

***Yogi Berra***



## CPA and the future ...

- Who is the CPA of the future?
- What skills and competencies will they need?
- What will attract people to the profession?
- What will be the perception of the CPA profession by other stakeholders?



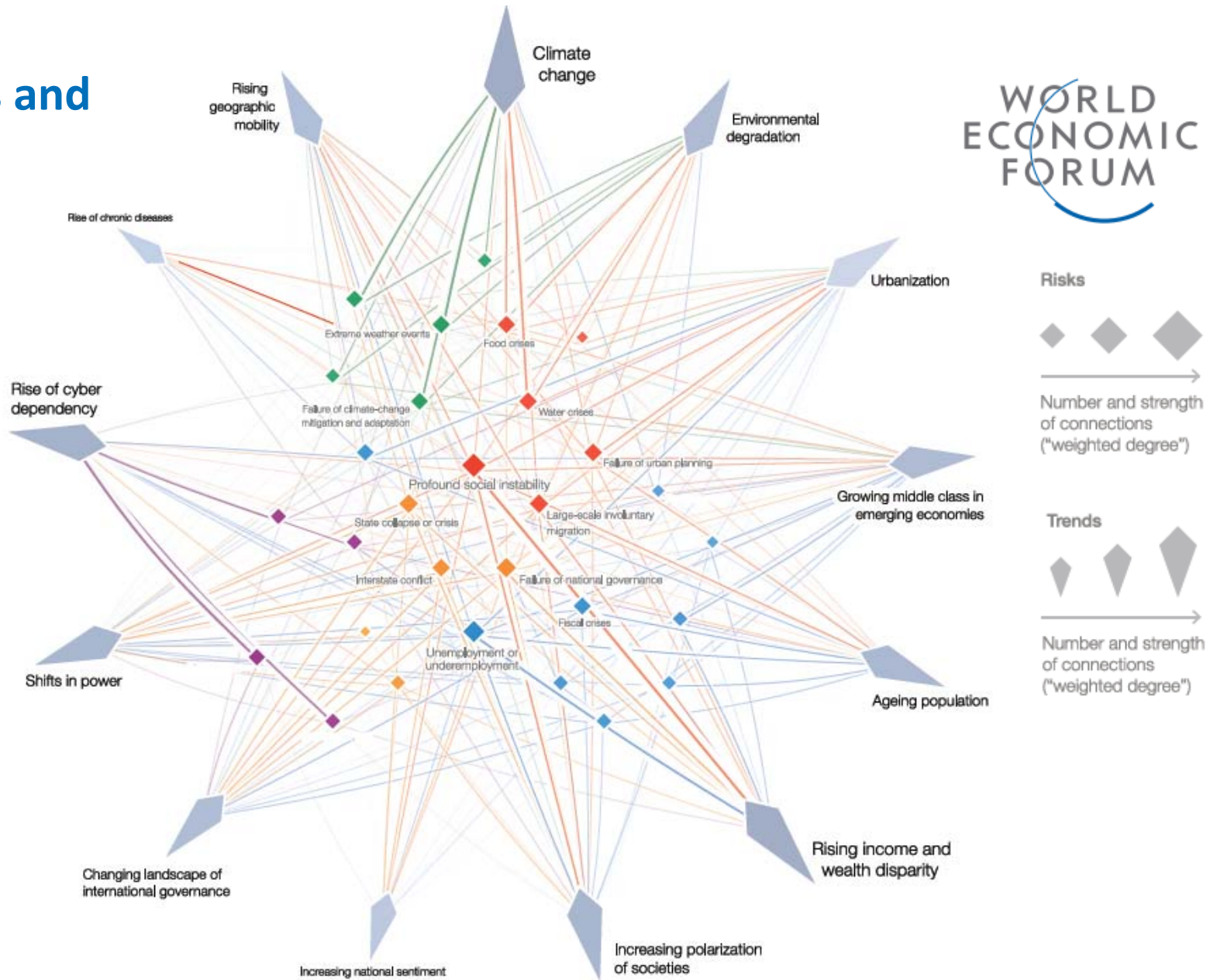
# Overarching strategic priorities for Research Guidance and Support

- Define CPA of the Future (CPA 2025 and beyond)
- Enhance CPA Value
  - Support members – in their understanding of and building enhanced competencies for the emerging role of the CPA
  - Member pride in the CPA designation – attractiveness of CPA as a profession
- Enhance CPA Influence
  - Stakeholder Recognition of enhanced CPA role, capabilities, and value proposition
  - CPA profession recognized as leader in key strategic areas

# The Chartered Professional Accountant ... shaping the future ... today!



# Trends and Risks



Source: <https://www.weforum.org/reports/the-global-risks-report-2016>



# Drivers of Change



**Economic,  
Environmental and  
Geopolitical**



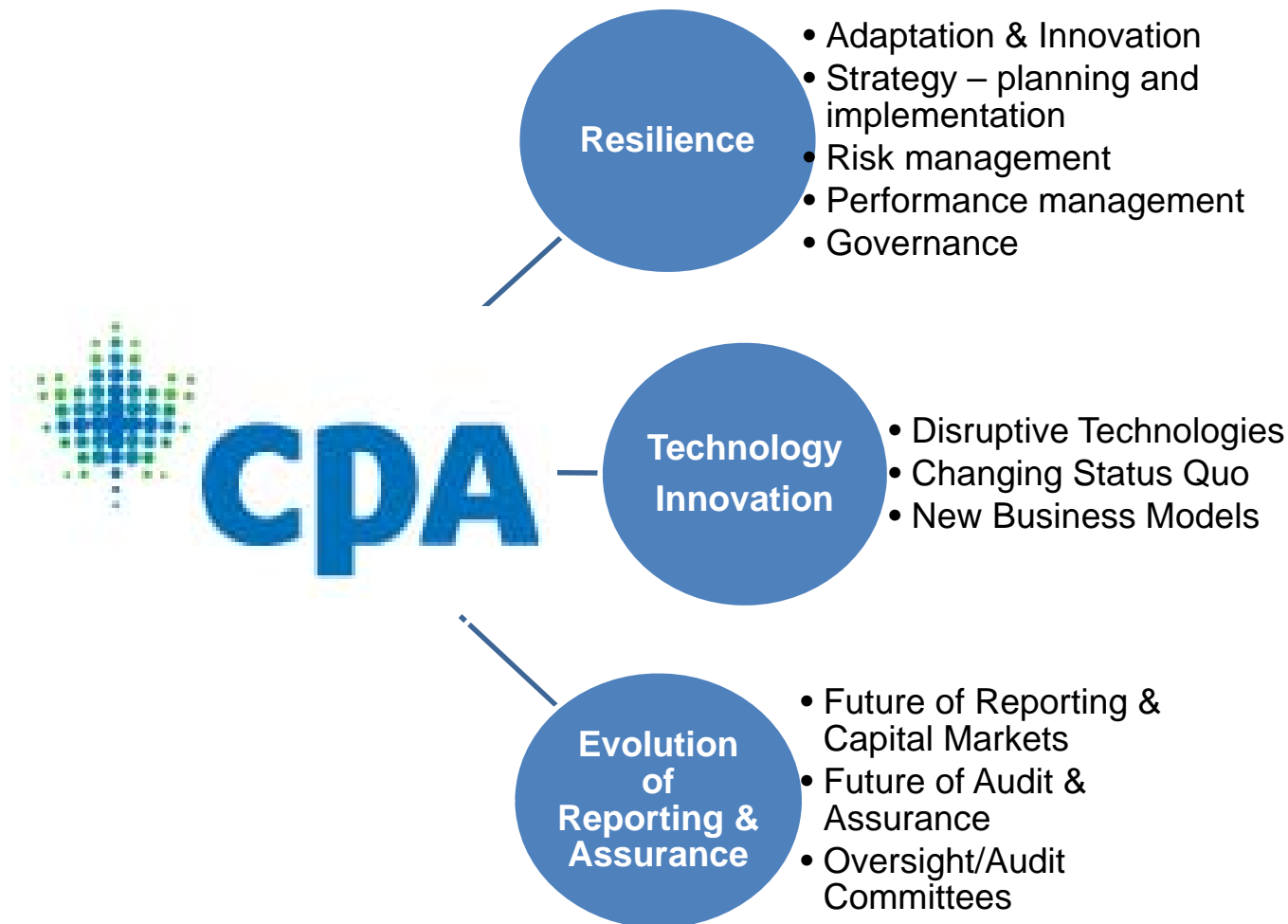
**Technological**



**Social and Demographic**



# Focusing on a few emerging themes ...



# Implications for Future CPA

- Adaptability and a curious mind
- Emphasis on professional skepticism, ethics and judgment
- Developing new processes for measuring and reporting; a more holistic view of performance
- Foundational knowledge of IT, cyber security and new technology trends
- Communicator / facilitator / change agent
- Ability to interpret and analyze larger volumes of information; estimates; future oriented information
- Increased focus on business resilience and sustainability efforts (addressing public and broader stakeholder concern)
- Leader and decision maker!

