



APEGGA

*The Association of
Professional Engineers, Geologists
and Geophysicists of Alberta*

***BUSINESS PLAN 2005
BUILDING FOR THE FUTURE***

November 25, 2004



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Executive Summary

APEGGA must meet its obligations to society under Alberta legislation, the EGGP Act, and has also forged a role outside that legislation that will build additional value in the eyes of stakeholders.

This business plan for 2005 is built with the ongoing objective of increasing the value of APEGGA to all stakeholders by being an effective regulator and a valued business partner. It adheres to the vision statements for 2010 created by the Relevance Task Force. Since the Relevance Task Force presented its report in 2000 other task forces have built on the recommendations. The Geoscience Task Force reviewed the challenges with the geoscientists, the Advocacy Task Force explored what advocacy means and how far APEGGA should go in that direction, Mobility has been a major focus and the Inclusivity Task Force was created to respond to a need to better assimilate and license foreign trained practitioners and to address the increasing recognition that technologists and others are seeking. Recommendations from the communications audit and member, public and employer surveys have affected the plan and are also being implemented as funds allow.

So the plan is built focused on protecting the public and delivering value to stakeholders. APEGGA also has an obligation to work with sister associations through CCPE and CCPG and others to meet national objectives which demands a separate section in the Plan. For the first time there is a section on resources that deals with the infrastructure necessary to carry out our responsibilities and to undertake new initiatives. The final section deals with the financial requirements – the 2005 budget.

There are sections within the three main deliverables sections areas that deal specifically with ways to communicate with the government, members and the public. There are general statements that identify that the message to be carried to all stakeholders by these media is one of building relevance by showing value. As there is much going on and many programs at APEGGA that brings value to the various stakeholders, the challenge is to prioritize these into manageable pieces that the stakeholders can digest.

Mission Statement

To serve society and protect the public by regulating, enhancing and providing leadership in the practice of the professions of engineering, geology and geophysics.

APEGGA has embarked on a dual role of protecting the public (or being an effective regulator) and of serving society (or being a valued business partner). It represents the professions on issues relevant to them.

Vision Statements for 2010

APEGGA will be the focal organization which is the recognized leader of the engineering, geology and geophysics professions in the application of science and technology for the benefit of society within Alberta.

APEGGA will be the focal point by being an effective regulator and valued business partner. We see the following in these two areas in 2010.

Effective Regulator

- Public has confidence that Professionals provide high quality service in the public interest
- Public recognizes the consequences of non-compliance
- Public, clients and members have greater appreciation for the value of the Professions

- There is an increased and strong demand for Professional and Permit Holder status
- Professionals are preferred over other providers
- Emerging and related disciplines request standards and regulation by APEGGA
- All practitioners in Alberta are 100% in compliance
- There is reduced reliance on enforcement
- APEGGA is the sole regulator of the professions

Valued Business Partner

- Government, business, industry and the public consult members and permit holders concerning a wide range of matters
- Professionals are seen as leaders
- Business understands that Professionals deliver clear value and they support APEGGA
- Members receive and understand value
- Members see APEGGA as representing the Professions on public issues
- Public sees APEGGA as proactively clarifying issues of concern and controversy
- APEGGA has alliances with stakeholders
- APEGGA has processes that are flexible and adaptive to meet the changing business models
- National and global mobility requirements are met

Guiding Principles

- Protection of the public interest is paramount
- Real value is delivered to our stakeholders
- The professions' reputations and ability to serve society and protect the public interest are founded on earned public trust
- APEGGA serves all members and permit holders equally

Beliefs

- The public and the professions' interests are best served by retaining the privileges of self governance
- If APEGGA is an effective regulator and delivering real value to stakeholders, the professions will retain the public trust and the privilege of self governance
- Both regulatory and advocacy activities can be undertaken by APEGGA but advocacy on behalf of the professions must not and will not compromise the protection of the public interest

Environmental Overview

- The regulatory system in Canada is one of the most highly respected in the world
- APEGGA is seen to be a leader in the professions
- The relationship with governments is good
- The government is stable with a capitalism-based philosophy
- APEGGA has leverage because of size and industry influence
- A survey in 2001 suggests that only 60% of geoscientists are licensed
- Emerging and related disciplines challenge the need for licensure and the definitions of E,G&G
- Internal apathy and/or low perceived value of licensure by a significant percentage of members.

- Technologists want greater recognition and will continue to lobby although the government has taken a firm stand against separate legislation
- Governments believe that Canada faces a technical skills shortfall in the near future, that immigrants are often underutilized and that the professions need to do something to assimilate them faster into the professions
- The buoyant Alberta economy has placed a high demand on professions, creating shortages in some areas and times
- Globalization and rapid advances in technology have changed the workplace, the way projects are built (design-build) and are increasing the need for mobility while facilitating the importation of engineering services from developing countries
- Large projects in northern Alberta have seen significant (100%) overruns. Although there are many factors, the ability of construction managers, many of whom are engineers, has been questioned
- Many products and services enter Alberta that have been designed by unlicensed professionals reducing the professions' ability to effectively regulate the practice. Other quality inspection associations (e.g. CSA) provide the public with the assurance of the products' quality.
- Some members are concerned about the erosion of the professional designation due to the proliferation of new disciplines and proposed creation of new categories of membership that enable practitioners other than those with a full professional designation to practice independently

Strategic Initiatives

In response to APEGGA's vision, mission, guiding principles, beliefs and the environmental scan, Council, over several years has developed the following strategic initiatives. These initiatives are addressed in the various sections of this Business Plan as follows.

