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Welcome to the September issue of *CA Practice Advantage* (CAPA) with highlights of the latest trends and views, research, standards and regulations, information technology, human resources, legal matters, recent publications and other information relevant to CAs in public practice.

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## World Congress of Accountants 2010

*Sustaining Value Creation*

November 8-11, 2010

Kuala Lumpur, Malaysia

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# Trends and Views



## When Clients Don't Pay

CAs are often faced with situations where a client refuses to pay their fees, even once the work is completed. What should or can you do in these instances? Can you simply resign in the middle of an engagement? Can you hold onto the client's records?

*Holding Client Files as Ransom* discusses the Rules of Professional Conduct that practitioners can turn to for guidance in these situations. The article is part of a series of Practice Advisory articles published by the Chartered Accountants of Ontario. As no two situations are identical, CAs wishing guidance related to a specific situation should contact a Practice Advisor at their Provincial Institute/Ordre.

[http://www.cica.ca/index.cfm/ci\\_id/46480/la\\_id/1.htm](http://www.cica.ca/index.cfm/ci_id/46480/la_id/1.htm)

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## Corporate Confidence Declines with Rising Energy Prices

Corporate confidence in the Canadian economy is barely registering, with only six per cent of executives saying they are more confident than a year ago, according to respondents in the CICA/RBC Business Monitor (Q2 2008) report. The results of this quarterly survey of CA executives show boardroom optimism about the economy has plunged to 23 per cent from 67 per cent over the past 12 months.

Read the report at:

[www.cicarbcbusinessmonitor.com](http://www.cicarbcbusinessmonitor.com)

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## Transition to International Standards



*Free Webinar*

### **IFRS: What You Need to Do Now**

Date: October 8, 2008

Time: 12:30 ET

Format: 30 minute presentation followed by 15 minutes of Q&A

Understanding the impact of IFRS is the first step towards a conversion project that works. Those who start planning early are more likely to have a smoother conversion process. This webinar will outline the steps a business needs to take now to avoid unpleasant surprises down the road. Take advantage of this opportunity to provide a value-added service for your clients. Online registration is simple and free for members and their clients. After the live webinar, a recording of the presentation will be available at the same link.

To register, go to:

[events.onlinebroadcasting.com/cica\\_ds/100808/index.php](http://events.onlinebroadcasting.com/cica_ds/100808/index.php)

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## Standards and Regulations



*Risk Alert*

### **Auditing in the Credit Crunch Environment**

This issue of Risk Alert from the AASB staff highlights matters for auditors to consider when responding to higher risks of material misstatement of financial statements of entities that have invested in non-bank-sponsored asset-backed commercial paper and other financial instruments affected by the credit crunch.

[www.aasb.ca/download.cfm?ci\\_id=43007&la\\_id=1&re\\_id=0](http://www.aasb.ca/download.cfm?ci_id=43007&la_id=1&re_id=0)

# Fraud

## Online Resources

### The Face of Fraud: It's Not Who You Think

There is no typical fraud victim in Canada, but research shows that fraud victims are likely to be educated, informed, relatively affluent and involved in their communities. The professional criminals who perpetrate these scams know what they're doing and, unfortunately, know how to do it well.

The 6-page brochure *Recognize it. Report it. Stop it.*, developed by the Fraud Prevention Forum members, can help your clients recognize the latest trends in fraud techniques, take preventative measures to combat it and know who to contact if they fall victim. Download the PDF at:

[www.rcmp-grc.gc.ca/scams/brochure\\_e.pdf](http://www.rcmp-grc.gc.ca/scams/brochure_e.pdf)

# For Your Clients

## Maintaining Market Share

During an economic downswing, some owner/managers may consider reducing their marketing and advertising budget. However, this is the very time a business needs to renew its focus on reaching its target customers and maintaining its market share. Karen Saunders' article *Relationship Marketing* sets out marketing strategies for building strong networks and nurturing customer relationships while keeping the budget in check.

[www.cica.ca/index.cfm/ci\\_id/46031/la\\_id/1.htm](http://www.cica.ca/index.cfm/ci_id/46031/la_id/1.htm)

# Marketing Your Services

## Overcoming Marketing Barriers

If your marketing efforts are not producing consistent and measurable results, it is time to change your approach. Bob Stewart's article *When is Marketing Good Enough?* discusses two factors that can impede a firm's ability to maintain a consistent, effective marketing program and provides strategies for overcoming these barriers.

[www.cica.ca/index.cfm/ci\\_id/46481/la\\_id/1.htm](http://www.cica.ca/index.cfm/ci_id/46481/la_id/1.htm)

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# Networking For Business Development Success

Date: November 25, 2008

Time: 12:30 PM ET

Format: 30-40 minute presentation followed by 10-20 minutes of questions

Whether you are selling a product, a service, or yourself, the relationship will always cement the deal. In this webinar, learn a systematic process to develop and nurture relationships – and then how to close the sale. Topics covered include Price-Expertise-Trust Model, Relationship Curve, The Bank of Me, Give-to-Get, and Networking Trap Avoidance. This isn't a "how to schmooze" presentation, but one that provides specific guidance on how to grow value and influence with others.

