



THE CHARTERED PROFESSIONAL ACCOUNTANT COMPETENCY MAP

PART 1: The CPA Competency Map

Effective January 2023



CPA

CHARTERED
PROFESSIONAL
ACCOUNTANTS

COMPTABLES
PROFESSIONNELS
AGRÉÉS

The Competency Map is used in all components of the CPA certification program. The effective dates for incorporating this Competency Map is 2023.

If you have any specific questions about the operational implications of this Competency Map, please contact your [regional/provincial CPA body](#) or visit the [CPA Canada website](#) for more information.

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Part 1: The CPA Competency Map

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Introduction

Overview

CPA Certification: The Foundation for Accounting Careers in Canada and Around the World

The Canadian Chartered Professional Accountant (CPA) certification program provides the foundation on which to build a successful business career. The program is designed to meet the needs of public accounting, industry, and government by ensuring that all CPAs have a strong foundation of ethics, knowledge and skill to succeed and lead in any professional accounting role or position. By preparing aspiring professional accountants for positions of leadership, trust and authority, it will enable them to pursue opportunities that suit their areas of interest, whether that be as an auditor, chief financial officer, entrepreneur, or other positions where financial decision-making with integrity is essential.

The Canadian CPA profession commits to meeting the standards as set out in the International Accounting Education Standard Board's (IAESB) *Handbook of International Education Pronouncements*. The standards focus on the professional knowledge, skills and professional values, ethics and attitudes which a professional accountant must demonstrate. The CPA certification program is in accordance with the International Federation of Accountants (IFAC) standards for professional accountants. The program also prepares CPAs to embark on global careers through reciprocal agreements with the world's leading accounting organizations.

Vision for the CPA Profession

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

The CPA Competency Map and Its Stakeholders

The CPA Competency Map (or Competency Map) is the map for the CPA profession. It profiles the competencies required of a CPA on the path to, and upon, certification. The Competency Map will also form the basis for experience requirements which are set out in a separate document entitled [CPA Practical Experience Requirements](#).

The Competency Map describes the competencies for all the elements of the CPA program. The Competency Map:

- helps guide candidates in understanding what is expected of them when enrolled in the CPA professional education program;
- establishes the body of competencies developed through an integrated certification process that includes education, evaluation and experience;
- provides guidance to post-secondary educators and program developers for the further development of learning objectives for the professional education program modules; and
- provides guidance to employers for the further development of competency objectives for practical experience (see the *CPA Practical Experience Requirements*).

The Information Contained in the CPA Competency Map

The Competency Map defines the specific competencies developed during the CPA certification program, including both the professional education program component and practical experience component.

Part 1: The CPA Competency Map

- The CPA enabling competencies
- The CPA technical competencies

[Part 2: The CPA Competency Map - Supplemental Materials](#)

- Overview of the CPA certification program
- Interrelationships among the enabling competencies, technical competencies, and proficiency level
- Technical competencies by competency area
- Learning outcomes by module
- Knowledge lists and examples
- Additional information on proficiency levels
- Verb definitions

The practical experience component is detailed in a separate document entitled [CPA Practical Experience Requirements](#).

Enabling Competencies, Technical Competencies, and Proficiency Levels



Their Interrelationship



Figure 1: Competency Interrelationships - The CPA Competency Map separately presents the enabling and technical competencies as well as the proficiency levels. To demonstrate competence, CPAs must connect the enabling and technical competencies at the required proficiency level (refer to [Part 2: The CPA Competency Map - Supplemental Materials](#) for additional information).



SECTION 1

The CPA Enabling Competencies

The CPA Enabling Competencies

Enabling competencies reflect the personal attributes of being a CPA. A critical aspect of enabling competencies is that they are pervasive to a CPA's work and behaviour. Enabling competencies allow a CPA to function as a competent professional in an increasingly complex and demanding environment. Enabling competencies also allow a CPA to develop skills that can be transferred across different operating environments, different issues, and different roles. Possession of these competencies enables the CPA to make successful use of the knowledge gained through their education, and to become a broad-minded professional who thinks logically, undertakes appropriate analysis, exercises good judgment, communicates effectively and acts to protect the public interest. The acquisition of these competencies early in a CPA's training begins the process of professional growth and forms a strong foundation for life-long learning.

