

2022: A  
YEAR TO  
REMEMBER

ANNUAL REPORT





**Erin Buell, PCP - Rocky Mountain Soap, Banff, AB | Photo by Christopher Wahl**

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# BEING BOLD IN THE FACE OF UNCERTAINTY

## Message from the President

**WITHOUT A DOUBT, 2022 WAS A YEAR TO REMEMBER.**

It's hard to believe how much happened and just how much changed, in just 12 months. As we started the year, we were still under the restraints of COVID, spending most of the first quarter of the year in lockdown. Despite this, when we look at all we were able to accomplish in 2022 there is one word that comes to my mind: Bold.

For the National Payroll Institute, 2022 was all about being bold. While many other organizations continued to tread cautiously, to “wait and see,” we did not. We took calculated risks, we remained optimistic and we pushed ahead with our plans, even when they seemed a bit ambitious. As a result, we have seen much of our new strategic direction take shape and come to life over the past year.

The year began with the launch of our new brand. The Canadian Payroll Association proudly transitioned to the National Payroll Institute after years of planning and consideration. You can read more about that on [page 16](#). This change truly kickstarted the evolution we've undergone over the past year, bringing focus to the expansion and elevation of the brand. The new brand speaks to who we are and what we represent, as leaders, educators and trailblazers in the payroll industry.



While many other organizations continued to tread cautiously, to “wait and see,” we did not.

We're simply so much more than an association, and that needed to be reflected in our name.

Throughout the pandemic, we did everything we could to continue to deliver the services and offerings our members rely on, from education to advocacy, networking and everything in between. And while things looked different in a virtual environment and required some creativity, I'll always be proud of how we managed to navigate those strange and uncertain times. It goes without saying though, that there's just something missing when you're sitting behind a screen. You can't help but crave that connection you can only get when you're face-to-face. We felt this missing piece throughout 2020 and 2021 and were beyond eager to reconnect in person with our members. And so, despite the uncertainty and despite the unknowns, we planned to gather again in 2022 and held tight to the hope that we could make it happen.

In June, things had opened up enough to allow us to gather in Niagara Falls to celebrate our annual conference. Let me tell you – the conference center was so happy to have us! We were one of the first organizations to bring things back to an in-person setting as so many others opted to keep things virtual for a while longer. We could have made the choice to do another purely virtual conference—it certainly would have been the easier decision— but we felt that desire to reconnect among our community, for the first time since 2019, was so strong that it would be worth the risk of too few coming out and worth the effort. I think the members who joined us for the Conference will agree: IT WAS! You can read more about it on [page 22](#), but a great time was had by all. We needed to show our members that we were willing to be bold, to get back together again.

In 2022 we also hit the road to engage with our members in a way we had never done before. Through Portraits of Payroll we got to get to know some of our members in new ways; by travelling to their hometowns, learning about their interests and who they

are outside of their jobs. This was exciting for us, but also enlightening to the broader business community and really allowed us to shine a light on the bright, engaging and interesting people who are behind payroll across Canada. We were then able to gather once again in person to celebrate National Payroll Week, and even began holding some in-person seminars throughout the rest of the year.

Next, we endeavored to reach new audiences. We know that our community recognizes the value and importance of payroll, but through the launch of our newest platform, the 17<sup>th</sup> Floor, we wanted to grow this understanding by reaching professionals in HR and accounting – who so often work side-by-side with payroll, yet lack an understanding of all that goes into it. With the 17<sup>th</sup> Floor, we've created a hub for likeminded professionals to share resources, learn and grow together.

Growth was a big focus for us through 2022, and we wanted to provide more opportunities for development for members. We introduced new career development toolkits and a mentorship program. Both have been thoughtfully designed to give members access to the resources they need to excel in their careers. Again, we could have followed suit with many other organizations who just stuck to the status quo in 2022, but we didn't. We made bold moves to introduce new services and offerings, to do more and be more.

