



The Association of Professional Engineers,
Geologists and Geophysicists of Alberta

APEGGA Business Plan

2007

Engaging in Growth



APEGGA Business Plan

2007

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Mission

We serve the public interest by regulating the practices of engineering and geoscience in Alberta, by providing leadership for our professions, and by upholding our members in their professional practices.

Vision

We will be a valued agent of excellence in professional practice and an internationally respected leader of the engineering and geoscience professions.

Guiding Principles

APEGGA and its members are guided by the following principles:

Public Interest: the protection of the public is paramount in all that we do.

Professionalism: skilled and ethical practice is provided by our members.

Relevance: value is delivered to our members and stakeholders

Trust: our professional reputation and ability to serve society is founded on earned public trust

Fairness: everyone is treated fairly, and with dignity and respect

Transparency: processes are fair, impartial, and accountable to members and the public

Executive Summary

APEGGA must meet its obligations to society under Alberta legislation, the EGGP Act, and also forge a role outside that legislation that will build additional value in the eyes of stakeholders. The Business Plan is designed to direct APEGGA's operations for the fiscal year in a way that is responsive to Council's strategic initiatives while honoring the need to carry out and enhance, where appropriate, the ongoing operations of the Association.

APEGGA's 2007 - 2016 Strategic Plan has outlined four broad strategic goals:

1. Regulate the practice of engineering and geoscience effectively and efficiently so that the public interest is served.
2. Lead the professions.
3. Uphold members in their professional practices.
4. Communicate and consult effectively.

The business plan has been organized around these goals with the addition of two sections dedicated to the 2007 priorities and to the resources needed to carry out the priorities and our ongoing business.

The year will be punctuated with a major change in the way the professions are regulated due to the addition of ASET to the EGGP Act and with projects to manage the growth of the professions (and APEGGA) due to the heated Alberta economy. All this while being mindful of the need to consult members regularly about their needs and opinions and improving the professions' image in the public eye. The need to engage stakeholders in this period of growth led to the plan theme....Engaging in Growth.

Specifically, the strategic priorities for 2007 are:

1. Partner with ASET in regulating our professions
2. Consult members regularly and incorporate their input appropriately
3. Personalize professionalism
4. Assess the professions' ability to meet the demand for professional practice over the next 10 years
5. Provide leadership on professional issues and technical issues that affect society
6. Address the issue of professional mobility of APEGGA members and members registered in other jurisdictions who desire to practice in Alberta

There are four additional operational priorities for 2007, the first three of which are carryovers from activities in 2006.

1. Reduce the time to process applications
2. Reduce the number of unlicensed practitioners
3. Improve the management of member information
4. Increase the office space in Edmonton

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Priorities for 2007

To ensure the successful achievement of the four 10-year strategic goals, the following outcomes have been identified as having priority for the current business plan. The words in italics are taken from the strategic plan.

Goals	Strategies	Actions	Measurables/Targets	Responsibility
1) Partner with ASET in regulating our professions	By treating ASET as partner in the regulation of the professions, and by including members in the negotiations, successfully conclude negotiations	Full consultation with members and other stakeholders Rewrite Act and Regs in conjunction with AHRE. Present to members for approval and to legislature for approval in fall 2007 sitting. Implement organization change as appropriate and if time permitting.	Legislation implementing the Association's win-win-win solution will be in place by end of 2007	Executive Dir
2) Consult members regularly and incorporate their input appropriately	Conduct survey of members, employers and public in 2006 (done every 5 years)	Share results of surveys	The results of the 2006 public, employer and member surveys will be available in time for inclusion of key issues in the next strategic plan	Mgr, Comm.
3) Personalize professionalism Members exude a strong sense of professionalism	All members hear about, understand and internalize personal professionalism	Provide professionalism and ethics training for all levels of membership Emphasize the obligation to report unlicensed practitioners, improper use of title, unskilled practice and unprofessional conduct Promote that anonymity is possible for compliance cases Continue with regular series of articles in the PEGG on professional practice matters in general and on ethics/discipline matters specifically Evaluate a Whistle-blower hotline	A strong culture of professionalism Attendees at training No. of complaint reports by members	Mgr, HR & PD Dirs Compliance & Prof Prac Dir, Compliance Dir, Prof Prac/Mgr, Ed Serv. Deputy Reg'trar

