



2010-2014
**Strategic
Directions**



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Background

Every four years, the Ordre des comptables agréés du Québec conducts a strategy session to define the directions that will guide its actions and decisions during the next four-year cycle.

The spring of 2010 marks the end of the 2006-2010 strategic directions and the beginning of a new four-year cycle. As part of the strategic direction development process, we have examined the state of the accounting profession and its environment, as well as the many challenges and opportunities involved.

Here are the 2010-2014 strategic directions approved by the Board of Directors of the Ordre in August 2009. They are the culmination of a lengthy and intensive process during which every issue was carefully considered.

A look back at the 2006-2010 strategic directions

The 2006-2010 strategic directions were developed in the wake of the *Strategic Crossroads for the CA Profession* report. Before taking the next step, we needed to determine whether the directions had been achieved, and we are pleased to report that our objectives were met, completely or in part, thus allowing us to focus on new avenues for the next period.

The 2010-2014 strategic directions at a glance

A new mission, a statement of purpose, and a fresh take on the areas of strategic emphasis are some of the innovations this year. More than ever, the Ordre will be committed to ensuring the protection of the public, and will make every effort to help its members achieve excellence.

Vision statement of Canada's CAs

We are Canada's most valued, internationally recognized profession of leaders in senior management, advisory, financial, tax and assurance roles.

CA profession value statement

Chartered Accountants are valued for their integrity and expertise.

Statement of purpose of the Ordre des comptables agréés du Québec

Our purpose, as established by Quebec's *Professional Code*, consists in ensuring the protection of the public.

Mission statement of the Ordre des comptables agréés du Québec

Our mission is to help our members achieve excellence, with the primary objective being the protection of the public.