Strategic Initiatives	Sections of the Business Plan that Apply
Register and license engineers, geologists and geophysicists. Meet the obligations of the EGGP Act.	Protect the Public Interest - all
Regulate the professions. Assure the quality of practitioners.	Protect the Public Interest - all
Ensure compliance with the licensure requirements of the EGGP Act. Protect the exclusive scopes of practice and restricted titles.	Protect the Public Interest - Compliance
Retain the privilege of self governance. Assure government and business of the high quality of practitioners and their value to society. Members value self-governance.	Protect the Public Interest - all Deliver Value to Stakeholders - Members
Support national associations. Meet national objectives and coordination of provincial objectives through CCPE and CCPG.	Meet National Objectives
Deliver real value to stakeholders. Advocate for members and permit holders.	Deliver Value to Stakeholders - Members
Provide leadership in advancing science and technology.	Deliver Value to Stakeholders - Public

Protect the Public Interest					
Professional legislation is created to protect the public interest. APEGGA meets the requirements of the EGGP Act by assuring only licensed professionals practice in Alberta, by assuring the quality of these practitioners, by assuring that these practitioners are practicing in the public interest and that those who are not licensed do not practice nor use the reserved titles. The following outlines how this is going to be accomplished in 2005.					
Goals	Strategies	Actions	Measurables	Responsibility	Results
Governance Improve long term planning	Develop strategic plan and institutionalize its review process	<ul style="list-style-type: none"> Having created a TF and developed a draft plan which Council and Staff have reviewed, consult with members and present at 2005 AGM 	<ul style="list-style-type: none"> Members approve in April 2005 	Council/ Larry	
Confirm with government and members, APEGGA's area of legislative responsibility	Develop position paper on APEGGA's regulatory role	<ul style="list-style-type: none"> Having created a TF and developed a draft which Council and Staff have reviewed, consult with members and present at 2005 AGM and then to government 	<ul style="list-style-type: none"> Members approve April 2005 Approved by government fall 2005 (assuming no legislative changes needed) 	Council/ Kim	
Monitor the overall performance of APEGGA and the health of the Professions	Improve business plan, measurements and reporting	<ul style="list-style-type: none"> Approve new business plan and format Develop a maximum of 6 Key Performance Indicators 	<ul style="list-style-type: none"> Results reviewed annually 	Council/ Len	
Have effective policies with regard to governance, ends, means limitations & council-staff relations; and staff performance is evaluated through ED	Maintain the Governance Review Committee	<ul style="list-style-type: none"> The Governance Review Committee reviews the governance manual annually, conducts the Executive Director's performance evaluation and evaluates Council's performance 	<ul style="list-style-type: none"> Council seen to be effective and efficient Manual reviewed ED performance review completed 	Council/ Mike	
Ensure legislation meets current and future needs especially as it applies to new areas of practice	See three goals immediately following				
Ensure all members are treated equally	Give RPTs the right to vote and run for election	<ul style="list-style-type: none"> Having been approved by Council in June 2004, present at 2005 AGM 	<ul style="list-style-type: none"> Members approve April 2005 Government passes the changes in 2006 	Council/ Dave C	
Enable more practitioners, who do not meet the present requirements, to become licensed with APEGGA	Expand the classes of licensure to include more practitioners who may not yet meet the full qualifications for Professional E,G or G.	<ul style="list-style-type: none"> Given the initial pushback to the initiative from about 1/3 of members, Council to refocus initiative, develop the compelling case, consult with members and present at 2005 AGM 	<ul style="list-style-type: none"> Members approve April 2005 Government passes the changes in 2006 	Council/ Dave C/ Linda	

Goals	Strategies	Actions	Measurables	Responsibility	Results
Ensure there is clarity surrounding who should be regulated	Strengthen the wording of the title provisions in the Act	<ul style="list-style-type: none"> Having been approved by members in April 2004, forward to government 	<ul style="list-style-type: none"> Government passes the changes in 2006 Cases referred to the Courts are based on clearly defined sections of the Act 	Council/ Dave C	
Ensure clients are aware of the liabilities inherent in hiring a consultant	Consider whether consultants must declare whether they have PLI and whether it covers the work proposed	<ul style="list-style-type: none"> Confer with consulting community and based on feedback, develop Council position and present at 2005 AGM 	<ul style="list-style-type: none"> Members approve in April 2005 Government passes the changes in 2006 	Council/ Dave C	
Ensure the appropriate financial controls and oversight are in place	Having completed a financial management audit in 2004, implement the actions deemed appropriate	<ul style="list-style-type: none"> Clarify the role of Council, Executive Committee, Finance Committee and Audit Committee and three levels of staff Review expenses variances among staff and with Finance Committee quarterly Examine expense categories that appear high in relation to other associations Create cash flow projections and review statement of investment policy to improve management of return on cash reserve 	<ul style="list-style-type: none"> Roles clarified Some expenses reduced Some expenses reduced Improved return 	<p>Council</p> <p>Len/AI</p> <p>Ginny</p> <p>Ginny</p>	