To register, please visit

[www.snwebcastcenter.com/event/?event\\_id=203](http://www.snwebcastcenter.com/event/?event_id=203)

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## Human Resources



### @Home Employees

Who wins when trusted employees are offered the opportunity of working at home? Everyone does. The key is careful planning and strategic management of the telecommuting arrangements.

See Lindy Batdor's article *Home-based Employees: Eight Strategies for Success* for tips on how to successfully offer the flexibility of working at home to the benefit of both your firm and its employees.

[www.cica.ca/index.cfm/ci\\_id/46030/la\\_id/1.htm](http://www.cica.ca/index.cfm/ci_id/46030/la_id/1.htm)

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### Bridging a Management Gap

As the baby boomer generation starts to leave the workforce, the single most important issue organizations will need to deal with in the next few years is finding talent. Read Jane Matthews and Michael Dick's article *Leadership on Demand* for tips on bridging the gap with interim executives. There may be advantages to this strategy you have not yet considered.

[www.cica.ca/index.cfm/ci\\_id/46485/la\\_id/1.htm](http://www.cica.ca/index.cfm/ci_id/46485/la_id/1.htm)

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## Legal Matters



## The Case for Effective Documentation Policies

Electronic information can quickly turn into a money pit for organizations facing litigation or a regulatory investigation since any document relevant to the civil action must be produced – including data stored on computers. See Fasken-Martineau's bulletin *Documentary Discovery and E-Discovery* for a discussion of the discovery process as well as the tasks that need to be completed when litigation is anticipated.

[www.fasken.com/litigation\\_and\\_dispute\\_resolution\\_bulletin\\_march2008/](http://www.fasken.com/litigation_and_dispute_resolution_bulletin_march2008/)

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## Professional Resources



### Leading by Example: Key Developments in the First Seven Years of PIPEDA

The Office of the Privacy Commissioner of Canada (OPC) recently released *Leading by Example*. Reviewing leading cases under the Act, the book is designed to help businesses comply with the *Personal Information Protection and Electronic Documents Act* (PIPEDA) and improve their privacy practices.

The 63-page book is available for free download at:

[www.privcom.gc.ca/information/pub/lbe\\_080523\\_e.asp](http://www.privcom.gc.ca/information/pub/lbe_080523_e.asp)

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### Deciding to Go Public: What CFOs Need to Know

by Beth Deazeley, LL.B.

The decision to take a company public is one of the most important that a CFO is involved in. The promised rewards come with high risks, and it is essential that the factors underlying the decision, the preparation required prior to going public, and the realities of life as a public company are understood before the first step is taken.

For clients who are contemplating going public, this booklet is a first-stop resource for understanding the CFO's role in the decision to take a company public, the areas in which the CFO provides critical input to other members of the management team and to the board of directors, and the CFO's essential role in interacting with the investment community.

Download a free copy at:

[www.cica.ca/download.cfm?ci\\_id=46015&la\\_id=1&re\\_id=0](http://www.cica.ca/download.cfm?ci_id=46015&la_id=1&re_id=0)

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## Comprehensive Resources that Make the Difference

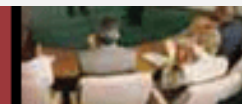
The Canadian Institute of Chartered Accountants is a trusted source of authoritative, comprehensive resources and practice aids that are designed to help practitioners increase productivity and meet their professional services needs.

For an overview of the latest innovative products that can assist you in the practice areas of assurance, accounting, financial reporting, tax and compliance, go to:

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## Continuing Education



### **CICA's Conference on Corporate Finance**

#### **Future Opportunities for Doing Business in Canada**

November 5-6, 2008

Toronto, ON

Merger and acquisition activity has been phenomenal over the past few years. Now, what lies ahead? Find out by attending this two-day conference featuring a keynote address by Jeff Rubin, Chief Economist & Chief Strategist at CIBC World Markets. Other sessions, held in both plenary and concurrent format, include Partnering for PPP, Listing on Venture Exchanges, Dealing with Distressed M&A, and Going Private. Networking opportunities will allow you to meet with colleagues who are dealing with similar challenges.

[www.cica.ca/4/5/8/2/1/index1.shtml](http://www.cica.ca/4/5/8/2/1/index1.shtml)

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*PIPA Conference 2008*

### **Privacy 2.0: Managing Privacy from the Inside Out**

November 17-18

Calgary, AB

For professional advisors, businesses and not-for-profits across British Columbia and Alberta, this conference can assist you in helping organizations enhance their privacy compliance programs. The forum offers an excellent opportunity to hear from privacy regulators, stakeholders and business experts from around the globe about managing personal information in the electronic age.

The featured speakers include Claudiu Popa, author of the CICA's latest addition to the CA Tools for Success series of publications, *The Canadian Privacy and Data Security Toolkit for Small & Medium-Sized Enterprises* (to be released late 2008).

For more information about the conference, see:

[www.verney.ca/pipa2008/](http://www.verney.ca/pipa2008/)

## CA Practice Advantage Online Archives

Need to refer to a source cited in a previous issue of CA Practice Advantage (CAPA) that could help you today? Bookmark this link to the CAPA archive site to access PDFs of our past issues.

[www.cica.ca/index.cfm/ci\\_id/25538/la\\_id/1.htm](http://www.cica.ca/index.cfm/ci_id/25538/la_id/1.htm)

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