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*Working Together to Create
Top Performing Organizations*





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About the Canadian Payroll Association

Accurate and timely payroll is the right of every working Canadian and essential to the success of all 1.5 million employers across the country.

Every year, payroll professionals are relied on by employers and governments to deliver the accurate and timely payment of \$1.02 trillion in wages and taxable benefits, and \$345 billion in statutory remittances — and payroll professionals rely on the Canadian Payroll Association to make that happen.

We provide members with world-class education, resources and tools to navigate more than 200 federal and provincial regulatory requirements, and oversee the mission critical payroll function. More than 10,000 professionals have earned our Payroll Compliance Practitioner (PCP) certification, and 3,500 have earned the Certified Payroll Manager (CPM) certification. In 2019, the Association's Payroll Infoline which is staffed by a team of payroll experts with more than 200 years of payroll experience, answered more than 42,000 compliance related inquiries.

We are actively engaged with governments and stakeholders from coast-to-coast. By advocating for sensible legislation that decreases complexity and makes the provision of payroll more efficient, the Association represents the interests of both payroll and business.

For more information about the Canadian Payroll Association, visit payroll.ca.



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1600 - 250 Bloor Street East, Toronto, ON M4W 1E6 • Phone: 416-487-3380 • payroll.ca



The Surprising Source of **FINANCIAL STRESS** **IN CANADA**

Despite what may seem obvious or even logical, a bigger paycheck isn't the cure for financial worry after all.

A recent study by the Canadian Payroll Association and the Western-Laurier Financial Data Analytics Laboratory, *Learning About Financial Wellbeing in Canada*, has revealed that 20 per cent of those with a household income of at least \$150,000 are still financially stressed. By comparison, half of those with household incomes below \$50,000 are financially stressed.

More than age or income, it's actually the ability of working Canadians to deal with brief financial setbacks— like missing a paycheck or the ongoing economic impacts of the COVID-19 pandemic — and their savings habits that most affect financial stress.

Also revealed in *Learning About Financial Wellbeing in Canada*, is the fact that working Canadians generally belong to one-of-three groups — those who are **financially stressed**, **financially coping**, or **financially comfortable**. Approximately one-third of all respondents fall into each.

Those in the **financially comfortable** group are characterized by a shared ability to manage missing a paycheck, a tendency to save money, and prioritization of work-life balance over salary.

Working Canadians who are **financially stressed**, on the other hand, tend to find it challenging to manage a brief financial setback, save little to none of their income, place a greater emphasis on salary, and report that their debt load increased over the previous year.

“*Focusing on financial wellness is more important than ever before, whether they have been forced to dip into their savings or missed a paycheck, the recent crisis will intensify financial stress for everyone.*”

Wendy Doane,
Chair of the Canadian Payroll Association.

"Focusing on financial wellness is more important than ever before," explains Wendy Doane, Chair of the Canadian Payroll Association. "Whether they have been forced to dip into their savings or missed a paycheque, the recent crisis will intensify financial stress for everyone. Working together, HR and payroll can make a big difference!"

Working Together to Improve Financial Wellness

For Canadian businesses to recover in the months to come, the financial wellness of employees will be integral.

According to the Association's eleventh annual survey, even when times are good, almost a quarter of working Canadians say they spend just under 40 minutes each day distracted by personal financial matters at work. That equates to an 8.1 per cent loss in productivity based on an eight-hour workday.

Earlier research commissioned this year by the Canadian Payroll Association found that financial stress is the most significant source of stress for Canadians from coast-to-coast.

"Much like mental health, for Canadian businesses struggling to identify strategic advantages in a very competitive business environment, actively addressing the financial wellness of employees could provide a competitive edge and deliver bottom-line results," Doane adds.

Payroll professionals, many of whom are embedded within HR departments across Canada, have the strategic knowledge and technical expertise to help. In particular, Payroll and HR can utilize payroll processes and technology to develop and implement *Pay Yourself First* programs wherever they work.

Pay Yourself First programs, which are currently only offered by 55 per cent of employers in Canada, empower staff to arrange for a portion of their pay to be automatically directed into a savings account.

As opposed to encouraging employees to manually transfer funds, automating the process results in better money management, a higher rate of savings, and a steady accumulation of retirement funds.

From coast-to-coast, workers have also expressed the need for more financial education in the workplace. According to the Canadian Payroll Association's *2019 National Payroll Week Survey of Working Canadians*, 79 per cent are interested in financial education offered by their employers on topics like saving for the future, and better budgeting. ■

55%
of employers in
Canada empower
staff to arrange
for a portion of
their pay to be
automatically
directed into a
savings account.





“Never stop learning. Continual learning is key if you want to be a top payroll professional.”

Sandra Morrison, CPM, CPHR, SHRM-SCP

The New Professional – **EXPERTISE IN PAYROLL & HR**

Payroll and human resources (HR) might seem like binary opposites, but for professionals like Sandra Morrison, CPM, CPHR, SHRM-SCP who support both functions in their organizations, the fusion of payroll and human resources is more than natural. It's ideal and more common than you might realize.

On the surface, payroll and HR are completely different. The former is all about numbers, calculations and the exacting demand for accuracy (always). Human resources, as implied in the name, is known for managing the human equation — personalities, emotional intelligence, hiring, review processes and solving people problems. There is no doubt that each function requires a different skill set. The truth, however, is that both are all about helping employees succeed and, as a result, organizations to thrive.

“In HR, employees are the key to an organization's success,” explains Sandra. “If we are not paying employees accurately and on time, this will affect attraction, retention and productivity. And the data that payroll manages provides a wealth of information to understand the employees we support. Studying and working in both professions has made me more knowledgeable and a better leader.”

Having spent the last 20 years in progressive HR and payroll positions, today, Sandra is Vice President of Human Resources with 123Dentist in British Columbia. To help the next generation, the Canadian Payroll Association sat down with Sandra to discuss the keys to her success.

CANADIAN PAYROLL ASSOCIATION: Did you always want to work in both HR and payroll?

SANDRA: No, I actually started my career in accounting and was assigned payroll one day – an experience of many professionals. My role started out small, but it was never boring as payroll was constantly evolving. Doing payroll made me want to learn more about it so I looked into the Canadian Payroll Association's certification courses and the rest is history.

From my perspective, HR has always gone hand-in-hand with payroll. Years ago, companies did not have separate departments, they had a Personnel Department where your job consisted of a bit of everything. As I was growing in my career, I took HR courses and later received my HR designation. Completing professional education components for both HR and payroll has served me well in my career and provided me an edge in the job market.

CANADIAN PAYROLL ASSOCIATION: What is the biggest challenge you've faced as a result of supporting both the HR and payroll functions?

SANDRA: There are always challenges in supporting both functions. The typical thinking was that these positions were administrative and not strategic. I have continually stressed the importance of hiring certified payroll and HR professionals to help change these organizational beliefs. Hiring trained professionals also helps a company mitigate risk and stay compliant with legislation. If staff are not paid accurately or on time it will affect the financial stability of a company.

As the world faces a pandemic, it is the payroll and HR departments that are ensuring employees receive their Records of Employment in a timely manner. Employees who are still working, especially in essential service roles, are being paid on-time. Certified professionals ensure your organization protects its reputation in these difficult times. Having recently started a new role, my CEO frequently states that he is extremely grateful for my payroll and HR knowledge during this time of crisis.

CANADIAN PAYROLL ASSOCIATION: Are there any common misconceptions about payroll that you would like to clarify?

SANDRA: Yes! Payroll is not just an administrative function – it is key to an organization's success. It is also not easy or simply the pressing of a magic button until the next pay run. The moment one payroll is transmitted you are working on the next. Keeping employees paid under constant deadlines and in compliance with over 200 rules and regulations across Canada requires payroll professionals who are up-to-date with federal and provincial legislation.

Inside organizations payroll can be left in the dark about policy changes. We are often the last to receive information that affect pay and benefits. Including payroll early on gives other managers insight they may miss out on, as we can produce the metrics and reports that help budget their staffing, scheduling, and other important operational support.

CANADIAN PAYROLL ASSOCIATION: To what do you contribute your success? What were the key milestones that helped you to get where you are today?

SANDRA: My success comes from being a leader not a boss. I aim to motivate and inspire my team to do their best and mentor and train them with my knowledge. I pride myself on being a cheerleader for my team, especially when they are under stress or tight deadlines. I also ensure each employee in my department completes professional development seminars or courses to enable them to grow. Their success is my success.

Some of the key milestones for my success was completing my payroll and HR certifications, working with great leaders that led with integrity, teaching payroll courses and becoming a mentor, and volunteering for non-profit organizations.

CANADIAN PAYROLL ASSOCIATION: How does education and learning figure into your career journey?

SANDRA: I am a firm believer in continuous learning. After achieving my Payroll Certification and my Designation in Human Resources, I continually make efforts to network and attend Professional Development sessions. Keeping up-to-date enables me to give confident, accurate answers to questions asked by employees across the country. My education and learning journey will continue until I retire and then I am sure I will have more to learn. Never get to the point where you think you know it all – you don't!

CANADIAN PAYROLL ASSOCIATION: What advice would you give to someone starting their career in payroll, HR or both?

SANDRA: Challenge yourself by going outside of your comfort zone. Volunteer with or attend a professional event held by the Canadian Payroll Association or HR association. Learn something new at work or in a course. You can even ask your employer to financially support your attending professional development seminars, conferences and events (asking early allows them to build it into their budgets and you might be surprised by the answer). Adding a new skill through any of these suggestions will add to your breadth of knowledge and make yourself more marketable.

In spite of the stress in our payroll and human resources roles – we love it. Have fun at work and remember that we are the backbone that helps our companies achieve great success! ■



ONLINE LEARNING OPTIONS FOR HUMAN RESOURCES TEAMS

The Canadian Payroll Association is your go-to source for online payroll seminars and webinars. Many topics are appropriate for human resource professionals as well, including *Employment Standards* and *Terminations*. In fact, HR Associations across the country recognize our seminars as eligible for their Continuing Professional Development hours. This includes CPHR British Columbia & Yukon, CPHR Alberta, CPHR Saskatchewan, CPHR Manitoba, and the Human Resources Professionals Association.

Webinars

Topics are offered live and archived for on-demand viewing. Each webinar is 90 minutes and new ones are being added monthly at payroll.ca. Recent topics have included:

FREE Payroll Continuity Planning: How Prepared is Your Organization

Paying employees accurately and on time is one of the most critical functions for an organization. With many Canadians living paycheck to paycheck, ensuring payroll continuity is crucial to the very financial survival of employees. This informative webinar, facilitated by industry experts, will take you through the tools and processes needed to ensure your organization's payroll is prepared for potential business interruptions.

FREE Legislated Leaves - Q&A From Payroll Infoline

During this unprecedented time, employers are dealing with various types of paid and unpaid leaves of absence from the workplace. These range from employees required to self-quarantine, to those needing time off to act as a caregiver to a sick family member. Join the experts from the Canadian Payroll Association as they review the existing employment standards on legislative leaves.

Statutory Holidays – Ensure Compliance

Payroll practitioners have a big responsibility in transforming legislation into organizational policy. Given that there are so many aspects of employment and labour standards legislation and regulation that are multifaceted, this can be a challenge. The webinar will cover the federal, provincial and territorial legislation related to statutory holidays for all jurisdictions across Canada and will examine the following issues: Statutory holiday observance; employee entitlement; statutory holiday pay requirements for eligible employees; overtime calculation in weeks where there is a statutory holiday and much more.