Goals	Strategies	Actions	Measurables	Responsibility	Results
<p>AB Government Relations</p> <p>The government is satisfied that the EGGP Act is being properly administered and has confidence in APEGGA, considers APEGGA as a partner</p>	Continue the ongoing provincial government relations program	<ul style="list-style-type: none"> Meet formally at least annually with Public Members Host government receptions, caucus dinners Attend government events, economic development, political conventions Meet regularly with key government Ministers and officials, make formal presentations as required Maintain H & S Partnership agreement with Alta. HR & Employment <ol style="list-style-type: none"> arrange evening H&S seminars publish H&S articles in PEGG Annual Report 	<ul style="list-style-type: none"> Public Members report to Minister Attendance at events by Ministers, MLAs, and bureaucrats Number attended and outcome Number of meetings and outcome # of H & S seminars # of H & S seminar participants # of H & S articles in the PEGG Feedback 	Neil Nancy George	
Facilitate the adoption of legislative change and new initiatives proposed by APEGGA	Ensure the government is aware of and supportive of APEGGA initiatives.	<ul style="list-style-type: none"> See above 	<ul style="list-style-type: none"> See above 	Neil	
<p>Municipal Government Relations</p> <p>Ensure they value the use of Professionals and specify their use</p>	Continue positive relationships with municipal governments.	<ul style="list-style-type: none"> Liaise with AUMA, AAMD&C and municipal administrators, support and attend municipal events, chambers of commerce, economic development groups, trade shows, host annual AUMA reception, host City Council luncheons, rejuvenate the Joint Municipal Task Force 	<ul style="list-style-type: none"> Municipalities seek and value advice from Professionals, employ Professionals where required 	Neil	
<p>Registration – Licenses -- ensure that applicants are handled fairly, in an efficient and courteous manner and that there are no unnecessary barriers to licensure</p>	<ul style="list-style-type: none"> Continue to improve how we process applications for licensure Continue with tech exams twice a year and PPE four times per year in many locations throughout N. America 	<ul style="list-style-type: none"> Improve/update application forms and information to be more user friendly Improve navigation on the web-site Review Board of Examiner's policies and procedures Review administrative processes and practices 	<ul style="list-style-type: none"> Number of applications processed Time taken to process applications <ul style="list-style-type: none"> Can grads Foreign grads transfers Number of new members in 2005 Total number of members 	Mark	

Goals	Strategies	Actions	Measurables	Responsibility	Results
Seek uniform admission standards across the country	Continue to work with sister Associations towards uniform policies and practices	Compare our policies and practices with those of sister associations and engage sister associations in similar reviews and discussions	<ul style="list-style-type: none"> • Responses from sister associations • More uniformity of policies and practices across the country 	Mark	
License individuals who are practicing one of the professions	Expand the classes of licensure to include more practitioners who may not yet meet the full qualifications for Professional E,G or G.	<ul style="list-style-type: none"> • Implement the provisional license once enacted by the provincial government, • Introduce the proposed new category by 2006 	<ul style="list-style-type: none"> • Number of members in these new categories • Reaction to these new categories 	Mark	
Registration – Permits The work done by companies practicing in Alberta meets the standards of the professions with respect to ethics, accountability, and quality.	Educate Responsible Members and Chief Operating Officers and ensure that they are aware of their legal obligations and professional responsibilities	<ul style="list-style-type: none"> • Continue with RM seminars as primary method of communicating the licensure, permit, title, practice, CPD requirements and the obligation to support activities that enhance the professions. • Continue to promote that RMs are partners in the regulation of the professions not just licence holders. • Expand to provide online seminar for those in rural areas 	<ul style="list-style-type: none"> • Number & % of RMs attending • Feedback from attendees 	Ross	
	Continue to improve how we manage permits	<ul style="list-style-type: none"> • Improve/update application and renewal forms. • Evaluate the move to fully electronic handling and storage of information. 	<ul style="list-style-type: none"> • Number of permits issued • Time taken to issue permits 	Ross	
Clarity surrounding who should be regulated	Ensure RMs are aware of the obligation for all qualified practitioners in their firms to be licensed	<ul style="list-style-type: none"> • Through Corporate & Member Affairs, and the Permit to Practice Seminars, ensure RMs are aware 	<ul style="list-style-type: none"> • The message is delivered at least monthly and all RMs attend every 5 years 	Ross	