# ORGANIZATIONAL RESILIENCE

**New Opportunities for the Profession:  
Innovation and Adaptation – Strategy and Risk**



**cpa**

CHARTERED  
PROFESSIONAL  
ACCOUNTANTS  
CANADA

COMPTABLES  
PROFESSIONNELS  
AGRÉÉS  
CANADA

# Adaptation: The New Competitive Advantage

TO BECOME MORE ADAPTIVE AND RESILIENT,  
ORGANIZATIONS NEED TO DEVELOP THE ABILITY TO ...

- Read and act on signals of change
- Experiment rapidly and frequently ... innovate!
- Manage complex and interconnected systems of multiple stakeholders
- Motivate employees and partners

*Source: Harvard Business Review, July 2011*

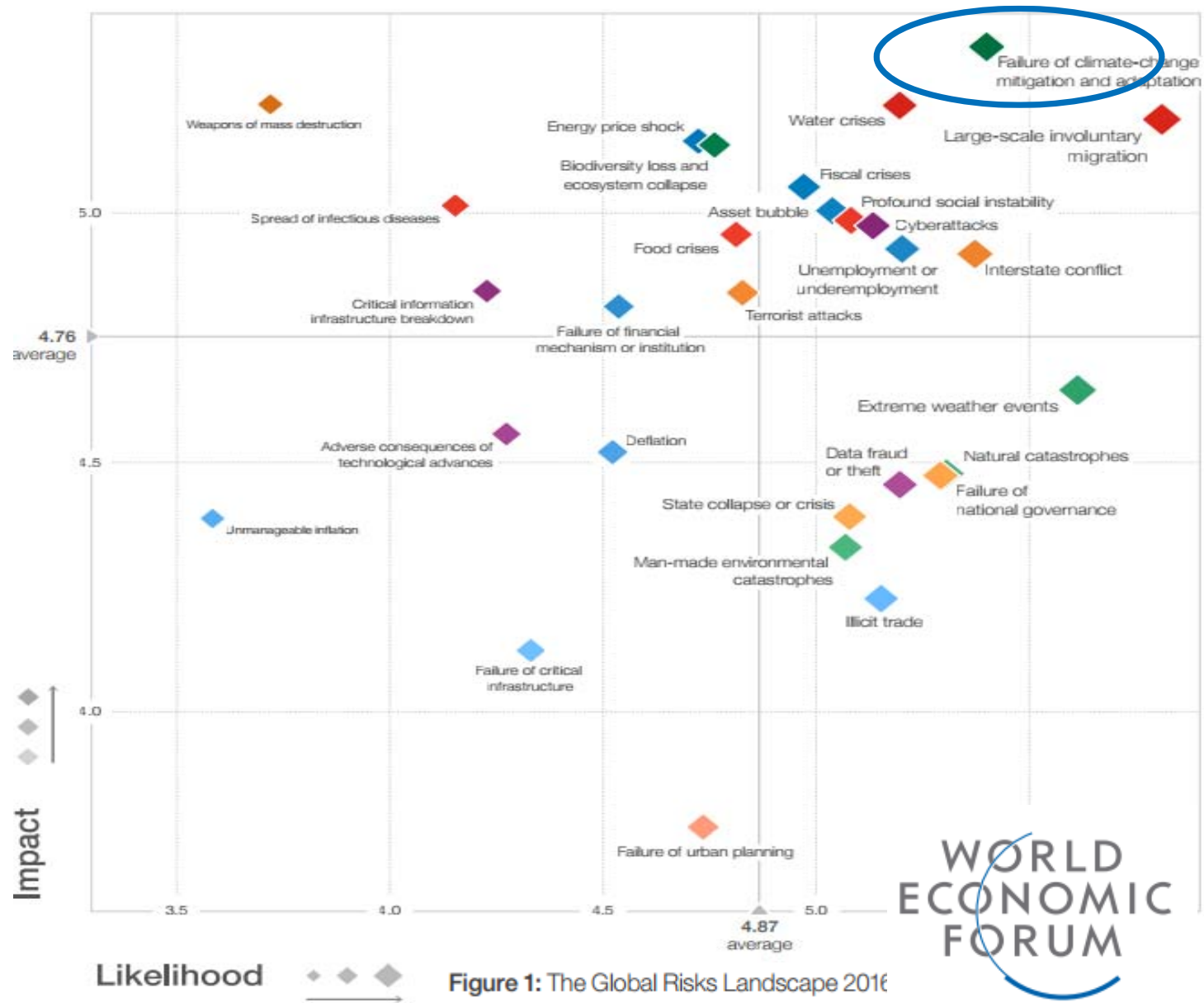


Figure 1: The Global Risks Landscape 2016

Source: <https://www.weforum.org/reports/the-global-risks-report-2016>

WORLD  
ECONOMIC  
FORUM



CPA

CHARTERED  
PROFESSIONAL  
ACCOUNTANTS  
CANADA

COMPTABLES  
PROFESSIONNELS  
AGRÉÉS  
CANADA

# Climate Change Adaptation Project



Natural Resources  
Canada

Ressources naturelles  
Canada

Canada



Network for  
Business Sustainability  
Business. Thinking. Ahead.



CPA

CHARTERED  
PROFESSIONAL  
ACCOUNTANTS  
CANADA

COMPTABLES  
PROFESSIONNELS  
AGRÉÉS  
CANADA

# The CPA Competency Map

## Enabling Competency Areas

Professional and Ethical Behaviour	Problem Solving and Decision Making	Communication	Self-Management	Teamwork and Leadership
------------------------------------	-------------------------------------	---------------	-----------------	-------------------------