Finally, our bold approach when it comes to our advocacy efforts paid off in 2022. As you know, ePayroll is coming and with such a big initiative, we've had a lot of thoughts and opinions on its development. We could have stayed quiet but we know this new system will have major impacts on our members. So we did not shy away from sharing what we know and what we hope to see in the coming months and years. We need to get this right and the government has acknowledged this. These insights have not only been acknowledged, but welcomed, with the Institute now being considered a trusted advisor to the government. This is a very special

milestone, which you can read more about on [page 24](#).  
It really emphasizes that the Institute is doing what we've set out to do — elevate the payroll profession not to only the employer community, but to government as well.

It's rewarding to know that payroll is finding its voice, and that the National Payroll Institute is recognized as THE leader for the payroll profession in Canada. It shows us that our boldness is an asset, it's causing others to take notice and it's helping push us forward and lift us higher.

Indeed, 2022 was a year to remember. I for one, can't wait to see what 2023 has in store.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter Tzanetakis', with a large, stylized initial 'P'.

**Peter Tzanetakis**

President





# FLOWERS OF CHANGE IN 2022 AND BEYOND

## Message from the Chair

We can all agree that 2022 marked the beginning of a new era for payroll in Canada. Reflecting on how the year started, however, it's hard to believe we accomplished as much as we did.

January 2022 brought more lockdowns. For a while, it felt like we were moving backward. We watched optimistically as people started slowly returning to the office. Things started to open up progressively. And then, all at once, we shuttered back into our homes and were forced to wonder: “When would this all be over?”

The whole experience, to me, was reminiscent of the changing seasons. Each year, by the time we get to the end of winter, we're exhausted from the overcast, chilly days. It's so easy to lose sight of spring being just around the corner. But once it arrives, and we feel the sun on our faces, see the flowers bloom, and the trees start to turn green again, we almost forget how long winter can feel.

Much like new flowers reaching toward the sky, the National Payroll Institute began to see the fruit of our hard work and effort in 2022 — the seeds of which had been planted and tended throughout the pandemic. Of course, the launch of the new brand was a monumental milestone — one that was not taken lightly or made without much consideration, analysis and collaboration. Becoming the National Payroll Institute was a demonstration of the fact that we are so much



Much like new flowers reaching toward the sky, the National Payroll Institute began to see the fruit of our hard work and effort in 2022.



more than an association of individuals.

### **We are a COMMUNITY OF EXPERTS!**

As the National Payroll Institute, we continued to put our members at the center of our efforts, highlighting the amazing and talented people in the payroll community. Through the Portraits of Payroll program, we told the unique stories of professionals in every province. At first, some members shied away, thinking their stories were bland or uninteresting, but this process challenged that thinking. The results were beautiful, artistic portraits that celebrated people who are often behind the scenes. I'm thrilled to see which other members we will get to know in this manner in 2023's campaign.

Something I think we all desire, as members, is a sense of community. That's really what made the pandemic even more difficult. While we certainly made the most of the virtual environment, I really missed the energy and camaraderie that we experience when we gather as a group.

As the theme suggested, we finally "roared back" for our 2022 Annual Conference in Niagara Falls. There, nearly 400 members came together to learn, celebrate and network. And everyone I talked to was reinvigorated by the experience. We rediscovered the energy that can only be found when we, payroll professionals, are together.

From that spark, the momentum began to build. In September, 750 professionals gathered nationwide to laugh and learn at National Payroll Week celebration events. And by the time we reached the fourth quarter of the year, well over 1,500 members took the time to re-up their knowledge by attending a Year End seminar in person (along with approximately 3,500 who joined in virtually). As a result, we feel more connected to each other – locally and across the country – and I fully expect the return to in-person events and learning to continue building steam in 2023.

Thankfully, the roots of our community are resilient.

We saw the proof of that in 2022. We weathered the storm together and came out the other side in full bloom. Without a doubt, 2023 will bring more opportunities for growth and vitality for the National Payroll Institute.



**Carolyn Lesyshen**

Chair of the Board



**Amy Crowe, PCP** - Kal Tire, Vernon, BC | **Photo by Christopher Wahl**

# BOARD MEMBER QUOTES



**Peter Tzanetakis**  
**President** | National Payroll Institute

“Be bold enough to use your voice, brave enough to listen to your heart, and strong enough to live the life you’ve always imagined.”



**Carolyn Lesyshen, PLP**  
**Chair of the Board** | Payroll Supervisor, Servus Credit Union Ltd.

“Think beyond old solutions to problems as our world is changing so fast that yesterday’s solutions are no longer the right answers today. We need to keep the past but be in the present so that we can see the future.”



**Mark Betcher, PCP**  
**Vice-Chair of the Board** | Manager of Payroll Services, Sexton Family of Companies

“As we continue to build on our strategy, our future will only continue to get brighter.”



**Brian Burgess, PLP**  
**Director** | Owner, Cycle Business Solutions

“The future of payroll is bright with wide-ranging opportunities for individuals who choose a career in payroll.”



**Tisha Parker Kemp, M.Ed., CTDP, PLP**  
**Director** | Founder and Principal, shiftED Academy Inc.

“Things are goin’ great, and they’re only gettin’ better.”



**Robin Ramrup, CPA, CGA**  
**Director** | Vice-President, Finance and Corporate Governance, Centre of Excellence in Next Generation Networks

“Payroll and the profession have come so far. Let’s keep moving forward together.”



**Lynne Harkness, PLP, CHRL**  
**Treasurer** | Vice President, People & Culture, North America, 4Refuel

“You never know what life is going to throw at you, so it is important that you see every challenge as an opportunity and surround yourself with people who want you to succeed.”



**Andrew Shortt, PCP**  
**Director** | Compensation and Benefits Manager, Mobile Klinik

“Get involved any way you can - you never know how much volunteering can positively impact your own mental well-being!”



**Sherisse Mason, PLP**  
**Past Chair** | Director, Pay and Benefits Support Branch, Ontario Government

“Nothing in life is impossible as long as you take that first step.”



**Elvira Ciambella, PLP**  
**Director** | Vice President Implementation and General Manager, ADP Quebec, ADP Canada

“As we continue on our transformational turn, all paid Canadians will benefit from our expertise and insights.”



**Deirdre Joachim, PLP**  
**Director** | Senior Manager, Corporate Platforms Corporate Transformation & Operations (CTO) - TD Bank

“Bloom where you are planted.”

# YEAR IN REVIEW



## MEMBERSHIP

In 2022 we had **22,272** members, including **4,752** new members

## PROFESSIONAL DEVELOPMENT AND EDUCATION



- Our second biggest year ever!!
- **15,475** individuals enrolled in certification courses
- **12,399** PCP holders, **87** PPQ holders, **3,749** PLP/PLP holders
- **11,371** registered for Professional Development sessions including:
  - **707** for in-person seminars



## EVENTS

### 2022 NATIONAL CONFERENCE



- **1,455** total attendees
- **42** insightful education sessions
- **4** incredible keynote speakers

### NATIONAL PAYROLL WEEK



- **8** in-person events +
- **4** virtual events
- **2,144** attendees

# BY THE NUMBERS

## COMPLIANCE SERVICES



- 40,970 inquiries through InfoLine
  - 23,000+ calls
  - 17,000+ emails
- 25% of inquiries related to Labour/Employment Standards
- 15% related to Taxable/Non-Taxable Benefits
- 14% related to Year End Reporting/Filing
- 11% related to Terminations



## PUBLIC RELATIONS



- 16 Awards won in recognition of our 2022 campaigns, including Not-for-Profit Communications Department of the Year
- Over 1.6 million visits to payroll.ca by 884,248 people



## ADVOCACY

- 19 Government letters and submissions sent
- Over 600 COVID government policy and payroll-related announcements since March 2020

# WELCOME TO THE FUTURE OF PAYROLL

Introducing the National Payroll Institute



After 43+ years in business, and having grown from a volunteer-led organization into a community of over 40,000, on March 7, 2022, we announced our new name: the National Payroll Institute.

This was a big change — but it definitely was not made lightly. In fact, sparked by a strategic decision made by the Board of Directors, the decision to change our name and to move forward as the National Payroll Institute spanned more than a year. Step-by-step, we conducted market research, met with and interviewed members, conducted workshops with both the Senior Management Team and Board of Directors and debated the right course of action.

Through that process, we recognized that payroll has changed since the founding of our organization and we needed to change to meet the needs of our members (both today AND tomorrow). Where payroll was once a task, today it's a career. Where payroll was once completed off the side of someone's desk, today it requires a professional holding a designation. And whereas payroll was once viewed as a cost that employers have to pay, today it's rightfully understood as being at the heart of business — essential to the health of every employer in Canada.

That process also underscored significant changes within our community. In particular, the growth of our designated community to over 16,000 individuals and the demand for those credentials by businesses and organizations from coast-to-coast-to-coast. One consequence of this, of course, is that National Payroll Institute members have evolved into a community connected by deep expertise and marked professionalism.

Additionally, as we were undergoing the brand assessment, tidal forces (some of which were brought into stark focus by the pandemic) revealed the imperative to continue elevating payroll. Such forces continue to include technology (i.e. artificial intelligence, machine learning and blockchain), the changing nature of work (i.e. remote and hybrid work, the gig economy), system reforms (i.e. EI Modernization and ePayroll) and, of course, legislative changes (both COVID-related measures and beyond). If we were to continue leading the payroll profession, it was vital for us to respond to these changes proactively.

Taking all of this into account, it was clear that the time for change had come. While we had succeeded as the Canadian Payroll Association, to continue growing value

for our members and leading the payroll profession both today and tomorrow, we needed to be and do more. Dozens of different name options were considered, but what really pointed us in the direction of ‘National Payroll Institute’ was aligning to our brand strategy– that payroll is vital to business wellness. That frame elevates the payroll profession and required that we elevate our brand beyond being a group of professionals (i.e. an association). Being an institute does that by emphasizing the traits - expertise and professionalism - that bring our members together.

We’re not just a group of professionals, we’re a group of experts. We ARE an institute. We are the National Payroll Institute.

### **Taking Action to Grow the Brand**

Changing the name of an established brand after more than four decades is a big deal, but it was really only the start of the work needing to be done. In order for our rebranding as the National Payroll Institute to succeed, we put forward significant time and investment following the launch on March 7 to establish what the new brand stands for.

Guided again by our brand strategy – that payroll IS essential to the health of every business – and brand pillars (Economic Impact, Expertise and Community) we set forth with a series of high-octane marketing and public relations programs to reach business leaders, working Canadians and other influencers.

From launch through the end of June, the contributions of real payroll professionals to the success of their organizations were highlighted through the “Heart of Business” campaign which ran online, on television and in print.

In early August we celebrated the impact of payroll professionals on big cities and small towns through the Portraits of Payroll Campaign ([see page 26 for more about this program](#)). In highlighting the career

journeys and incredible life stories of members, we showed that payroll is woven into the fabric of Canada. In September, coinciding with National Payroll Week, we worked to grow our thought-leadership position in the area of financial wellness, by sharing new research and insights based on our annual survey of working Canadians. This public relations program was covered by over 200 top-tier media outlets.

In October, we recognized that while a small business may not be ready to hire a designated payroll professional, getting payroll right is just as important to a business with 10 employees as one with 10,000. To help small business owners remain compliant and recognize the expertise required to manage such an essential business function, we published **Payroll Wellness Checkup for Small and Growing Businesses**, a free eBook which contained both tools and information to help get them started.

And in November, we celebrated Financial Literacy Month with the introduction of our Financial Fitness Evaluator for business. That tool, which utilizes machine learning based on an analysis of National Payroll Institute research, allows businesses to understand how financial stress is impacting workers and then take action to mitigate the effects.

Wrapped around all this marketing activity was the equally important work being done to engage meaningfully with governments, business leaders and stakeholders. Through the exemplary work of our Federal Government Relations Committee, for example, the National Payroll Institute was recognized for the first time as a Trusted Advisor, and has played an integral role in guiding the government’s ePayroll initiative ([see page 24 for more](#)).

As a result of all of this and so much more, the National Payroll Institute is being recognized as the LEADER of the payroll profession in Canada. And the best news of all? It hasn’t even been a year, so the best is surely to come!





**Prakash Patel, PCP** - Daily Bread Food Bank, Rexdale, ON | **Photo by Christopher Wahl**

# WORKING TOGETHER TO ELEVATE THE PROFESSION:

Career Development Support



To better support members through every stage of their payroll career, the National Payroll Institute introduced new and exciting offerings in 2022. To better understand these new programs and why they were created, we spoke with **Steven Van Alstine**, Vice President of Professional Standards and Education, to tell us more.

**Q: It seems in 2022, there was a big effort in enhancing career development support for members. What prompted this?**

**S:** Our members look to the National Payroll Institute to support them in their careers, while employers trust us to provide the gold-standard of payroll education and skills. So, when we were evaluating how to continue growing our value to members, it made abundant sense to expand our offerings when it comes to career development resources and ensure that members can turn to us, no matter what stage of their career they are in, for support, guidance, and growth.

We historically have helped to connect our members with opportunities through JobConnect, but in 2022 we focused more intently on the steps that come before and after landing a job – because there is so much more to a successful career than just getting hired.

**Q: What new services/offerings became available to members this year?**

**S:** We launched two major offerings to members in 2022: a mentorship program, through the MentorCity virtual platform, and Career Development Toolkits.

During the pandemic, we noted a growing desire among members for connection – not just for job opportunities but also for opportunities to learn about the profession and what to expect from it, from other professionals. Being that our membership is comprised of over 40,000 payroll professionals, we realized we have the unique capacity to facilitate those connections. We felt that creating a mentorship program would serve so many of our members well – both those who are new to the profession, and those who are well established in their careers.

We decided to build a virtual platform –through MentorCity – for this new offering, for a number of reasons. The first being that we were bringing it to life at a time when things were still quite uncertain in terms of our ability to gather. Second, with members in every corner of the country, we did not want anyone to be limited by geography. We wanted everyone who had an

interest in elevating their career to have the opportunity to do so. Creating this virtual platform allowed us to facilitate the experience we wanted our members to have, and to scale it over time and across the entire country.

To make the launch of this program a success, it was essential to have a solid roster of mentors on-board before we invited mentees to sign up. We wanted everyone to have a great experience, so we put a lot of time and effort into the recruitment and testing of the platform. It's something we're very proud of and use of the platform has been very steadily growing.

Our Career Development Toolkits were designed to provide tangible resources to members to support them no matter what stage of their payroll career they are in. Whether they're looking to establish themselves or advance their career, we wanted to create a one-stop-shop with guides and tutorials to help navigate the job market and achieve that next step, all at their own pace.

For this project we engaged professional consultants to ensure we were getting the best, objective, and up-to-date information on how to develop and excel, and made that information accessible exclusively to our members.

**Q: Who should get involved in the mentorship program?**

**S:** There is an opportunity for everyone here. Something unique to our mentorship program is that participants can be a mentor, a mentee, or both. We recognized that a payroll career is so fluid and has so much growth potential that many of our members could both share and gain knowledge through mentorship.

So, whether you're new to payroll and are just looking for advice to get your foot in the door, you've had a long and storied career and are looking to impart your knowledge, or you're somewhere in the middle, there is a place for you in the mentorship program.

What we've heard from the participants thus far is that

there is so much two-way learning happening. For our mentors, they're really enjoying sharing their knowledge. Our community is very aligned in our goal to elevate the payroll profession and this is an expression of that desire. It's powerful to see the leaders of the profession taking time to empower and uplift a new generation of payroll professionals.

**Q: What kind of information can members find in the Career Development Toolkits?**

**S:** There is so much valuable information in the toolkits for every stage of your career.

If you're looking for a new job, or your first job, there are resources to help you understand the avenues you can take to seek opportunities, how to present yourself professionally, and how to enhance your LinkedIn profile to help you stand out from the crowd. Once you're contacted for a great opportunity you can find resources to help you during the interview process.

Even if you're not looking to make a change in your career, there are plenty of resources to help you put your best foot forward. For example, you can find information on building confidence, hiring staff and navigating salary negotiations—all critical skills as you take on larger roles and more responsibility throughout your career. There's really something for everyone.

**Q: What's the number one tool payroll professionals should access for career development?**

**S:** What stands out to me – especially for someone just starting out, – is the Career Selection Tool within the Career Development Toolkit.

This resource can help you understand the dynamics of a payroll career so you can focus on the path you want to take. There's so much more to payroll than just administering it. Depending on your interests there are areas to specialize in. You could be a payroll compliance specialist, a payroll administrator, a payroll analyst, a

payroll supervisor, or a payroll implementation specialist, just to name a few.

There are many paths you can pursue in a payroll career. This tool can help identify the paths that appeal most to you so you can build upon your strengths and go in the direction you want to go. It's a great place to start.



# ANNUAL CONFERENCE AND TRADESHOW IN NIAGARA FALLS



**A**fter two years confined to virtuality, our annual conference came ROARING BACK in person in 2022 with an incredible hybrid event held in Niagara Falls, Ontario.

Over 400 members and stakeholders joined in the live event, filled with 42 education sessions, stirring keynote presentations by Jully Black, Anna Olsen, Andrew Au, and Susan Aglukark, great food and an

unforgettable 1920's themed fun night; while well over 1,000 participants took part in the concurrent virtual program.

What was the best part about our conference in 2022? As one member told us: "Just being here together! It's been too long and we forgot what this felt like... so much energy and so much fun."



Jully Black delivering her keynote address using songs and candid personal stories to captivate attendees with her take on the path to mental, emotional and physical wellness.



During a bustling trade show, members and the key players in the payroll industry connect for meaningful conversations.



Christian Coutu, and Peter Tzanetakis showing off their best 1920's attire during fun night.



Carolyn Lesyshen, PLP, takes the reins as Chair of the Board of Directors.



National Payroll Institute members taking a deep dive into essential learning during one of more than 42 education session during the in-person Annual Conference.

# ADVOCACY: A BENEFIT OF MEMBERSHIP

How ePayroll has Shone Light on the Institute's Advocacy Efforts



To better understand the exciting progress that has been made in government advocacy for the National Payroll Institute, we sat down with Rachel Dobrin-De Grâce, Vice President of Government Relations and Legislative Compliance, and Gaetano Gagliardi, Policy Advisor of Government and Legislative Affairs to get their perspective on what we've achieved, and what we can expect to see going forward.

**Q: 2022 was a busy year for government advocacy for the National Payroll Institute, and ePayroll has been a big point of discussion. What would you say has been the overall reaction to this government initiative?**

**Rachel:** Our members are intrigued by ePayroll. It's going to be a transformative initiative from the federal government and there are a lot of question marks about how it will roll out and what it's going to look like. Members are looking to the Institute for information on this and counting on us to represent their interests with government. Overall, we've seen a lot of support for ePayroll, mixed with some concerns — particularly regarding privacy implications. At our annual conference in 2022, we conducted a survey of attendees and learned that there are also some misconceptions about

what ePayroll will be, i.e., a payroll reporting ecosystem and not a payroll processing system. That was a key learning for us and has shaped the way we have shared information with members on this topic.

**Gaetano:** ePayroll has also created a shift in our membership's overall interest in government advocacy by the Institute. With such a high profile and high impact initiative coming forward, we've really seen an increased interest and focus on what the National Payroll Institute is doing to influence public policy.

**Q: What would the National Payroll Institute like to see from ePayroll?**

**Rachel:** It's important to remember that ePayroll is really in its preliminary stages right now. There is a lot of work to be done — and we're actively involved in the consultations to influence what the ecosystem ultimately becomes. The goal of ePayroll is to reduce the administrative burden for Canadian employers (for example, by eliminating the Record of Employment and T4) and streamline the delivery of government benefits and services. We're focused on and committed to helping the government achieve this outcome.

**Gaetano:** Creating a Canada-wide single touch solution

would be an ideal outcome, but we've known from the beginning that there would be challenges with making that happen. Of course, Canada operates under two tax systems since Quebec operates its own, each with different processes and requirements. Getting both to align through a single reporting process would be a monumental feat. We're hopeful that a solution can be reached that makes this process as easy as possible for employers, and also the payroll professionals who will largely be responsible for integrating this new data reporting method into their places of work.

**Rachel:** We're not the first country to implement a government reporting system like ePayroll and there is a lot of learning to take away from those who have done it before us – both good and bad. With that in mind, we're trying to be realistic about how it will roll out. While we want it to be as painless as possible, it's not going to be easy. I think we can all expect to experience some short-term challenges when this rolls out, but if done well, it should result in long-term gains and a more seamless experience in the long run.

**Q: The Institute is now considered a trusted advisor to the Federal government on ePayroll and other initiatives. Can you explain what this means and why it's an exciting step?**

**Rachel:** In 2022, with the help of our government relations consultants, we administered a Perception Audit to various levels of the government and senior government officials to better understand how they view the National Payroll Institute. We've long been identified as a "key stakeholder" for payroll issues, but this survey now presents us as a "trusted advisor" to government. This is exciting because there is a key difference between being a stakeholder and a trusted advisor. A stakeholder could be adversarial – it's not always a positive relationship. To be considered a trusted advisor really shows that our input is being sought after, heard and highly valued.

**Gaetano:** The phrase "trusted advisor" really says it

all. The government trusts the feedback we provide and can look to us to contribute when payroll is the topic of discussion. When the Institute is involved in consultations or research, we know our input will be respected and taken seriously.

**Rachel:** Our members have been a big part of building our credibility with the governments. We could not have been recognized as a trusted advisor without the volunteers who work with us through our government committees and councils. I'd like to thank the members of our government relations councils, and each of the constituent sub-committees including the Payroll Service and Software Provider, ePayroll, and Financial Institution sub-committees, for their hard work and dedication throughout 2022.



# PAY-ROLLING ACROSS CANADA!

## PORTRAITS OF PAYROLL



He's photographed royalty and rock stars, heads of state and leading actors for Vanity Fair, The New Yorker and Time Magazine for over 20 years. Despite this vast, award-winning experience, photographer Christopher Wahl found himself faced with a unique set of challenges when he was asked to train his lens on payroll professionals from coast-to-coast-to-coast.

"Making a picture of a singular event or individual to tell their story is what I've always done," explains Wahl. "But as we started travelling from Whitehorse and then across the country, I realized that we weren't just photographing individuals, but an entire community. While their stories differed, they were also connected through their dedication to the businesses they work for, the employees they serve and the communities they contribute to – and that had to shine through the collection of work."

Along with his lifelong friend and videographer, Paul McNulty, Wahl photographed and interviewed 43 designated payroll professionals across British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Nova Scotia, New Brunswick, Newfoundland and Labrador, Prince Edward Island and the Yukon Territory. Members in Quebec were photographed by Claude Charlesbois who has also exhibited work at the United Nations.

"Before taking this assignment, I knew less than nothing about payroll," adds Wahl. "Now, I'm in awe of what these ladies and gents do to navigate legislation and make sure their colleagues are paid accurately and on time, every time. The responsibility that they take on to make sure that happens is really inspiring and something every working Canadian should be aware of."

Among the most memorable stops along the way was a trip into Roxton, New Brunswick to meet Carla Joseph, PCP. While photographing Carla, Wahl and McNulty were invited to visit the Elsipogtog Mi'kmaq Cultural Center where they had the opportunity to learn from Nation elders and community members through a glorious springtime afternoon.

In total, the cross-Canada trek took over two months. The results are a stunning set of images and stories that formed the basis of the National Payroll Institute's Portraits of Payroll program. Shared across both traditional and social media, each piece provides a greater understanding of what payroll truly does, the passionate people who make it happen, and how payroll is interwoven with the land and country we live in.



**Chi Furue, PCP** | Yellowstone to Yukon Conservation Initiative, Canmore, AB



**Warren Sawatzky, PLP** | RBC Convention Centre, Winnipeg, MB



**Triffie Parsons, PCP** | Town of Indian Bay, Indian Bay, NL



**Yousaf Bilal, PCP** | Toronto Transit Commission, Toronto, ON



**Tonya Engbers, PCP** | Subsea 7, St. John's, NL



**Levy Bay, PLP** | Legislative Assembly Service of Saskatchewan, Regina, SK



**Carla Joseph, PCP** | Elsipogtog First Nation, Rexton, NB



**Jason Farrell, PCP** | St. Francis Xavier University, Antigonish, NS



**Toni Blois, PCP** | Whitehorse General Hospital, Whitehorse, YT

# 2022 AWARD WINNERS: THIS YEAR'S BEST OF THE BEST



The National Payroll Institute recognized payroll excellence with the 2022 award winners. These individuals demonstrated unparalleled leadership, service and commitment to our profession and community, and deserve our applause. Congratulations!



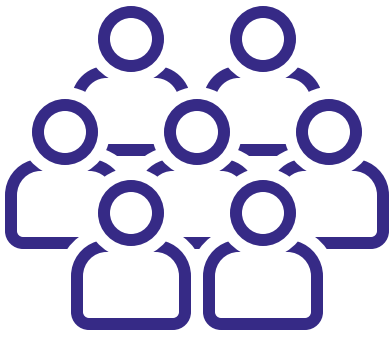
## Diana Ferguson Founder Lifetime Achievement Award

Pat Kniginyzky

This award recognizes outstanding contribution by an individual to the advancement of the mission, objectives and values of the Institute. This is one of the highest honours a member can receive and is given this year to Pat Kniginyzky. Pat has been an active, dedicated volunteer and instructor with the Institute for more than 15 years. She contributed to the review of the Payroll Compliance Practitioner (PCP) course materials and participated in the Payroll Service and Software Provider Subcommittee. She is also an instructor for the PCP program, where she has devoted a great deal of her time to help students, explaining concepts and answering questions with details and examples that go far beyond what is expected of her.

Pat's leadership skills shine when ensuring her peers clearly understand Canada Revenue Agency payroll formulas and Institute staff know exactly what changes to advocate for to simplify the process for all end users.

Pat recently retired from work but continues to be an active subject matter expert and instructor.



## Board of Directors Award: 2020-21 Nominations Committee

This award recognizes a group of subject matter experts who have exhibited vision, creativity and teamwork in meeting the strategic plan of the Institute. This year's recipients are the members of the 2020-21 Nominations Committee: Christian Coutu, Wendy Doane, Cindy Forget, Sandra Morrison, Giovanni Stea, Patricia Westbrook, Lucy Zambon, Melissa Popadyneec and Peter Tzanetakakis.

In 2020, the Committee developed a new process for Board of Directors nominations that includes the innovative use of a board skills matrix and recorded candidate interviews. They also created documentation to assist current and future committee members in the selection process. In 2021, they established the Public Representative appointment process, which resulted in the first Public Representative joining the Board to enhance the Institute's recommendations.



## The Patrick Culhane Special Contributor Award:

### McLoughlin Promotions

This award recognizes an individual or organization that has made a profound contribution to the payroll profession and the 2022 winner is McLoughlin Promotions.

McLoughlin Promotions has been the Institute's promotional partner since the early 2000s. In that capacity, they have supported our strategy of elevating the profession by ensuring our members feel part of the broader payroll community. They have been instrumental in showcasing our brand over the years and are extremely enthusiastic about helping grow support for the Institute.

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