Goals	Strategies	Actions	Measurables	Responsibility	Results
<p>Compliance</p> <p>Maintain emphasis on working toward achieving APEGGA Council's goal of 100% compliance with the licensing requirements of the EGGP Act for both individuals and corporations.</p>	<ul style="list-style-type: none"> • Operate in a reactive and proactive mode • Maximize the utilization of current resources namely: existing Compliance staff and the Enforcement Review Committee members along with legal support and investigators on an as required basis. • Obtain resolution by mediation as much as possible • Continued use of the decision making process to resolve practice issues 	<ul style="list-style-type: none"> • Continued focus on ongoing activities: <ul style="list-style-type: none"> ○ Out of Province Program to pursue the registration of individuals relocating to Alberta from other Associations ○ Advanced Technology and Environmental Industries ○ Member Database ○ Geoscientists • Core Activities: <ul style="list-style-type: none"> ○ Media Monitoring ○ Alberta Gazette ○ Member and Public complaints ○ Career Advertisements ○ Yellow Pages Advertising ○ Delinquent Permits to Practice 	<ul style="list-style-type: none"> • Active Files • Files opened • Files resolved for individuals: <ul style="list-style-type: none"> ○ Ceased using restricted titles ○ Personal registration ○ Verified not practicing • Files resolved for companies: <ul style="list-style-type: none"> ○ Permits issued or reinstated ○ Ceased using restricted titles ○ Verified not practicing • Additional revenue generated 	<p>Dave T</p>	
<p>Complaints - Investigation</p> <p>Ensure complaints are handled fairly and in a timely manner; that complaints of an unskilled practice or unprofessional conduct nature are referred as soon as possible to investigation. Ensure that where appropriate and possible mediation of complaints is made available.</p>	<p>Reduce time taken</p> <p>Be more proactive about investigating reports in the media that may involve the Professions</p>	<ul style="list-style-type: none"> • Finalize response to Discipline TF recommendations 	<ul style="list-style-type: none"> • Number of complaints received • Number arbitrated • Number referred to investigation • Number referred to discipline • Time taken • Feedback received 	<p>New Manager</p>	
<p>Complaints - Discipline</p> <p>Fair and timely resolution of disputed complaints against members</p>	<p>Issue discipline decisions</p>	<ul style="list-style-type: none"> • Discipline hearings • Stipulated orders 	<ul style="list-style-type: none"> • Number of decisions issued • Number of cases overturned on appeal • Time taken • Feedback received 	<p>Ray</p>	

Goals	Strategies	Actions	Measurables	Responsibility	Results
<p>Complaints – Appeal</p> <p>Ensure complainants and defendants are handled fairly and that their cases are handled in a timely manner</p>	Reduce time taken	<ul style="list-style-type: none"> Investigate the effect of publishing the findings on members' decisions to refuse stipulated orders and appeal 	<ul style="list-style-type: none"> Number referred to Alberta Court of Appeal Time taken Feedback received 	Al	
<p>Practice Review</p> <p>Complete the assessments of members' competence and continuing right to practice as required</p>	Conduct practice reviews and general inquiries; reinstate registrations and allow resumption of practice; administer Continuing Professional Development Program	<ul style="list-style-type: none"> Conduct random and responsive reviews of permit holders' and individuals' practices Conduct inquiries into practices of the professions in general (engineering in major projects in 2004-5) Issue reinstatements and permission to resume practice based on members' competence/experience Conduct random and responsive audits of members' CPD activities. Review Continuing Professional Development Program 	<ul style="list-style-type: none"> Number of reviews undertaken Number of reinstatements and resumptions Outcomes of practice reviews Outcomes of inquiries CPD compliance Number of cancellations Feedback on CPD program 	Ray	
<p>Practice Standards</p> <p>EFnsure appropriate standards concerning professional practice and ethics are available</p>	Develop/revise practice standards and guidelines; provide input to others;	<ul style="list-style-type: none"> Provide advice on practice issues one-on-one and through articles Review existing standards every 5 years and develop new standards when required but especially where need is greatest. Publish standards in hardcopy and on website Monitor/provide feedback on development of codes, standards by others through representation groups through Safety Codes Council technical councils Challenge codes/regulations that restrict professional judgment Provide mentoring for MIT's and junior members 	<ul style="list-style-type: none"> Demand for standards Number of standards updated Number of new standards published Input provided Feedback received # of protégés in mentoring program 	Lianne	