## Technical Competency Areas

Financial Reporting	Strategy and Governance	Audit and Assurance	Management Accounting	Finance	Taxation
---------------------	-------------------------	---------------------	-----------------------	---------	----------





# TECHNOLOGY AND INFORMATION MANAGEMENT

**Implications for the Accounting Profession:  
Disruptive Technologies Changing the Status Quo**





# ARTIFICIAL INTELLIGENCE



An Oxford University study puts the probability of the accounting profession being susceptible to job loss via computerization at 94%.

## THE FUTURE OF EMPLOYMENT: HOW SUSCEPTIBLE ARE JOBS TO COMPUTERISATION?\*

Carl Benedikt Frey<sup>†</sup> and Michael A. Osborne<sup>‡</sup>

September 17, 2013

### Abstract

We examine how susceptible jobs are to computerisation. To assess this, we begin by implementing a novel methodology to estimate the probability of computerisation for 702 detailed occupations, using a Gaussian process classifier. Based on these estimates, we examine expected impacts of future computerisation on US labour market outcomes, with the primary objective of analysing the number of jobs at risk and the relationship between an occupation's probability of computerisation, wages and educational attainment. According to our estimates, about 47 percent of total US employment is at risk. We further provide evidence that wages and educational attainment exhibit a strong negative relationship with an occupation's probability of computerisation.