CPA candidates are expected to draw upon the enabling competencies when demonstrating the technical competencies.

1. Acting Ethically and Demonstrating Professional Values

The CPA profession is grounded in ethics, professionalism and protection of the public interest. CPAs have a duty to their profession and to society as well as to their individual and organizational interests. They do more than adhere to the CPA Code of Professional Conduct; CPAs ethical behaviour exemplifies and enhances the reputation of the profession. CPAs demonstrate integrity and trustworthiness, recognize ambiguity, ask insightful questions and work thoroughly and diligently. CPAs exhibit independence and objectivity to enhance the quality of their work.

1.1 Ethical Behaviour

- 1.1.1 Acts ethically by adhering to the CPA Code of Professional Conduct
- 1.1.2 Recognizes situations that could compromise ethical behaviour and seeks guidance
- 1.1.3 Exhibits ethical behaviour by complying with laws and regulations, organizational policies, societal norms and personal ideals
- 1.1.4 Reports unethical behaviour to an appropriate organizational level or professional body

1.2 Integrity and Trustworthiness

- 1.2.1 Maintains confidentiality, dependability, fairness, honesty and privacy when performing assigned work
- 1.2.2 Seeks and responds to feedback on professional reputation
- 1.2.3 Recognizes and manages potential breaches of confidentiality

1.3 Questioning Mindset

- 1.3.1 Maintains a skeptical mindset when performing assigned work
- 1.3.2 Recognizes bias, uncertainty and ambiguity in the information and assumptions that underlie assigned work
- 1.3.3 Investigates as necessary to clarify tasks and results and escalates appropriately

1.4 Due Care

- 1.4.1 Performs work carefully, thoroughly and competently in accordance with relevant technical and professional standards
- 1.4.2 Critically reviews own work to ensure its quality

1.5 Objectivity

- 1.5.1 Recognizes and avoids potential conflicts of interest
- 1.5.2 Performs assigned work with an independent state of mind to minimize bias and undue influence

2. Leading

CPAs recognize and promote their strategic role within an organization. They focus on strategic priorities, participate in formulating and implementing strategy, and drive performance management systems to monitor and improve organizational outcomes. CPAs work closely with stakeholders throughout the organization to pursue common goals and achieve consensus. They contribute to the organizational culture, helping to embed cultural values and norms in business and functional decisions.

2.1 Strategic focus

- 2.1.1 Applies knowledge of the organization's competitive environment and strategic direction when performing assigned work
- 2.1.2 Assists managers and works on teams to support business- and functional-level strategy planning, implementation or monitoring
- 2.1.3 Identifies the strategic impact of internal decisions and external influences on project plans and initiatives

2.2 Risk management

- 2.2.1 Assists in identifying and monitoring risks within areas of work responsibility
- 2.2.2 Recognizes the importance of internal controls within areas of work responsibility

2.3 Organizational culture advocacy

- 2.3.1 Aligns behaviour with workplace norms, while complying with professional ethics and values
- 2.3.2 Recognizes the importance of organizational culture

2.4 Influence and consensus building

- 2.4.1 Promotes and gains support for ideas within areas of work responsibility
- 2.4.2 Refers to internal policies and procedures and obtains input about how to handle disagreement



3. Collaborating

CPAs are respected and trusted, enabling them to partner with individuals and teams throughout an organization. They draw on the strengths and skills of diverse perspectives and develop and maintain valuable networks with internal and external stakeholders. These competencies enable CPAs to participate in, build and lead goal- and value-oriented teams. They support a collaborative and creative teamwork environment and maintain a cross-functional and integrative outlook. CPAs use emotional intelligence to empathize with others and to effectively manage and build relationships.