Goals	Strategies	Actions	Measurables	Responsibility	Results
<p>Geoscience Affairs</p> <p>Ensure APEGGA supports the geoscience professions' needs and obligations with respect to licensure standards, mobility, practice standards, services and volunteerism.</p>	<ul style="list-style-type: none"> Support the work of Registration by providing info to members on the registration criteria and process and on working in other jurisdictions; Working with the RPT(Geo) Screening Committee to develop standards. 	<ul style="list-style-type: none"> Monitor the demographics of the geoscience community Assist in the development of information (brochure and website) for applicants and members that address benefits of licensure, the criteria and the process 	<p>New registration information created.</p>	<p>Penny</p>	
	<ul style="list-style-type: none"> Support the work of Practice Standards by connecting the geoscience need for standards and volunteers with the PSC; Making members aware of their obligations dictated by demand side legislation and APEGGA standards. 	<ul style="list-style-type: none"> Familiarize with AEUB and ASC regulations and new COGEH, Reservoir Evaluation and QI standards and promote with members. Use Geoph/Geol focused Forums to ensure awareness of above with members while seeking input on other standards that APEGGA could develop with their help 	<ul style="list-style-type: none"> New geoscience standards are created Presentations are made outlining the members' obligations. 	<p>Penny</p>	
	<ul style="list-style-type: none"> Support the work of Professional Development by ensuring the needs of the geoscientists are met. Support and encourage member participation in APEGGA activities/ services 	<ul style="list-style-type: none"> Continue to work closely with CSEG and CSPG (and related geoscience societies) to promote participation in each others events (events calendars, inserts, articles). 	<p>Higher participation of geoscientists in APEGGA events and on APEGGA committees/boards.</p>	<p>Penny</p>	

Goals	Strategies	Actions	Measurables		
Ensure and Increase compliance with licensure requirements	<ul style="list-style-type: none"> • Support the work of Compliance by promoting the legal requirements and the benefits of licensure • Initiate formal compliance action when required. 	<ul style="list-style-type: none"> • Make presentations to the 15 major oil and gas companies to reinforce the message that is being given in the Permit seminars that all practitioners are to be licensed. • Follow up with 5 major service companies on work previously started by Compliance to reinforce the message that all practitioners are to be licensed. 	<ul style="list-style-type: none"> • More applications received as direct result of presentations/follow-up. 	Penny	

Deliver Value to Stakeholders

Separate from the value inherent in being licensed, value must be delivered to stakeholders in other ways. The following outlines how this is going to be accomplished in 2005.

Members & Permit holders

Goals	Strategies	Actions	Measurables	Responsibility	Results
<p>Pride & Prestige</p> <p>Members are proud of the professions and their and other members' accomplishments</p>	<p>Recognize excellence, significant achievements and key milestones in members careers and communicate</p>	<p>Continue with:</p> <ul style="list-style-type: none"> • Ring Workshop & Ceremony • Member Induction Ceremony • Summit Awards • Life Member Dinner • Assess ways to increase attendance at the Member Induction Ceremonies 	<ul style="list-style-type: none"> • Attendance at events • Number of Summit Award Nominations • Recommendations including strategy and action plan for increasing attendance at Member Induction Ceremonies 	<ul style="list-style-type: none"> • Nancy • Nancy • Ross • Philip • Nancy 	
<p>Members are proud of their professional membership</p>	<p>Build loyalty to what licensure stands for</p>	<ul style="list-style-type: none"> • Introduce a new branding process • Consider with Camp Wardens and Stewards ways to link the awarding of the ring with registration as an MIT 	<ul style="list-style-type: none"> • Number of members and cancellations • Percentage of eligible persons & companies licensed (?) • Feedback 	<ul style="list-style-type: none"> • Neil/Philip • Neil 	

Goals	Strategies	Actions	Measurables	Responsibility	Results
<p>Advocacy</p> <p>Speak on behalf of members with regard to issues of relevance to the professions</p>	<p>Define the extent of advocacy as time passes by developing and releasing public statements on significant public issues in which the professions have knowledge or impact; and gauging members' reactions</p> <p>Be pro-active on matters that clearly impact the public interest</p> <p>React to issues that impact the credibility and reputation of the professions</p> <p>Clearly inform the public what the professions do on their behalf and what they stand for</p>		<ul style="list-style-type: none"> • The government and media seek comment from APEGGA • APEGGA is seen to respond positively to government when asked for advice or assistance 	Council	
	<p>Mega-Project Mgmt – repair the damage done to the engineering profession from claims of “bad engineering” made by large project owners</p> <p>Also see Government below.</p>	Participate in forum organized by Alberta Economic Development of top executives from consulting firms, operating companies and government	Large projects continue to move ahead	Council	
<p>Mobility</p> <p>Ensure members have free mobility within Canada and with trading partners</p>	See Meet National Objectives				