# BLOCKCHAIN TECHNOLOGY

# EVOLVING CORPORATE REPORTING LANDSCAPE

# Evolving Corporate Reporting Landscape



Source: <http://corporatereportingdialogue.com/>

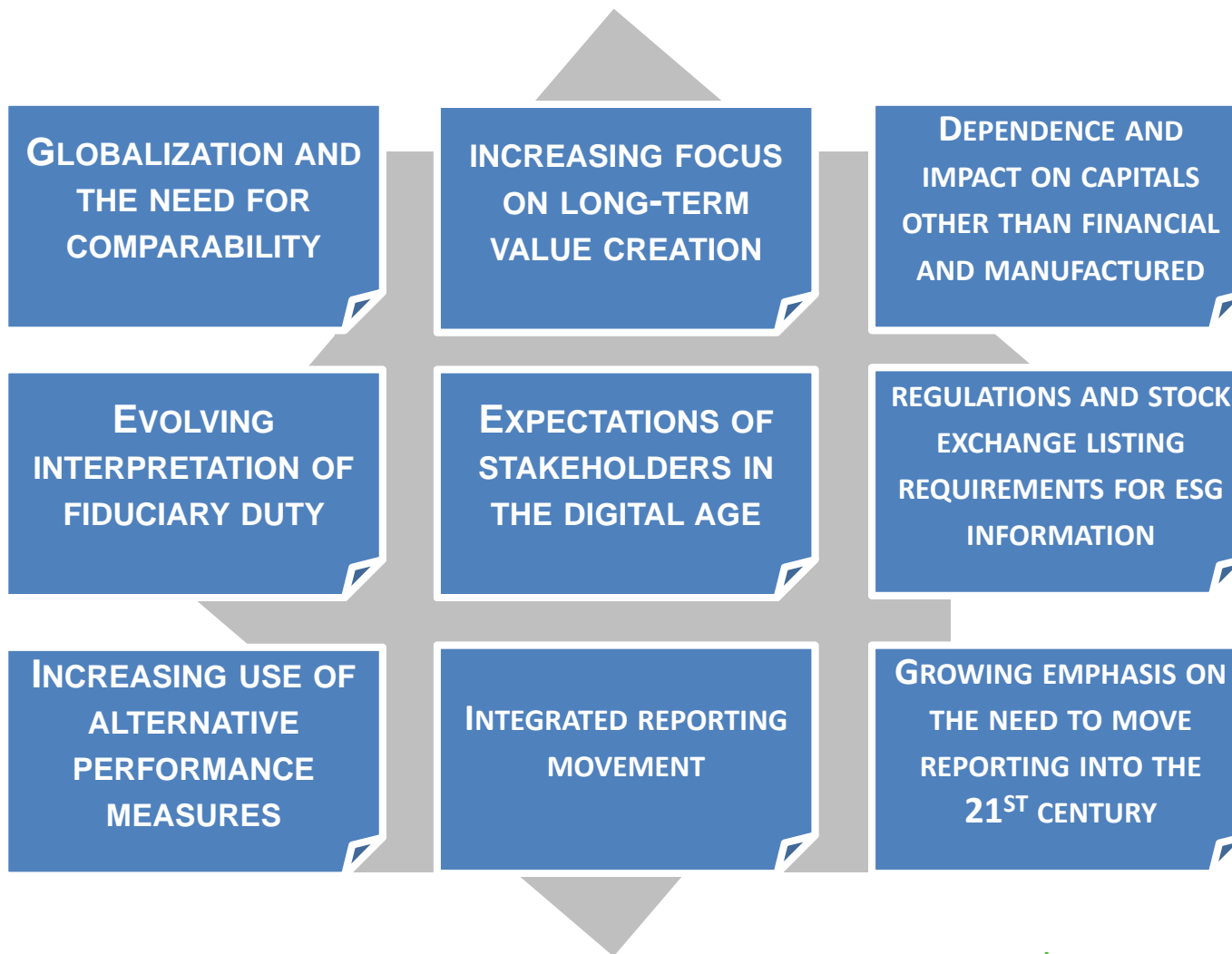


# Corporate Reporting Today

- Financial statements are the core
- Corporate reporting can be disjointed



# Pressures to Evolve



# EVOLVING AUDIT & ASSURANCE LANDSCAPE



**More than ever before, vast amounts of data are created every day**

**CPA Canada is looking at the further integration of data analytics on the audit of the financial statements through its Audit Data Analytics Committee**

# Areas of Focus

## Enhance Audit Quality

- Non-authoritative Audit Guidance for Auditors
  - CASs – new & existing
  - Review Engagements
  - Compilations
- Practitioner Pulse Webinar
- Audit Committee, Preparer Guidance
- NFPO Guidance

## Future of Audit & Assurance

- Innovation of the Audit
- Think Tank Committee
  - Technology
  - CPA Auditor of the Future (Skills? Attributes? How to attract & retain)
- Emerging Areas – non-F/S assurance
- CPA Canada Centre for Audit Innovation

## Impact of Technology on Audit & Assurance

- Audit Data Analytics
  - Publication – A&A Alert
  - Survey of Audit Practitioners
- Comprehensive, foundational guide
  - AICPA
  - Rutgers Research
- Advocacy Initiatives
  - Implications to Standard Setters, Regulators
- Emerging, changing, disruptive technologies

\* There are many projects that fall within these categories; many projects are multi-year projects



# Implications for Future CPA

- Adaptability and a curious mind
- Emphasis on professional skepticism, ethics and judgment
- Developing new processes for measuring and reporting; a more holistic view of performance
- Foundational knowledge of IT, cyber security and new technology trends
- Communicator / facilitator / change leader
- Interpretation and analysis of larger volumes of information; of estimates; future oriented
- Increased focus on business resilience and sustainability efforts (addressing public concern)
- Leader and decision maker!

**Thank you!**

**Questions ...**



## Contact Information

Gordon Beal, CPA,CA, M.Ed  
VP - Research, Guidance and Support  
CPA Canada  
Phone: 416-204-3432  
Email: [gbeal@cpacanada.ca](mailto:gbeal@cpacanada.ca)

<https://www.cpacanada.ca/business-and-accounting-resources>