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
		Promote awareness of professional ethics in geoscience Implement Brand strategy which reflects and supports the concept of personalized professionalism Implement advertising strategy		Mgr, Geo Affs Mgr, Comm Mgr, Comm
Members perform to the standards of the Professions	Continue to update and produce practice guidelines	Update selected guidelines and create new guideline for responsibilities associated with outsourced engineering.	<i>The adoption of best practices by our members</i>	Dir, Prof Prac
4) Assess the professions' abilities to meet the needs for professional practice over the next 10 years	Partner with others who are defining and working on resolutions to the skilled labour shortage	Executive Director to continue to co-chair PNWER committee New research assistant to develop statistics. Work collaboratively with PHRC, ACR, AHRE & other govt depts, PNWER Staff to prepare white paper	A white paper will be prepared by April 2007, assessing demand for our professions over the next 10 years, forecasting expected resources and exploring implications of a supply/demand gap	Exec Dir
5) Provide leadership on professional issues and technical issues affecting society	Develop process for the identification of issues, the criteria and process for the prioritization of issues and the communication strategy for forwarding our input.	Set up Task Force consisting of 3 Councillors, the ED and Mgr Comm to develop process, criteria & communication strategy	Implementation of a proactive policy to involve the Association publicly in important issues where our involvement will contribute to the Public's understanding of the issues and to positive solutions	Council - Exec Dir
6) Address the issue of professional mobility of members registered in Alberta, and members registered in other jurisdictions who desire to practice in Alberta See following for mobility within Canada, with US and with other countries	See following	See following	Meaningful progress will have been made on coordination of licensure with BC and the Territories and mobility generally. The Association will be able to advise members on the	Exec Dir Deputy Registrar

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
			requirements to be met to practice in other jurisdictions.	
Professionals enjoy national mobility	<p>Maintain the inter-association agreements</p> <p>Continue to encourage uniformity of policies, Admission standards, process & paperwork</p> <p>Speed up the transfer process by improving access to info in other Cdn jurisdictions</p>	<p>Monitor and improve the inter-association mobility agreements, especially with regard to the recognition of CPD programs Participate on CCPG IAMA TF</p> <p>Approve new standard app form Compare our policies and practices with those of sister associations and engage sister associations in similar reviews and discussions</p> <p>Support national db initiative</p>	<p>Improvements seen, particularly for geoscientists</p> <p>Revised agreement 2008</p> <p>New standard application form More uniformity of policies and practices across the country</p> <p>National db implemented (2007)</p>	<p>Exec Dir</p> <p>Exec Dir</p> <p>Dep Reg/Dir Reg</p> <p>Dir IA, Mgr Admin, Dir Reg</p>
Professionals enjoy mobility with US	<p>Independently and with CCPE and CCPG, continue to promote with US legislators that PEng = PE</p> <p>Support US states who are adopting the reciprocity standards previously set in NAFTA agreement as "registration plus 8"</p>	<p>Maintain contact with US government officials and state boards, NCEES, ASBOG, AIPG, PNWER and other forums</p> <p>Continue to proctor the FE exam to AB grads</p> <p>Introduce FE as option to confirmatory exams</p>	<p>Number of states who have approved legislation embracing reciprocity</p> <p>Number of grads & exam candidates writing the FE</p>	<p>Exec Dir</p> <p>Exam consultant</p>
Professionals enjoy mobility with other countries	Through CCPE & CCPG negotiate full mobility agreements	Negotiate agreements as opportunities arise	Agreements negotiated	Exec Dir/Dep Reg

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In addition, staff has identified four operational priorities that warrant specific mention. The first three are carry-overs from activities in 2006.

Goals	Strategies	Actions	Measurables/Targets	Responsibility
1) Reduce the time taken to process applications	Implement recommendations from the B of E TF.	Develop action plan and implement.	App time reduced by 10%	Dir, Registration
2) Reduce the number of unlicensed practitioners and those who are using our reserved titles inappropriately	Use investigators more extensively to research potential offenders Reinforce with senior practitioners, particularly the RMs, the need for all qualified practitioners to be licenced	Complete hiring of investigators (maybe 2006) Continue to conduct P to P seminars Introduce discussions with senior geoscience practitioners to augment and reinforce message in P to P seminars	Increase compliance cases handled by 25% Increase in licenced practitioners, particularly geos. Increase in growth of geos to double digits	Dir, Compliance Mgr, C & M Affs Mgr, Geo Affairs
3) Improve our ability to manage member information and to access member information from other associations	As a minimum, replace the obsolete Member Information System technology with an enhanced, agile system that meets the needs of APEGGA now and into the future. Invite other associations to partner to reduce cost. Participate in the implementation of national database, one option for which may be wider use of the new APEGGA system as the base.	Consult with other associations, define criteria, select from potential suppliers, install software, customize where necessary, populate with data and test before go-live Link our db to national db if the two are different	APEGGA system in place by end 2007. National system in place by end 2007 Faster process for transfers APEGGA db is compatible with national db	Mgr, Admin
4) Increase the number of work spaces in Edmonton	Exercise option on additional space on 14 th floor	Define areas of growth potential and determine best fit for the space (2006) Select contractor thru RFP (2006) Renovate space as appropriate	Moves complete by end 1 st Q , latest end 2 nd Q	Director, IA Mgr, Admin

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Regulate Practice

Goals	Strategies	Actions	Measurables/Targets	Responsibility
Registration Directory - Ensure the public has access to relevant, up-to-date information on APEGGA members	Maintain member directory on website and provide info by phone as required	Maintain website directory update daily	No complaints that directory is out of date	Mgr, Editorial Services
Privacy - Ensure proper balance is maintained between the public's right to information and the members' rights to privacy	Apply privacy rules as required	Update APEGGA privacy policy as necessary Continue to allow members to request the deletion of contact information	No valid complaints about privacy are lodged with APEGGA.	Deputy Registrar
Licences — Ensure the public is protected by licensing only properly qualified individuals. Ensure that applicants are handled fairly, in an efficient and courteous manner and that there are no unnecessary barriers to licensure	<ul style="list-style-type: none"> • Continue to evaluate the qualifications of applicants through the existing Board of Examiners structure • Implement the recommendations from the B of E TF • Continue with tech exams twice a year and PPE four times per year in many locations throughout N. America • Introduce FE Exam as an alternative to APEGGA confirmatory exams 	<ul style="list-style-type: none"> • Develop action plan for B of E TF recommendations and implement • Improve/update application forms and information to be user friendly • Continue to review Board of Examiner's policies and procedures 	<ul style="list-style-type: none"> • Number of applications processed • Number of new members • Total number of members 	Dir, Reg

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<ul style="list-style-type: none"> • Support the work of Registration by providing info to geoscience 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 (geo) applicants and members that address benefits of licensure, the criteria and the process 	New registration information created.	Mgr, Geo Aff
<p>Permits —The work done by companies practicing in Alberta meets the standards of the professions with respect to ethics, accountability and quality.</p>	Educate Responsible Members and Chief Operating Officers on 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, but with an enhanced emphasis on loss and risk management. • Continue to promote that RMs are partners in the regulation of the professions not just licence holders. 	<ul style="list-style-type: none"> • 1000 attendees • 36 seminars delivered • Positive feedback from attendees continues 	Dir, C & M Aff
Ensure applications processing and ongoing management of permit files are done efficiently and effectively.	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. • Provide a better tie in between the member database and the permit database with new software • Track application times and set improvement goals for subsequent years 	<ul style="list-style-type: none"> • Number of permits issued • 15 days max to issue permit from time of receipt if information is complete and criteria have been met. Number of exceptions. • Recommendation on how to handle information by end 2007 	Dir, C & M Aff Mgr, Admin

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
Immigrants - Facilitate the integration of IEGs into the professions (See also Professional Development under Upholding Members)	<ul style="list-style-type: none"> • Expand the classes of licensure. • Remove the barriers to licensure presented by some of the evaluation methods & rules • Improve help provided to IEGs • Partner with Immigrant Services Agencies (ISAs) 	<ul style="list-style-type: none"> • Implement the provisional license (PLs) • Complete implementation of the recommendations from the B of E TF. • Hire a new full time IEG Integration Liaison Officer to act as a point of contact to help IEGs navigate the licensing process and to provide information on appropriate government, ISAs and other agencies • Continue to deliver lectures to ISAs' clients on requirements of licensure 	<p>Number of provisional licencees & acceptance of PL by employers</p> <p>Reduce number of withdrawn exam candidates & students</p> <p>Number of enquiries made to IEG Integration Liaison officer</p> <p>Number of attendees Number of presentations given</p>	Dir, Reg

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Compliance work toward achieving the 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 (complaints) and proactive (publications & dbs) mode • Focus on Advanced Technology, Environment and Geoscience communities • Maximize the utilization of: Compliance staff, Enforcement Review Committee members, legal counsel and paid investigators. • Obtain resolution by mediation as much as possible • Obtain resolution via appropriate legal action when required • Increase member awareness of right to title and practice requirements 	<ul style="list-style-type: none"> • Core Activities: <ul style="list-style-type: none"> ○ Out of Province Program to pursue the registration of individuals relocating to Alberta from other Associations ○ Member Database ○ Media Monitoring ○ Alberta Gazette ○ Member and Public complaints ○ Career Advertisements ○ Yellow Pages Advertising ○ Delinquent Permits to Practice • Continue use of the Decision Making Process to resolve practice issues • Increase site visits • Provide information on “how to apply” verbally and via reg’n package at trade shows • Implement Advertising Strategy • Enhance advertising and promotional awareness programs in directories and publications aimed at specific audiences encouraging the hiring of professionals • Continue advertising in telephone directory Yellow Pages around the province under various headings 	<p>Increase new permits, new individual licences and the resolution of title violations by 25%</p>	<p>Dir, Compl</p> <p>Mgr, Comm</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	Support the work of Compliance by promoting the legal requirements and the benefits of licensure to the geoscience community	<ul style="list-style-type: none"> • Make presentations to the 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 major service companies on work previously started by Compliance to reinforce the message that all practitioners are to be licensed. • Review directories and tech mags not reviewed by compliance dept. • Try to track members about to be struck through tech society directories 	<ul style="list-style-type: none"> • More applications received • More geos retained 	Mgr, Geo Aff
Title Provisions - Ensure there is clarity surrounding who should be regulated	Strengthen the wording of the title provisions in the Act	Having been approved by members in April 2004, now awaiting gov't approval	Government passes the changes in 2006 Success rate in the courts	Exec Dir/Dep Reg

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Complaints Investigation — Ensure complaints and subsequent investigations are handled fairly and in a timely manner</p>	<ul style="list-style-type: none"> • Mediate complaints where appropriate and possible • Report complaints of unskilled practice or unprofessional conduct to Investigation Committee immediately • Recommend Discipline Committee Orders where possible 	<p>Begin proactive investigation of reports in the media that may involve the Professions</p>	<ul style="list-style-type: none"> • Number of complaints received • Number of media report events considered • Number of complaints mediated • Number of complaints referred to investigation • Number of Discipline Committee Orders issued • Number of complaints referred to discipline • Time taken • Feedback received 	<p>Mgr, Investigations</p>
<p>Complaints Discipline — Fair and timely decisions regarding allegations of unskilled practice and unprofessional conduct arising from complaints against Members</p>	<p>Consider implications on parties involved</p>	<ul style="list-style-type: none"> • Hold discipline hearings • Review recommended orders • Publish cases as per policy 	<ul style="list-style-type: none"> • Number of decisions issued • Number of cases appealed • Results of appeals • Time taken • Feedback received 	<p>Dir, Prof Prac Mgr, Ed Serv</p>
<p>Complaints Appeal — Ensure appeal hearings are handled fairly and in a timely manner</p>		<ul style="list-style-type: none"> • Hold appeal hearing as required • Publish cases as per policy 	<ul style="list-style-type: none"> • Number of cases referred to and upheld by Alberta Court of Appeal • Time taken • Feedback received 	<p>Deputy Reg Mgr, Ed Serv</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Practice Review Assessment of individual members' competence and continuing right to practice; assessment of quality of professional practice of individual members, permit holders and the professions in general</p>	<ul style="list-style-type: none"> • 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 • Complete implementation of recommendations from outsourced engineering in major projects inquiry • Issue reinstatements and permission to resume practice based on members' competence/experience • Conduct random and responsive audits of members' CPD activities. 	<ul style="list-style-type: none"> • Number of practice reviews undertaken • Outcome of audits of members' CPD activities • Implementation of inquiry recommendations • Number of reinstatements and resumptions • Outcomes of practice reviews • CPD compliance • Number of cancellations 	<p>Dir, Prof Prac</p>
<p>Practice Standards Appropriate standards concerning professional practice and ethics are available to members and public</p>	<ul style="list-style-type: none"> • Develop/revise appropriate standards and guidelines • Provide input to others on the development of their standards • Challenge codes & regulations that restrict professional judgment 	<ul style="list-style-type: none"> • Provide advice on practice issues one-on-one and through articles and presentations • Review existing standards every 5 years and develop new standards when required. • 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 	<ul style="list-style-type: none"> • Demand for standards • Number of guidelines/standards reviewed & updated • Number of new standards published • Input provided • Feedback received 	<p>Dir, Prof Prac</p> <p>Mgr. Edit Serv</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<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 COGEHv2 and Use of Seismic Data and ensure PS takes into account in their standards Use Geoph/Geol Forums to ensure members are aware of AEUB and ASC regulations, COGEHv1&2(2 is new), Reservoir Evaluations, QI and Use of Seismic Data (new) Seek input on other new APEGGA standards Cooperate with U of C Geol & Geoph Dept in the development of a 4th year course 	<ul style="list-style-type: none"> New geoscience standards are created Presentations are made outlining the members' obligations. 	Mgr, Geo Aff
<p>Environment Define the relative responsibilities of professional members doing reclamation and remediation work in Alberta.</p>	Develop a joint practice standard to define our members' professional and ethical responsibilities in completing reclamation and remediation work (generally, not just upstream oil and gas) in the Alberta regulatory context.	<ul style="list-style-type: none"> Task Force meetings with technical representatives from Professional Agrolgists, Biologists, Chemists, foresters and Forest Technologists Define which activities are within each profession's scope of practice. Coordinate with ERC, PSC and Env Committee. Work with AENV to determine what "specialist signoff" entails 	<ul style="list-style-type: none"> Develop new interdisciplinary standard Input provided Feedback received 	Dir, Prof Prac

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Lead Professions

Goals	Strategies	Actions	Measurables/Targets	Responsibility
The Association is governed well	Update long term goals and short term priorities annually	Review strategic plan	<i>Good governance</i> Strategic plan cycle followed and revisions made as appropriate	Council -Exec Dir
	Monitor the overall performance of APEGGA and the health of the Professions	Review key performance indicators	Indicators reviewed quarterly	Council - Exec Dir
	Ensure effective policies are in place with regard to governance, ends, means limitations & council-staff relations Staff is evaluated through ED	ED reports against compliance to policies Develop new policies as appropriate EC conducts performance evaluation of ED	Policies are followed New policies created ED performance review completed - Q1 07	Council - Exec Dir
The Association performs to the highest standards of the Professions	Continue to dialogue with sister associations	Attend CCPE Board of Directors, SLG, Admission Officials, Discipline & Enforcement Officials, Communications Officials, Univ Student & MIT Officials and other TF meetings.	The adoption of best practices by the Association	Pres, Exec Dir, National reps, staff reps
Government Relations Federal — The federal government is aware of and values the role of the professions in society	Support gov't relations activities of national bodies	<ul style="list-style-type: none"> • Provide advice as member of gov't relations committee • Support CCPE BGE program 	<ul style="list-style-type: none"> • Government consults and values submissions • MPs contacted regularly 	Exec Dir

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
Inter-association/National Affairs Ensure sound national leadership and coordination	<ul style="list-style-type: none"> 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 	Exec Dir
Set and maintain national standards for accreditation, examination, licensure and encourage associations to adopt them	<ul style="list-style-type: none"> 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 Attend CGSB meetings and ensure Alta Universities, faculty, students are aware of planned changes to requirements 	<ul style="list-style-type: none"> Time dedicated by staff and volunteers Degree to which associations adopt standards Syllabus info and changes on website 	Dep Reg/Dir Reg
		<ul style="list-style-type: none"> Continue to manage the National PPE Implement recommendations falling from 2005 survey Continue to work on Sask, Ont, NB and potentially PQ as users 	<ul style="list-style-type: none"> Number of associations who use the NPPE and the degree of satisfaction 	Exam Consultant
Work toward more uniform standards and processes for discipline and enforcement activities	Exchange information on discipline, enforcement and professional practice matters	Attend meetings of national Discipline and Enforcement officials Supply database information	Database of discipline decisions and enforcement activities	Dirs Compl. & Prof Prac
Enhance our communications efforts	Exchange information on communications activities Support CCPE communications initiatives Support, plan and implement NEGW programs (e.g.	Attend CCPE Biannual National Communications forum Continue to hold, promote and increase the number of and participation in NEGW events Increase the number of Science	Number of Members participating Number of public participating Number of Science Olympics held	Mgr Comm

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	Science Olympics, launch events, proclamations)	Olympics held province-wide		
Optimize the effectiveness of University Student and MIT Programs	Exchange information on programs	Attend national Student/MIT/University Liaison meetings annually or as called (first one in 2005)	New ideas implemented	Mgr HR & PD/Dir Reg
Provide support of a general nature for sister associations	Continue close relationship with other associations and provide advice when asked	Seek partners on purchase of new software (see IT)	Advice sought Partners found for software purchase	Exec Dir Mgr Admin
Equality - Ensure all members are treated equally	Give RPTs the right to vote and run for election	Having been approved by Council in June 2004, and by members in April 2005, it has been forwarded to government	Government passes the changes in 2006 and APEGGA implements	Exec Dir/Dep Reg
Aboriginal Affairs Increase the number of aboriginals in the professions.	Encourage aboriginal youth in math and sciences in hope they will enter our professions	Implement recommendations from Aboriginal Affairs Committee vis-à-vis outreach, mentoring, scholarships Publish progress, solicit member support in The PEGG	No. of aboriginals in professions 10 year target	Dir IA/Dir C & M Aff/Mgr Comm/ Mgr HR & PD Mgr Edit Serv
Loss & Risk Management Ensure members have ready access to PLI insurance, that members are well informed on risk management and that the AB government moves to amend legislation to reduce the unfair share of the liability that our members carry on their project work	<ul style="list-style-type: none"> Work more cooperatively with insurance brokers and underwriters. Provide training on risk mgmt. annually and as needed Work with AB government, sister associations thru CCPE and potentially CCPG and federal government to reduce liability 	<ul style="list-style-type: none"> Review whether PLI or declaration of PLI coverage should be mandatory Continue to propose to governments that proportional liability is a fairer way to apportion responsibility Provide seminars as demand dictates and continue to include in P to P Seminars 	<ul style="list-style-type: none"> Review of mandatory PLI completed No. of Complaints Attendance at seminars Positive seminar & article feedback Action taken with and by governments 	Council – Dir IA Exec Dir Mgr PD/Dir C & M Aff
Public Outreach Increase the value and respect with which the public view science and technology Create an awareness among	<ul style="list-style-type: none"> Raise public's awareness through the implementation and promotion of events and 	Continue with Outreach programs in schools, libraries and shopping malls Plan & implement NEGW including expanding the number of science	Applications for engineering and geoscience programs in AB Number of outreach	Mgr Comm

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Uphold Members

Goals	Strategies	Actions	Measurables/Targets	Responsibility
Advocacy	Define the extent of advocacy as time passes by developing and releasing public statements or reports on significant public issues in which the professions have knowledge or impact; and gauging members' reactions Be pro-active on matters that clearly impact the public interest React to issues that impact the credibility and reputation of the professions Clearly inform the public what the professions do on their behalf and what they stand for	Continue liaison with P7, Pro 10, Alberta Chamber of Resources, Chambers of Commerce, PNWER and AUMA Continue public outreach through APEGGA program and support of other science based programs Evaluate bill board advertising at airports Continue to host caucus dinners Continue one-on-one dialogue with MLAs as required and regularly invite Ministers to social events	The government and media seek comment from APEGGA APEGGA is seen to respond positively to government when asked for advice or assistance	Exec Dir
Practice Standards To assist members with the practice of their professions	See practice standards strategies, actions under Regulate the Practice	<ul style="list-style-type: none"> • Provide practice advice • Refer members to standards 	<ul style="list-style-type: none"> • Members' responses to assistance received • Feedback on the value of the standards. 	Dir, Prof Prac

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Professional Development High percentage of Alberta University students in engineering and the geosciences engaged with APEGGA and high capture rate of graduates as MITs.</p>	<ul style="list-style-type: none"> • Support University student initiatives • Facilitate the students' transition from academia to industry. • ensure university students are aware of their professional obligations and the role APEGGA plays • start the process of filling the soft skills gap between their degrees and industry's needs • encourage University Student & MIT enrolment • encourage student involvement in tech societies • promote university activities through student columns in the PEGG 	<p>Continue with:</p> <ul style="list-style-type: none"> • free membership in ASAP for 2nd, 3rd and 4th year students <p>Continue interaction with student society execs thru Student Liaison Committees</p> <p>1st and 4th year seminars and courses through interaction with faculties</p> <p>soft skills seminars mixers free registration as MIT at ring workshop grant money for Student Societies' operations access to member services scholarships grant money for Engineering Student projects publishing 4 student articles each month from October through March</p>	<p>Number & % of students enrolled in ASAP Number & % of graduates who enroll as MITs at ring workshop Attendance at events Grant money awarded Scholarships granted and new initiatives funded Feedback on program</p>	<p>Mgr HR & PD/ Mgr Geo Aff</p> <p>Dir C & M Aff Mgr Comm</p> <p>Mgr Ed Serv</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Improve the success rate of immigrants integrating into our professions and becoming full professional members. (See also Registration)</p>	<ul style="list-style-type: none"> • Partner with Immigrant Servicing Agencies for the provision of services • Link immigrants with permit holders for job placement 	<ul style="list-style-type: none"> • Review the recommendations from the Consideration to Integration TF, and adopt where appropriate pending funding • Build the Employment/Career Skills Mentoring Pool and monitor use by IEGs • Continue Job Finds when resources are available • Introduce “Working in Canada” module when completed by CCPE • Introduce cultural training to staff exposed to IEGs (see Resources section) 	<ul style="list-style-type: none"> • Number of IEGs in mentoring pool • Number of attendees at job finds and degree of satisfaction • Culture training introduced 	<p>Mgr HR & PD</p>
<p>Ensure MITs integrate well into the professions and become full professional members. (See also Registration)</p>	<ul style="list-style-type: none"> • Ensure that MITs have the information on the requirements for licensure, the experience, career advice and other direction they need • