



Canadian Association of Professional Immigration Consultants  
L'Association Canadienne des Conseillers Professionnels en Immigration

## *From the Bottom Up*

*A Newsletter for CSIC members about their issues.*

**Issue #212  
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**MAY 17,**

*Welcome to our Newsletter **From the Bottom Up**. Our articles and postings will cover immigration matters that affect your business and lives.*

*In this issue:*

## **The Tradition of Service**

### **What We Want for Our Profession: A Tradition of Service**

**As we approach the election of two more consultant directors to the Board of CSIC, it is an appropriate time to consider some basic principles.**

**In most self-governing professions, the regulatory body consists of professional administrators overseen by a group of regulated members selected by their peers. Almost without exception in these professions, the selection by one's peers to the governing body is seen as the recognition of expertise and accomplishment within the profession. Most such bodies demand a considerable amount of time from their directors, and offer minimal or no compensation for the time spent.**

**Such individuals are most often very experienced members of the profession with established practices, prepared to sacrifice their time for the good of the profession. This is called the *Tradition of Service*. Typically, the term of service is relatively short, so individuals need not carry the burden for too long.**

**Their reward is the continued respect and gratitude from their colleagues throughout their careers. At no time would it ever be said that they profited monetarily from their service. We can think of the Benchers of the Law Societies and Directors of the Institute of Chartered Accountants as two examples. In both cases, the compensation paid to directors, if it exists at all, is transparent and hardly what one would call generous. Other non-profit groups operate with completely voluntary boards with more people involved to spread the work around, such as the CBA and CAPIC.**

### ***A Culture of Entitlement?***

**Then there is what we might call the *Culture of Entitlement*. This happens when**

**governing bodies decide the directors should be compensated to the level of income they have sacrificed to spend time in their positions. It is characterized by generous hourly stipends, full expense reimbursement, and open-ended side arrangements that see them having other opportunities to be paid for their time.**

**This type of environment leads to what we will call "career regulators". These are individuals who may have had little or no previous experience in governance. This environment causes them to try to extend their terms of office in any way possible so that they can continue to earn income to supplement their private practices. It is not generally in their interests to publicize the amounts they get paid, lest they attract public criticism or increased competition for their positions.**

**Most individuals in the first case are happy when their terms come to an end. Most individuals in the second case seek to stay on in one capacity or another for as long as possible.**

**CSIC members must consider what type of directors they want. We have seen directors' compensation increase by over 35% in the last year. We see directors wearing multiple hats but have no idea what they are paid for wearing each hat. There is no transparency about where the \$500,000 plus has gone. This leads to incorrect assumptions about how rewarding the positions can be. After all, if compensation is low and the hours are long, everyone should understand that before deciding to run.**

**But now, all we see is what looks like \$55,000 a year for "about" 15 hours of work per week.**

**CAPIC encourages all members to seek every possible opportunity to meet with candidates in the upcoming election and ask some direct questions. We think one such question might be "Do you believe in the Tradition of Service, or the Culture of Entitlement"?**

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