Cost Containment in a Time of Crisis - Best Practices for Your Employee Benefit Program

You've been asked to cut costs wherever possible. One potential area for savings is your employee benefits program, but cutting costs does not have to mean cutting coverage. In fact, there are many ways to reduce your costs within your employee benefits plan without negatively affecting your coverage. Join the experts from People Corporation as they outline the latest trends in employee benefits and answer your questions live.

Full-Day Online Seminars

Our full-day seminars are highly-rated with an average score of 4.5/5. Seminars are instructed online by experts employed by the Canadian Payroll Association. Attending a seminar gives you access to reference material, including examples, exercises, and checklists. Ensure your payroll department is up-to-date with these ever-changing topics.

Payroll Essentials for HR Professionals

Designed for human resource professionals who oversee payroll. It will provide a high-level introduction of the payroll function and participants will learn about processing and reporting requirements, and payroll practitioners' responsibilities specific to government statutory withholding and remittance.

Developing Your Employee Handbook

Because payroll practitioners are increasingly wearing multiple hats, they may even be expected to take the lead on developing, revising and updating their organization's employee handbook. Whatever the level of your involvement, this workshop will provide a comprehensive, hands-on review of how employment policies are drafted, revised and enforced. You will also be able to recognize some of the potential legal pitfalls that go along with developing an employee handbook.

Taxable Benefits & Allowances

Avoid government audits. Know the rules on the more than 40 common taxable benefits and allowances included in employment income, such as automobile allowances, loan and stock options, gift cards, and more. Make sure your employer is accurately withholding, remitting and complying with year-end reporting requirements.

Terminations

Minimize termination liability and cost while complying with legislation. This seminar equips you with the tools you need to successfully administer, supervise and oversee a termination of employment – including employment/labour standards, human resources issues, types of payments, retiring allowances and the Record of Employment.

Year-end & New Year Requirements

Get the in-depth information you need to stay up to date with current and future legislative changes that impact your organization's year-end filing. Essential learning for professionals responsible for a Canadian payroll. ■



Online registration is quick and easy –
sign-up yourself or a colleague today at
payroll.ca

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Payroll Certifications **HELP CAREERS TAKE OFF**

Anne Lee, an Accounting Supervisor with Pacific Sky Aviation, began her payroll certification journey relatively late in her career when she accepted an invitation to attend a network and share event from the Canadian Payroll Association's Victoria Branch.

Having attended a few seminars and accessed invaluable resources like DIALOGUE magazine, Payroll InfoLine and e-Source, she felt confident in her knowledge and excited to spend some time with other professionals who "spoke the same language (payroll)." So off she went — ready to engage, listen and learn from others working in payroll. Towards the end of the meeting, however, when the requirements for joining a Canadian Payroll Association branch were shared, it hit her. Anne was the only one in the room WITHOUT a payroll certification.

“*The course outline was so well designed and the teachers so supportive that, instead of being tired, I was engaged and inspired.***”**

Anne Lee,
Accounting Supervisor,
Pacific Sky Aviation

Anne was inspired and, as soon as she got home that night, wrote a proposal to her employer explaining how and why supporting her in achieving her Payroll Compliance Practitioner (PCP) certification made good business sense. Her employer agreed, and despite obstacles along the way, including a heavy growth period at work, Anne managed to thrive. As she explains, "The course outline was so well designed and the teachers so supportive that, instead of being tired, I was engaged and inspired."

In the spring of 2018, Anne graduated and, from that moment on, her career has been soaring! She immediately found other managers and executives looking to her as an expert in payroll, and she received a raise for bringing increased value to the company. Certification also opened doors to professional growth, such as being invited to join a management group implementing an HRIS system.



"Recognition, remuneration, and respect," is how Anne describes the immediate benefits of certification. "Those three initials behind your name signify a high level of knowledge, competence, and performance."

While her journey is extraordinary, Anne's story is hardly unique. In the 14 years since Canadian Payroll Association certifications were relaunched, more than 11,193 payroll practitioners have graduated with a PCP certification, and 3,554 have achieved a CPM certification. Included in this distinguished group are the over 1,000 new PCPs, and 160 new CPMs who were recognized during Certification Recognition Events held by the Association in the spring of 2019. An additional 4,081 certified alumni were also recognized for the distinct honour of having maintained their certification for a decade.

Today, certified payroll professionals are working in every province and territory. Some even work internationally.

"The Canadian Payroll Association's certification is a 'must have' for any payroll practitioner," says Sandra Morrison, CPM, CPHR, SHRM-SCP, 2018-19 Chair, and certification instructor for over 12 years. "Payroll is often the biggest expense for an employer. To get it wrong because you are not up to date could mean employees are paid incorrectly, taxed incorrectly, and receiving inaccurate year-end slips, which can result in fines and penalties to the organization. As the payroll experts, it is our job to mitigate such risks."

Market research further supports the value of payroll certification. According to Robert Half, a leading recruiter for finance and accounting professionals, certification remained a strategic differentiator in hiring and advancement decisions in 2019. The majority of job postings listed certification as an asset or requirement, and 80 per cent of managers said they are more likely to promote someone who has pursued further education or certification.

BY THE NUMBERS

1,432 

Total graduates in 2019

1,272
Payroll
Compliance
Practitioners
(PCPs)

160
Certified
Payroll
Managers
(CPMs)

13,373 

Payroll professionals
began or continued their
certification journey to
enhance their careers

This was undoubtedly the experience of Angela O'Hara, CPM, in the fall of 2018 when she was looking for a new opportunity. "I saw that the job market had changed in the nine years I had been at my previous job. Employers are looking for a payroll certification — which I have." She credits her payroll certification and other continuing professional development for helping her land her current position as Senior Payroll Specialist at the TMX Group: "It gave me a more in-depth understanding of the legislative requirements throughout the annual payroll cycle, and a network of people and resources I can turn to for support."

Rachel Levy, CPM, FPC, Senior Payroll & Benefits Specialist at SSENSE, agrees: "The courses helped me gain a better understanding of how other components of an organization impact payroll, which allowed me to look at my organization within a more holistic framework." She attributes her promotion to a senior role, as well as her inclusion in the decision-making processes at her workplace, to certification.

The Canadian Payroll Association ensures its certification programs evolve with our members' needs. In 2018, for instance, we launched a third certification program specific to the unique compliance environment in Quebec. The Spécialiste en Conformité de la Paie du Québec (S.C.P.Q), offered in French, is designed for those responsible for Quebec-only payrolls. It had almost 100 enrolments in its first year.

"I am very excited to be part of this professional community," adds Anne Lee, PCP, echoing the sentiments of thousands of certified colleagues. "The Canadian Payroll Association challenges us to learn and grow continually. It is engaging, inspiring, and rewarding!" ■

"The courses helped me gain a better understanding of how other components in an organization impact payroll, which allowed me to look at my organization within a more holistic framework."

*Rachel Levy, CPM, FPC,
Senior Payroll & Benefits Specialist at SSENSE*

BY THE NUMBERS

14,500+

Certified
Payroll
professionals
across Canada



Academic institutions
across Canada offered
payroll certification courses

On average, certified
payroll professionals earn

\$10,000

more per year

The Answers to Our ***MOST FREQUENTLY ASKED QUESTIONS***

Have you ever been in a situation at work and thought 'I've never encountered this problem before, I wonder what the answer is.'? With constantly changing legislation and one-off scenarios, it is a situation that those responsible for payroll often find themselves dealing with.

To assist with this, the Canadian Payroll Association established *Payroll Infoline*, a phone and email hotline staffed by payroll experts totaling more than 200 years of payroll expertise. InfoLine staff answer questions on a wide range of topics, including terminations, taxable benefits, and pensions. However, over the last few years there's been a series of questions about one particular topic that rank above all others – Employment Standards.

Employment Standards have been particularly complex lately, due to wide-ranging changes in legislation from one government and then partial reversals in legislation once another government is elected. In order to remove any confusion, we've provided five of our *Top Questions and Answers on Employment Standards*:

1 What is the difference between vacation time and vacation pay?

Vacation time is earned over a 12-month period, commonly referred to as the vacation entitlement year. This vacation entitlement year can be the calendar year, a company-established year, or the employee's anniversary (seniority) date.

Vacation pay, on the other hand, accrues as a percentage of vacationable earnings in the vacation entitlement year. These vacationable earnings vary by jurisdiction. Rather than being paid regular wages, an employee will receive vacation pay when taking vacation time. At the end of the year, an employee who has taken their full vacation time entitlement should have exhausted their vacation pay accrual.

2 Does an employee earn vacation time while on maternity leave?

Legislation in each jurisdiction defines whether vacation leave continues to accrue while an employee is on a legislated leave of absence. In some jurisdictions, vacation time continues to accrue during the leave (Quebec), while in others, vacation time accrues up to the date of leave and only resumes once the employee returns to active employment (Alberta).

3 What is the difference between severance pay paid in installment and salary continuance?

Severance paid in installments means an employee, when terminated, is paid an amount equal to what the employee would have earned, excluding overtime, if the employee had worked the notice period. The employee would not receive benefits during this time.

When an individual's employment is terminated but they remain on the employer's payroll with full salary and benefits, this is usually referred to as a salary continuance. An employee's salary continuance should be at least equal to their legislated notice period. It should also be made clear that the employee has agreed to receive a salary continuance instead of the legislated notice.

For more details on Terminations check out our Terminations Guidelines under Resources at payroll.ca (member login is required).

4 Is an employee entitled to statutory holiday pay during a layoff?

The entitlement to the statutory holiday depends on the eligibility criteria in each jurisdiction. When the layoff is not counted as a termination, employees may be entitled to their statutory holiday if they meet the criteria such as working the scheduled shift before and after the statutory holiday or being available on the day of the holiday. More details on the eligibility criteria and the statutory holiday calculation are available on our website under Resources (member login is required).

5 What employees are entitled to overtime pay?

All employees (hourly and salaried) are entitled to overtime pay if they work over the province's overtime legislated threshold. In most of the provinces, managers are excluded from the provision of overtime. We recommend that the employer contact the Employment Standard branch in which that manager works.



Why Career Diversity is my **STRENGTH**

I wanted to become a teacher or an accountant. However, shortly after landing my first job in the accounts receivable department for a global manufacturing company, I realized that number crunching all day and making collection calls was not for me. A payroll assistant position opened up in the HR department. It sounded interesting. I would still get to work with numbers but also some elements of teaching. I applied and got the job. It was love at first sight.

That was 30 years ago. My role has changed many times since then, driven by my strong passion for payroll. In sharing my journey in all its diversity, I hope to inspire others to expand their payroll careers as well.

Get Certified

One of the major factors that contributed to my success in payroll was the support I got when I joined the payroll team, which consisted of four highly seasoned professionals. I was fresh out of university, so their mentorship and guidance gave me a strong foundation.

I also immediately registered for the Canadian Payroll Association's Payroll Compliance Practitioner (PCP) certification program, which I believe was critical for my continuing advancement. Within two years, and in combination with credits from my university courses, I successfully completed the PCP certification. I subsequently achieved the Certified Payroll Manager (CPM) certification as well.

Let Curiosity Be Your Guide

The knowledge I gained from the Association's certification programs gave me the confidence to move into the position of Payroll Coordinator at a sales and merchandising company. This was a one-person payroll department (a situation familiar to many practitioners), which meant I was responsible for the entire payroll process, from hire to retire.

It was also around this time that I became curious about the process of setting up payroll and producing the payroll register. Following this interest, I learned more about the ways in which technology was transforming payroll operations. This led me to the service side of payroll and I transitioned from Payroll Supervisor to Implementation Consultant at TD Bank Payroll Services, which was acquired by Ceridian a year later.

This move opened up a wealth of possibilities to grow my payroll knowledge and skills. Working in implementation gave me the chance to support payroll transformations in various organizations. I had many "aha" moments as I helped my peers go from an options listing (payroll set-up requirements) to a live-run payroll register report. The payroll teams I worked with appreciated that I knew what a day in their lives was like because I had been there.

Part of being a payroll professional is continuously learning and constantly adapting to internal and external change. There are many factors beyond our control that impact accuracy and timeliness. To gain more control, you need to have the

right system and a great support team. In my role as Account Manager, it was satisfying to play that supporting role and help my clients, many of whom became lifelong friends.

Say Yes Even if it Scares You

In early 2000, I was encouraged to move into sales—gulp! I was hesitant because I had no sales experience. But I made the move to Account Executive because I knew payroll and, as my director put it, the sales role was that of a problem solver for payroll.

Saying yes led to five years filled with the greatest accomplishments of my career. This was followed with another 8+ years as a Solutions Consultant, where I acted as the payroll subject matter expert in the world of presales. Then, in 2015, I joined the presales team at Workday, a leading provider of enterprise cloud applications for HR and financial management. Two years later, this led to an internal transfer to the role of Principal Product Marketing Manager for payroll, and in March 2019, I was promoted to my current role of Global Presales Enablement Strategist focusing on Workday Payroll and Human Capital Management products.

Being a strategist is the culmination of the experience, knowledge and skills acquired from all previous roles processing, implementing, servicing, selling, consulting and marketing payroll. My ultimate goal is for the payroll profession to be seen as a strategic business partner. Advances in technology are paving the way to make this dream a reality, shifting payroll towards more analytical responsibilities that support strategy.

Be Ready for the Future

Industry experts predict that advances in technology will create more jobs than they eliminate, and the future workforce will be a combination of humans and digital labour. This rings true for payroll because machines do not have the judgement skills required to make decisions related to maintaining compliance, for instance.

I have heard recent discussions about the shift in the skills required for payroll due to technology advancements. According to a recent Robert Half survey, the top three skills

needed for future success are experience with enterprise resource planning systems, experience with data analytics and strong communication skills.

Based on personal experience, diversity in your career will get you these skills—and so much more. Continuous professional education, with an emphasis on staying abreast of emerging technology, is also important. Finally, I believe the true resources are the people around you. Connect with colleagues in and outside of your organization, and be active in the payroll community. As a volunteer subject matter expert for the Canadian Payroll Association since 1997 and current Key Subject Matter Expert for the Toronto Branch, I am able to maintain my connection to the payroll front lines.

I am thankful for the blessing of a diverse and gratifying career, and I encourage everyone to find their path to success. As I continue to reach higher, I remain focused on advocating for payroll, raising the profile of the profession and contributing to our collective success. ■

“Industry experts predict that advances in technology will create more jobs than they eliminate, and the future workforce will be a combination of humans and digital labour.”

*Rose Senior,
Global Presales Enablement
Strategist, Workday*

Canada's Only Certification for Payroll Professionals

Hiring a *Payroll Compliance Practitioner (PCP)* gives your organization the payroll compliance knowledge and skills needed for the long-term health and viability of your business.

- Like HR credentials, employers respect and seek candidates with payroll certification.
- The online PCP certification program is flexible and achievable while working or raising a family.
- Hiring a PCP graduate ensures your payroll is compliant and helps avoid fines and penalties for your organization.
- Accurate payroll is an important tool in retaining staff.

Payroll certification is the smart choice to elevate your human resources team.

Learn more about our certification program, including our job board and online demo at payroll.ca



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