Goals	Strategies	Actions	Measurables	Responsibility	Results
<p>Differentiation</p> <p>Ensure members, their employers and their clients understand the extra value that APEGGA members bring to their practice</p>	<p>Demonstrate that licensed Professionals protect the public interest through skilled practice and ethical conduct; and through exercising high standards, good judgment and leadership. They are the only practitioners who can take responsibility.</p>	<ul style="list-style-type: none"> Communicate to members and employers through PEGG articles 	<ul style="list-style-type: none"> Companies insist on hiring only licensed Professionals Number of individuals and companies licensed Members are invited by government and others to participate on boards and committees 	Philip/George	
<p>Professional Development</p> <p>Ensure university students are aware of their professional obligations and the role APEGGA plays; support student initiatives; encourage University Student & MIT enrolment</p>	<ul style="list-style-type: none"> Continue with ASAP for 2nd, 3rd and 4th year students Continue interaction with student society execs Continue interaction with faculties on course material 	<p>Continue with:</p> <ul style="list-style-type: none"> 1st and 4th year seminars and courses promo to 2nd yr soft skills seminars mixers free registration at ring workshop grant money for SS operations access to member services scholarships (thru Education Foundation) grant money for departmental projects (thru Communications) 	<ul style="list-style-type: none"> Number & % of students enrolled in ASAP Number & % of graduates who enroll as MITs at ring workshop Feedback 	<p>Nancy</p> <p>Len</p>	
<p>Immigrants have access to the information & resources they need to practice and become licensed</p>	<p>Enhance program information & resources for internationally educated applicants</p>	<ul style="list-style-type: none"> Review the recommendations from the Consideration to Integration TF, and adopt where appropriate pending funding Monitor use of Employment/Career Skills Mentoring Pool Work with Director of Registration to finalize the IEG section of the website 	<ul style="list-style-type: none"> Number of focus groups to assist in identifying success of Employment/Career Skills Mentoring with IEG's 	Mark/Nancy	
<p>Ensure that MITs have access to the experience, direction and training they need to meet the requirements for licensure</p>		<p>Continue with:</p> <ul style="list-style-type: none"> Experience Guide Mentoring MIT Soft Skills Seminars Research relevant PD subjects 	<ul style="list-style-type: none"> % of graduates who register as MIT upon graduation and carry on through to Professional Member Number of MITs registered as protégés Number of MITs attending MIT soft-skills seminars Feedback on the above 	Nancy	

Goals	Strategies	Actions	Measurables	Responsibility	Results
Ensure that there is ready access to a wide variety of opportunities that are valued by (MITs), RPTs, PMems and Licensees with a focus on including geoscientists.		<p>Continue with:</p> <ul style="list-style-type: none"> • Lunches • PD Days • PD Evenings • PD Conference • Workplace Soft Skills Mentoring program <p>Expand:</p> <ul style="list-style-type: none"> • Partnerships • Branch events (see Member Services) <p>Launch:</p> <ul style="list-style-type: none"> • Employment/Career Skills Mentoring program • PEGGasus – evaluate long-term viability 	<ul style="list-style-type: none"> • Attendance • Number of PMems registered as mentors • Number of registrations through PEGGasus 	Nancy	
Member Services Ensure there is a wide variety of services that are valued by members	Provide an expanded and improved range of APEGGA-provided member services consistent with the need of Professionals and Council's approval.	<ul style="list-style-type: none"> • Continue to improve online resume referral service • Continue to improve the salary survey 	<ul style="list-style-type: none"> • Number taking advantage of each service • Feedback 	Ross	
	Provide an expanded and improved range of group buy opportunities consistent with the need of Professionals and Council's approved guidelines	<ul style="list-style-type: none"> • Monitor and improve insurance programs both locally and thru CCPE • Evaluate and Roll Out new group buy opportunities as they arise • Continually evaluate existing group buy agreements • Change the PEGG advertising policy to allow these providers to advertise 	<ul style="list-style-type: none"> • Number of new Group Buy agreements rolled out 	Ross	
	Professional Liability Insurance – ensure members have access to the best insurance available, ensure that members are well informed on risk management and that APEGGA is carrying out its responsibility vis-à-vis high claims members	<ul style="list-style-type: none"> • Work with National TF to resolve (see Meet National Objectives) • Implement recommendations of AB TF approved in April '04. • See Governance objective re mandatory declaration of PLI coverage 	<ul style="list-style-type: none"> • Complaints • Introduction of new seminars & evaluation of old • Seminar feedback • Government agencies approached • Sister associations approached & agreement reached • Work more cooperatively with insurance brokers 	Len et.al.	

			and underwriters. New non-exclusive deal signed with Encon to promote their seminars		
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Goals	Strategies	Actions	Measurables	Responsibility	Results
<p>Member Relations</p> <p>Ensure information of importance and interest to the professions is communicated in a timely manner</p>	<p>Integrate paper and electronic media effectively to take advantage of the synergy between the two</p>	<ul style="list-style-type: none"> • Maintain and refine the e-PEGG initiated in the fall of 2004 • Launch the new website launched Feb 2005 in conjunction with Brown and branding • Refocus The PEGG, based on results of member and advertiser surveys, integration with e-PEGG, and branding • Continue to focus the Annual Report on the fiscal year only and evaluate the printing of the report in 2006, in its entirety, in The PEGG • Monitor the member forum introduced fall '04. • Create an editorial advisory board 	<ul style="list-style-type: none"> • Member feedback (thru surveys, informal and CPC interaction) • Website hits • Letters to the association • Letters to PEGG editor • Usage of member forum 	<p>George</p>	
<p>Members and permit holders value licensure and permit to practice</p>	<p>Communicate the value of licensure and of self-governance</p>	<ul style="list-style-type: none"> • Continue Permit to Practice seminar's secondary focus on the value of self regulation and the role of the Association • Continue with Corporate Receptions • Enhance contact with CEOs • Enhance contact with CEA 	<ul style="list-style-type: none"> • Feedback from Permit to Practice Seminars • Attendance 	<ul style="list-style-type: none"> • Ross • Neil • Neil • Neil 	

Business and Industry

Goals	Strategies	Actions	Measurables	Responsibility	Results
Business and industry see real value in using Professionals and Permit Holders (see differentiation)	Maintain corporate visits Communicate thru PEGG and email.	<ul style="list-style-type: none"> Conduct in-house P to P seminar upon request 	<ul style="list-style-type: none"> Business and industry require licensure of their employees and hold Permits themselves Permit holders partner with APEGGA on public initiatives Business and industry choose to locate in AB 	<ul style="list-style-type: none"> Ross Philip/George 	
	Mega-Project Mgmt – see Government immediately below				

Government

Goals	Strategies	Actions	Measurables	Responsibility	Results
Assist the AB government to grow the Alberta Advantage (see Government Relations)	Maintain close contact with key AB government officials	<ul style="list-style-type: none"> Respond to government initiatives – functions, trade missions, strategy sessions 	<ul style="list-style-type: none"> Government consults with APEGGA and values input 	Neil	
	Mega-Project Mgmt – Assist the stakeholders to resolve the problems with large overruns in the development of the large oilsands projects	<ul style="list-style-type: none"> Participate in forum of top executives from consulting firms, operating companies and government 	<ul style="list-style-type: none"> Paper prepared that outlines the strategy for mitigating the problem 	Council	

Public

Goals	Strategies	Actions	Measurables	Responsibility	Results
Increase the value and respect with which the public and all stakeholders view science and technology Increase the number of students seeking careers in the professions	Offer programs which enhance the value and awareness of science and technology and support other orgs' initiatives	<ul style="list-style-type: none"> • Monitor and improve current programs • Strengthen outreach program • Expand Science Olympics and science fairs • Continue teacher awards and excellence in education awards • Continue support for university student projects and community projects • Support the ideals of the APEGGA Education Foundation 	<ul style="list-style-type: none"> • Enrolment in high school math and science programs (?); Applications for engineering, geoscience and computer science programs in AB (?) • Number of outreach visits • Number of participants • Number of nominations • Number of university student projects • Number of community projects • Contributions to the Foundation • New initiatives funded 	Philip Ross	
Ensure that relevant, up-to-date information on APEGGA members is available and published on the web site.	Privacy policies will be uniformly and appropriately applied, while maintaining a balance between member rights and service to the public.	<ul style="list-style-type: none"> • Increase the frequency of updating the web register from the master database. 	<ul style="list-style-type: none"> • No valid complaints about privacy are lodged with APEGGA. • The web register reflects latest available membership data. 	George	

Sister Associations

Goals	Strategies	Actions	Measurables	Responsibility	Results
Provide leadership for sister associations, particularly those who do not have the resources that APEGGA does	Continue close relationship with other associations and provide advice when asked	<ul style="list-style-type: none"> • As requested 	<ul style="list-style-type: none"> • Sister associations seek leadership and guidance 	Neil	

Meet National Objectives

Goals	Strategies	Actions	Measurables	Responsibility	Results
CCPE & CCPG provide sound national leadership and coordination	Support activities of CCPE and CCPG with financial and human resources Monitor and effect change as required	<ul style="list-style-type: none"> Attend meetings of SLG, Presidents and Board of Directors Volunteers serve on national Boards and Committees 	<ul style="list-style-type: none"> Time dedicated by staff and volunteers CCPE and CCPG are seen as the unified voices for the professions The associations and members see real value in the national organizations 	Neil	
Set and maintain national standards for accreditation, examination, licensure and practice and encourage associations to adopt them	Support activities of CCPE and CCPG with financial and human resources Monitor and effect change as required	<ul style="list-style-type: none"> Attend meetings of Accreditation Board and Qualifications Board 	<ul style="list-style-type: none"> Time dedicated by staff and volunteers Degree to which associations adopt standards 	Al/Mark	
		<ul style="list-style-type: none"> Continue to manage the National PPE 	<ul style="list-style-type: none"> Number of associations who use the NPPE and the degree of satisfaction 	Milt	
The federal government is aware of and values the role of the professions in society	Support maintaining close relationship with key federal government officials	<ul style="list-style-type: none"> Respond to government initiatives 	<ul style="list-style-type: none"> Government consults and values submissions 	Neil	
		<ul style="list-style-type: none"> Invite government officials to national events 	<ul style="list-style-type: none"> Attendance at events 	Neil	