Areas of strategic emphasis and strategic objectives for 2010-2014

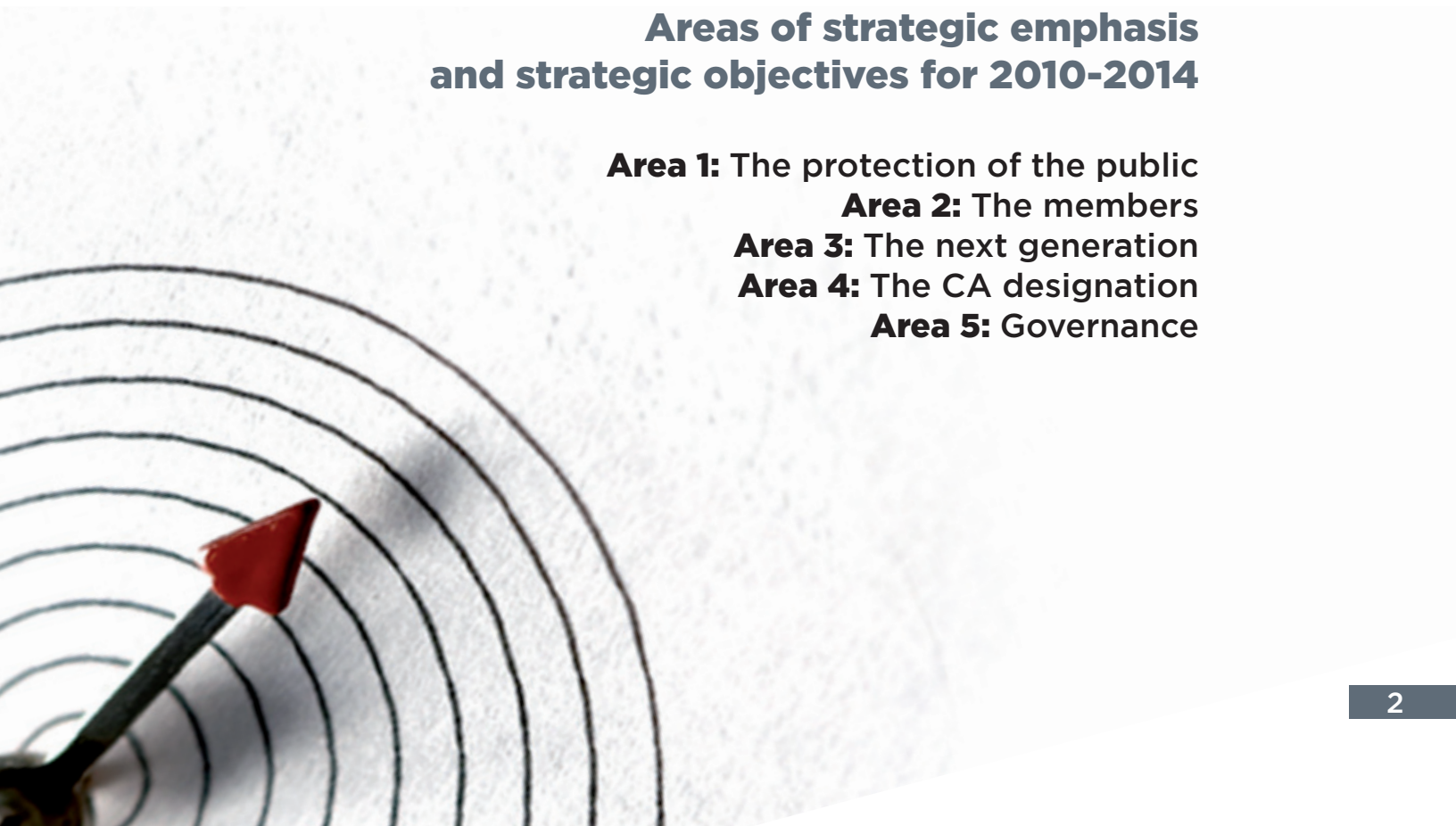
Area 1: The protection of the public

Area 2: The members

Area 3: The next generation

Area 4: The CA designation

Area 5: Governance



Area 1

The protection of the public

Ensure the protection of the public by working in collaboration with regulatory authorities, the other provincial CA institutes and the CICA.

Objective 1.1

Enhance cooperation with regulatory authorities through active involvement in the development of regulations and standards and, in respect of their application, through intensified dialogue based on mutual recognition.

Objective 1.2

Promote the harmonious development of public protection mechanisms.

Objective 1.3

Further raise our members' awareness about their obligations regarding the protection of the public to ensure their buy-in, and better inform the public about public protection mechanisms.

Objective 1.4

Supervise the practice of public accountancy by ensuring that the stringent standards required to protect the public are maintained.

Objective 1.5

Work with other stakeholders to find viable solutions with respect to professional liability that maintain a balance between public protection and competitiveness.

Area 2

The members

Help our members achieve excellence and strengthen their sense of belonging by continuing to enhance the products and services we offer and improving member communications.

Objective 2.1

Make the Ordre the primary reference source for members by continuing to offer competitively priced, targeted professional products and services that promote recognition of the unique competencies of CAs in all organizations and ensure the protection of the public.

Objective 2.2

Develop the web-based offering of professional products and services.

Objective 2.3

Continue to offer members high-quality products and services at an affordable price, while capitalizing on the prestige and strength of the CA designation.

Objective 2.4

Optimize our communications tools to keep members informed about major issues facing the profession, the actions taken and the products and services available to them, as well as to strengthen their sense of belonging.

Objective 2.5

Be supportive to our members in all possible areas with a view to facilitating the practice of their professional activities.

Area 3

The next generation

Attract an adequate number of high-calibre candidates and ensure that they acquire the top-level skills required to meet the needs of organizations and protect the public.

Objective 3.1

Attract an adequate number of high-calibre candidates to meet the needs of organizations.

Objective 3.2

Work in collaboration with other stakeholders to open the profession to immigrants and individuals who have taken alternative paths, in compliance with stringent admission criteria required to ensure the protection of the public.

Objective 3.3

Work in collaboration with employers and other stakeholders to attract and retain candidates by more effectively meeting their expectations, particularly as regards work/family balance and quality of life.

Objective 3.4

Implement new training opportunities and maintain an uncompromising, high-quality training period in all recognized areas.

Objective 3.5

Work in collaboration with other stakeholders to ensure the availability of sufficient faculty with the CA designation to meet the educational needs of future CAs.

Area 4

The CA designation

Enhance recognition of the unique value of the CA designation by leading organizations of all sizes and by the public.

Objective 4.1

Build on the unique positioning of the CA designation by focusing on expertise and integrity, which are the values of the profession.

Objective 4.2

Strengthen the pre-eminence of the CA profession in the large organizations market.

Objective 4.3

Increase the presence of the CA profession among leading medium-sized organizations.

Objective 4.4

Pursue efforts to enhance the recognition of the CA designation in the public sector.

Objective 4.5

Strengthen members' sense of belonging through a cohesive vision of the CA designation.

Area 5

Governance

Continue to enhance management effectiveness and value-for-money by continuously improving the Ordre's methods and governance practices, as well as the mechanisms facilitating communication and cooperation with the other provincial CA institutes and the CICA.

Objective 5.1

Retain and effectively manage the Ordre's human resources while addressing the challenges posed by work/family balance and the effective replacement of outgoing staff.

Objective 5.2

Value members' involvement in committees and regional groups.

Objective 5.3

Continue to optimize the Ordre's decision-making and management processes, taking into account legislative requirements, risk management and the size of the organization.

Objective 5.4

Continue to actively participate on committees outside the organization in Quebec and elsewhere in Canada with a view to influencing strategic endeavours, taking into account the organization's resource limitations.

Objective 5.5

Continue to develop the use of the Internet as the preferred medium for internal/external communications and management.



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