3.1 Inclusivity

3.1.1 Respects and values diversity

3.2 Teamwork

3.2.1 Participates in teams related to work functions

3.2.2 Evaluates performance of team members

3.2.3 Seeks guidance from team leaders and other team members

3.2.4 Commits to team goals

3.2.5 Shares knowledge with other team members

3.3 Relationship building

3.3.1 Seeks opportunities to build relationships by interacting with and maintaining contacts with others

3.3.2 Seeks advice and guidance from members of own network

3.4 Project management

3.4.1 Establishes project plans, including goals, tasks to complete, resource requirements and timelines

3.4.2 Monitors project performance

3.4.3 Conducts effective meetings

3.4.4 Communicates with appropriate stakeholders about progress and whether objectives are being achieved

4. Managing Self

Central to the CPA culture is a commitment to continuous learning and professional development. CPAs exhibit adaptability, resilience and agility in an ever-changing business environment and assume accountability for their own performance. They recruit, coach, mentor, evaluate and inspire staff to contribute to organizational success. CPAs also employ emotional intelligence to enhance their own and others' performance.

4.1 Adaptability, resilience and agility

4.1.1 Exhibits persistence and seeks assistance when faced with uncertainty and setbacks

4.1.2 Recognizes and seeks to manage own emotional reactions to change

4.1.3 Exhibits flexibility and responds in a timely and appropriate manner

4.2 Initiative

- 4.2.1 Proactively acquires new knowledge and skills to perform assigned work
- 4.2.2 Seeks greater levels of responsibility
- 4.2.3 Recommends more efficient methods for performing assigned work

4.3 Continuous improvement

- 4.3.1 Exhibits intellectual curiosity
- 4.3.2 Solicits information about role and performance expectations
- 4.3.3 Develops personal work goals that are challenging and achievable
- 4.3.4 Critically evaluates own work and takes responsibility for poor performance
- 4.3.5 Solicits and responds appropriately to both positive and negative feedback
- 4.3.6 Recognizes limits to professional competence

4.4 Talent management

- 4.4.1 Seeks coaching and mentoring from others
- 4.4.2 Develops a career plan that includes learning and development

5. Adding Value

CPAs add value to their organizations, community and society. They collaborate effectively on cross-functional improvement projects. They identify areas that need improvement based on strategic priorities and offer creative solutions. CPAs monitor improvement results and learn from both positive and negative experiences. They encourage a culture of mindful co-operation, innovation, and sustainability.

5.1 Business context

- 5.1.1 Applies general business knowledge to enhance work performed
- 5.1.2 Recognizes the interrelationships among departmental and functional areas within the organization
- 5.1.3 Develops and uses knowledge of the organization, industry and stakeholders

5.2 Creativity and innovation

- 5.2.1 Uses existing knowledge in new or different ways
- 5.2.2 Uses brainstorming or other techniques to generate ideas
- 5.2.3 Accepts that success of innovative ideas is not guaranteed

5.3 Performance evaluation and accountability

- 5.3.1 Assists in identifying opportunities for process, product and service improvements related to work functions

6. Solving Problems and Making Decisions

CPAs draw on strong problem-solving and decision-making skills, including the ability to utilize technology and data analytics. CPAs capacity for analytical and integrative thought enables them to identify important issues, use evidence and analytics to thoroughly and objectively evaluate alternatives, apply appropriate decision criteria, and develop implementation and change-management plans. CPAs consider relevant factors that others do not recognize.

6.1 Issue identification

- 6.1.1 Identifies and articulates issues within areas of work responsibility
- 6.1.2 Uses qualitative and quantitative techniques to clarify the nature of problems
- 6.1.3 Demonstrates skepticism, objectivity, due care and persistence when identifying issues

6.2 Analysis

- 6.2.1 Maintains an objective and questioning mindset to avoid biased analyses
- 6.2.2 Identifies patterns from data analysis
- 6.2.3 Questions the relevance and tests the quality of information and assumptions in own analyses
- 6.2.4 Completes thorough quantitative and qualitative analyses to identify and evaluate potentially viable alternatives

6.3 Recommendations

- 6.3.1 Uses evidence and judgment to recommend and justify solutions or conclusions
- 6.3.2 Articulates limitations to recommendations
- 6.3.3 Applies decision criteria to choose among viable alternatives
- 6.3.4 Ensures that decision criteria do not conflict with professional ethics and values

6.4 Implementation and change management

- 6.4.1 Develops preliminary implementation plans within areas of work responsibility
- 6.4.2 Identifies potential barriers to change

7. Communicating

CPAs ensure that their communications are effective when speaking, listening, presenting and writing in one of Canada's two official languages. They ensure that meaning is conveyed clearly and succinctly by attending to the needs of diverse audiences and selecting the most appropriate communication media. CPAs have the ability to tell the story of the business when presenting information.

7.1 Audience and effectiveness

- 7.1.1 Targets message content and tone to meet audience needs within areas of work responsibility
- 7.1.2 Communicates non-complex financial information logically, clearly, concisely
- 7.1.3 Proactively interacts and probes to gather information and respond to others
- 7.1.4 Uses appropriate non-verbal communication

7.2 Active listening

- 7.2.1 Conveys an attitude of respectful listening
- 7.2.2 Paraphrases and asks questions to verify own understanding
- 7.2.3 Recognizes that own emotions, assumptions and biases may cause misinterpretation of others' messages

7.3 Communication

- 7.3.1 Communicates professionally using a variety of media
- 7.3.2 Adheres to policies and procedures regarding the use of communication media



SECTION 2

The CPA Technical Competencies

The CPA Technical Competencies

Technical competencies reflect the abilities expected of professional accountants and performed by professional accountants in public practice, industry, the public sector, and more.

1. Financial Reporting

Includes the role of financial reporting, the application of reporting frameworks, the reporting of routine and non-routine transactions in different circumstances, and an understanding of the role of internal control, tax, and finance in financial reporting.

1.1 Financial Reporting Needs and Systems

- 1.1.1 Evaluates financial reporting needs
- 1.1.2 Evaluates the appropriateness of the basis of financial reporting
- 1.1.3 Evaluates reporting systems, data requirements and business processes to support reliable financial reporting
- 1.1.4 Explains implications of current trends, emerging issues and technologies in financial reporting
- 1.1.5 Identifies financial reporting needs for the public sector
- 1.1.6 Identifies specialized financial reporting requirements for specified regulatory and other filing requirements

1.2 Accounting Policies and Transactions

- 1.2.1 Develops or evaluates appropriate accounting policies and procedures
- 1.2.2 Evaluates treatment for routine transactions
- 1.2.3 Evaluates treatment for non-routine transactions
- 1.2.4 Analyzes treatment for complex events or transactions

1.3 Financial Report Preparation

- 1.3.1 Prepares financial statements
- 1.3.2 Prepares routine financial statement note disclosure

1.4 Financial Statement Analysis

- 1.4.1 Analyzes complex financial statement note disclosure
- 1.4.2 Evaluates financial statements including note disclosures
- 1.4.3 Analyzes and provides input in the preparation of management communications (e.g., management discussion and analysis (MD&A))
- 1.4.4 Interprets financial reporting results for stakeholders (external or internal)
- 1.4.5 Analyzes and predicts the impact of strategic and operational decisions on financial results

2. Strategy and Governance

Includes the role of corporate governance within an organization, as well as the formulation of strategies, the translation of those strategies into specific business objectives and actions, and their implementation.

2.1 Governance

- 2.1.1 Evaluates the entity's governance structure (policies, processes, codes)
- 2.1.2 Evaluates the specific role of the audit committee in governance
- 2.1.3 Evaluates mechanisms used for compliance purposes
- 2.1.4 Analyzes the specific role of the board in an entity's social responsibility strategy and sustainability
- 2.1.5 Explains implications of current trends, emerging issues and technologies in strategy and governance

2.2 Mission, Vision, Values and Mandate

- 2.2.1 Assesses whether management decisions align with the entity's mission, vision, and values

2.3 Strategy Development

- 2.3.1 Evaluates the entity's strategic objectives and related performance measures
- 2.3.2 Evaluates the entity's internal and external environment and its impact on strategy development
- 2.3.3 Evaluates strategic alternatives

2.4 Strategy Implementation

- 2.4.1 Analyzes key operational issues including the use of information assets and their alignment with strategy

2.5 Enterprise Risk Management

- 2.5.1 Designs an effective risk management program and evaluates its impact on shareholder value
- 2.5.2 Assesses the impact of IT/IS risks on enterprise risk and recommends appropriate risk management strategies

3. Management Accounting

Includes identifying management information needs and developing the systems required to meet those needs; planning, forecasting, budgeting, cost and revenue management for an entity; and performance measurement systems.

3.1 Management Reporting Needs and Systems

- 3.1.1 Evaluates management information requirements
- 3.1.2 Documents and assesses business processes, systems and data requirements and recommends improvements to meet information needs
- 3.1.3 Identifies ethical and privacy issues related to information technology and its use
- 3.1.4 Explains implications of current trends, emerging issues and technologies in management accounting

3.2 Planning, Budgeting, and Forecasting

- 3.2.1 Develops or evaluates data and information inputs for operational plans, budgets, and forecasts
- 3.2.2 Prepares, analyzes, or evaluates operational plans, budgets, and forecasts
- 3.2.3 Computes, analyzes, or assesses implications of variances

3.3 Cost Management

- 3.3.1 Evaluates cost classifications and costing methods for management of ongoing operations
- 3.3.2 Evaluates and applies cost management techniques appropriate for specific costing decisions
- 3.3.3 Recommends changes identified by applying process improvement methodologies
- 3.3.4 Recommends cost management improvements across the entity

3.4 Revenue Management

- 3.4.1 Evaluates sources and drivers of revenue growth

3.5 Profitability Management

- 3.5.1 Performs sensitivity analysis
- 3.5.2 Evaluates sustainable profit maximization and capacity management performance

3.6 Organizational Performance Management

- 3.6.1 Evaluates performance using accepted frameworks
- 3.6.2 Evaluates performance of responsibility centres
- 3.6.3 Evaluates root causes of performance issues

3.7 Individual Performance Management

- 3.7.1 Analyzes the implications of management incentive schemes and employee compensation methods

4. Audit and Assurance

Includes enhancing the reliability of information through internal activities such as internal control, internal and comprehensive auditing, and through external third party assurance services such as auditing.

4.1 The Entity and its Environment, including Internal Control

- 4.1.1 Assesses the entity's risk assessment processes
- 4.1.2 Evaluates the information system, including the related processes, using knowledge of data requirements and risk exposures

4.2 Internal and External Audit Requirements

- 4.2.1 Advises on an entity's assurance needs
- 4.2.2 Explains the implications of current trends, emerging issues and technologies in assurance standards and methodologies

4.3 Internal Audit Projects and External Assurance Engagements

- 4.3.1 Assesses issues related to the undertaking of the engagement or project
- 4.3.2 Assesses which set of criteria to apply to the subject matter being evaluated
- 4.3.3 Assesses or develops which standards or guidelines to apply based on the nature and expectations of the assurance engagement or project
- 4.3.4 Assesses materiality for the assurance engagement or project
- 4.3.5 Assesses the risks of the project, or, for audit engagements, assesses the risks of material misstatement at the financial statement level and at the assertion level for classes of transactions, account balances, and disclosures
- 4.3.6 Develops appropriate procedures, including Audit Data Analytics (ADA), based on the identified risk of material misstatement
- 4.3.7 Performs the work plan
- 4.3.8 Evaluates the evidence and results of analysis
- 4.3.9 Documents the work performed and its results
- 4.3.10 Draws conclusions and communicates results
- 4.3.11 Prepares or interprets information and reports for stakeholders using data visualization where appropriate

4.4 Comprehensive Audit Projects

- 4.4.1 Applies comprehensive auditing techniques

5. Finance

Includes financial analysis and planning, treasury management, capital budgeting, business valuation, and corporate finance transactions.

5.1 Financial Analysis and Planning

- 5.1.1 Evaluates the entity's financial state
- 5.1.2 Develops or evaluates financial proposals and financing plans
- 5.1.3 Assesses reporting systems, data quality and the analytical models used to support financial analysis and decision-making
- 5.1.4 Explains implications of current trends, emerging issues and technologies in finance

5.2 Treasury Management

- 5.2.1 Evaluates the entity's cash flow and working capital
- 5.2.2 Evaluates the entity's investment portfolio
- 5.2.3 Evaluates sources of financing
- 5.2.4 Evaluates decisions affecting capital structure
- 5.2.5 Evaluates the entity's cost of capital
- 5.2.6 Evaluates decisions related to distribution of profits

5.3 Capital Budgeting

- 5.3.1 Develops or evaluates capital budgeting processes and decisions

5.4 Valuation

- 5.4.1 Determines the value of a tangible asset
- 5.4.2 Applies appropriate methods to estimate the value of a business
- 5.4.3 Estimates the value of an intangible asset

5.5 Financial Risk Management

- 5.5.1 Develops or evaluates financial risk management policies
- 5.5.2 Analyzes the use of derivatives as a form of financial risk management

5.6 Corporate Finance Transactions

- 5.6.1 Evaluates the purchase, expansion, or sale of a business
- 5.6.2 Advises a financially troubled entity

6. Taxation

Includes tax compliance and reporting, and tax planning and implementation strategies for both corporate and personal tax payers, and an understanding of the administrative processes in Canadian taxation.

6.1 General Income Tax Concepts

- 6.1.1 Discusses general concepts and principles of income taxation
- 6.1.2 Assesses reporting systems, data requirements and business processes to support reliable tax compliance
- 6.1.3 Explains implications of current trends, emerging issues and technologies in taxation

6.2 Corporate Income Tax

- 6.2.1 Evaluates general tax issues for a corporate entity
- 6.2.2 Advises on taxes payable for a corporation

6.3 Personal Income Tax

- 6.3.1 Evaluates general tax issues for an individual
- 6.3.2 Evaluates income taxes payable for an individual
- 6.3.3 Analyzes specific tax-planning opportunities for individuals

6.4 Income Tax Administration

- 6.4.1 Evaluates adherence to compliance requirements

6.5 Income Taxation of Non-Residents and Part-Year Residents

- 6.5.1 Analyzes residency of a taxpayer
- 6.5.2 Analyzes the taxation of Canadian sources of income for non-residents and part-year residents

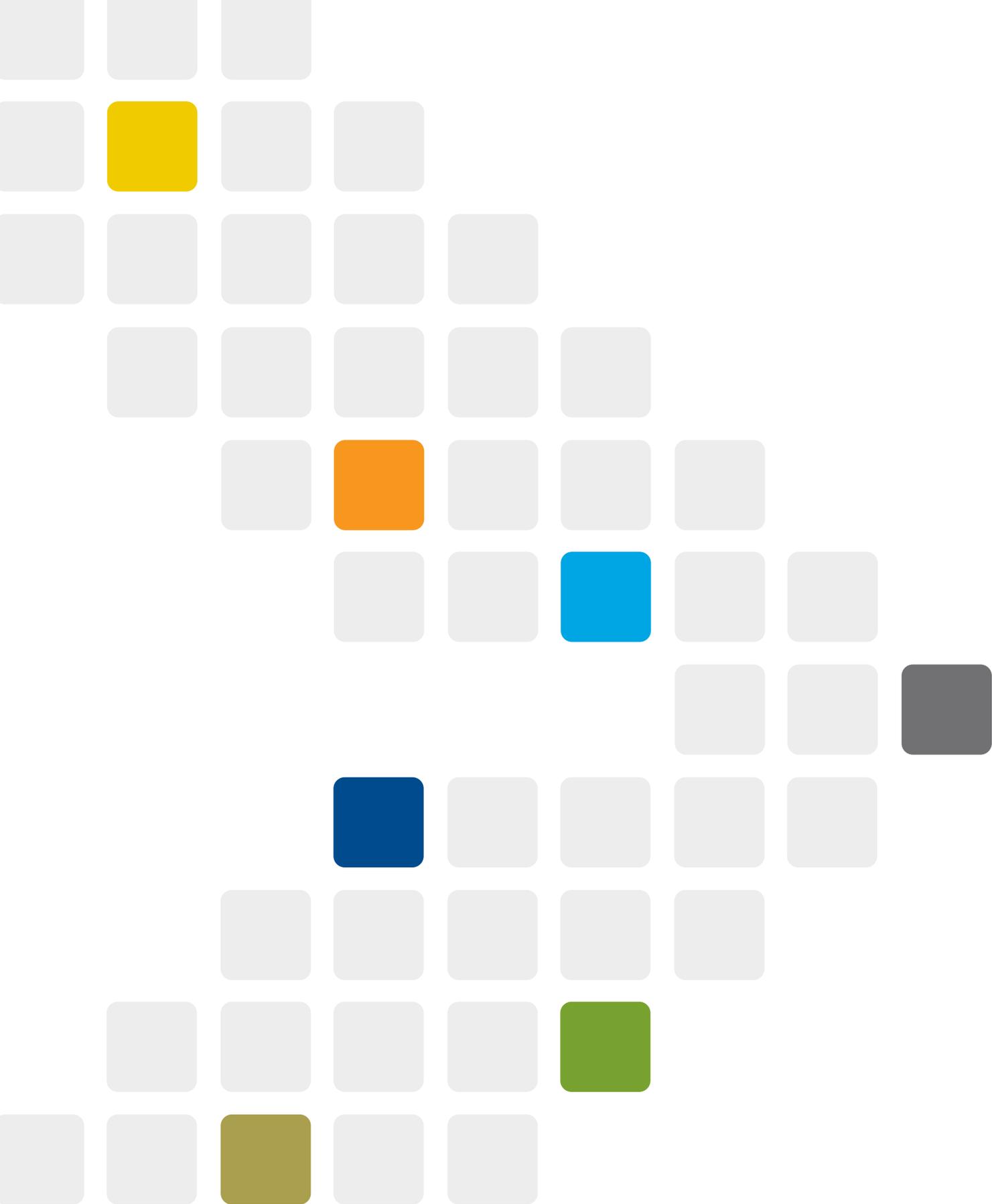
6.6 Other Income Tax Matters

- 6.6.1 Analyzes income tax implications of death
- 6.6.2 Analyzes income tax implications of compensation planning between a shareholder and a closely-held corporation
- 6.6.3 Analyzes income tax implications of the purchase and sale of a CCPC
- 6.6.4 Explains the basic tax considerations of corporate reorganizations

6.7 GST Matters

- 6.7.1 Discusses the GST system in Canada
- 6.7.2 Analyzes GST obligations of a person
- 6.7.3 Calculates net tax for a person
- 6.7.4 Discusses GST compliance requirements
- 6.7.5 Analyzes GST implications from tax planning for shareholders and a closely held corporation
- 6.7.6 Explains GST obligations arising from other transactions





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