Goals	Strategies	Actions	Measurables	Responsibility	Results
Professionals enjoy national and international mobility	Support the negotiation of intra and international agreements Pursue a national registration system Continue to encourage uniformity of process, paperwork and standards across Canada Continue to promote with US legislators that PEng = PE	<ul style="list-style-type: none"> • Monitor and improve the inter-association mobility agreements, especially with regard to incidental practice • Continue to seek bilateral agreements with targeted US states through direct contact with US government officials and state boards, NCEES, PNWER and other forums • Participate in the APEC register • Continue to proctor the FE exam to AB grads 	<ul style="list-style-type: none"> • Improvements seen, particularly for geoscientists • Number of transferees from foreign jurisdictions; number accepted • Number of bilateral agreements signed • APEGGA invited to these events • Number of members registered • Number of grads writing the FE 	<ul style="list-style-type: none"> • Linda/Neil • Neil • Mark • Milt 	
Members enjoy services that benefit from the buying power of 160,000 professionals	Support negotiations for improved insurance programs	<ul style="list-style-type: none"> • AB TF to work with National TF to resolve the PLI issue 	<ul style="list-style-type: none"> • PLI issues resolved 	Neil/Len/Dave C	

Provide Resources Needed

Goals	Strategies	Actions	Measures	Responsibility	Results
<p>Staff - Ensure the right staff are in the right places with the right skills and that we have the appropriate HR policies in place to recruit, motivate, retain and reward them</p>	<p>(1) Continue with high quality recruitment support. (2) Continue to focus on improving and if necessary terminating staff who are not at least "meeting expectations". (3) Explain APEGGA's H-R high performance - inducing environment and corresponding expectations clearly to staff (4) Maintain job descriptions and tie to performance evaluations (5) Recommend and implement a career growth and training plan that focuses training dollars at the most relevant needs and at succession planning.</p>	<p>(1) Establish an effective way to keep the job descriptions current and performance based (2) Continue with post-hire and exit interviews but create a new report and action plan as feedback for management (3) Complete the enhanced Human Resources Guide. (4) Reinforce the messages contained in the H-R Guide through meetings and feedback tools on the new staff intranet. (5) Implement the revisions to the Pension Plan and initiate investment training</p>	<p>(1) Staff turnover and trend. (2) Employee satisfaction</p>	<p>Ginny</p>	

Goals	Strategies	Actions	Measurables	Responsibility	Results
<p>Volunteers - Ensure we have volunteers with the appropriate skills and time and that we have the right policies in place to recruit, motivate, retain and reward them</p>	<p>Provide more online support . Make volunteer management a part of all managers' evaluations</p>	<p>Add a "Volunteer Module" within the new Member Information System currently being designed to ensure</p>	<p>(1) Volunteer participation (2) Volunteer satisfaction</p>	<p>Ginny All Managers</p>	

		better coordination across the company, and to provide more knowledge about volunteer training and skills.			
Information Technology - ensure that we have the appropriate technology in place to facilitate the management of the association, to enable a positive e-business relationship with members and to project the image of being technologically progressive	(1) Replace the obsolete Member Information System technology with an enhanced, agile system that meets the needs of APEGGA now and into the future. (2) Replace the Accounting software with a management information style package that reduces clerical time and significantly reduces the effort needed to produce both basic and more performance oriented financial and management reports.	(1) Convert and implement the new financial/management reporting system Jan 1, 2005. (2) Convert and implement the new Management Information System in a logically staged fashion throughout 2005, starting in the second quarter.	(1) Meet the implementation schedule (2) Reduced clerical time (3) Better reports (4) Better financial and member management (5) Funtionality requested is being used	Ginny	

Goals	Strategies	Actions	Measurables	Responsibility	Results
Facilities - Ensure that the association has facilities that are functional and that represent the esteemed position that the professions	(1) With the completion of the Edmonton Scotia Place lease negotiations in 2004, make the necessary upgrades to the	(1) Use the \$175K in tenant inducements to make necessary improvements to the Edmonton premises.	(1) Meet budget costs and implementation plans. (2) Clean, efficient and safe workplace	Ginny	

<p>have within the community</p>	<p>existing space after review with staff and management. (2) Enhance the performance of the audio equipment in Edmonton V-C to the same standard as Calgary's.</p>	<p>(2) Assess whether more space will be needed in Edmonton for 2006, given anticipated staff growth. (3) Obtain competitive quotes for a new microphone system and podium in the Edmonton V-C Centre.</p>			
<p>Money – Ensure that the association has the money to facilitate the short and long term goals</p>	<p>(1) Prepare clear concise budget with justification for all cost increases (2) Report against budget quarterly (3) Maximize the return on investments and cash (4) Meet legal requirements</p>	<p>(1) Start with preliminary budget in August followed by detailed proposal in Nov. (2) Prepare Quarterly Business Reports and present to Finance Committee (3) Set up cash flow forecast and develop statement of investment policy with Finance Committee (4) Work with auditor</p>	<p>(1) Council approves budget in Nov (2) Return on cash reserves (3) Meets GAAP</p>	<p>Ginny</p>	

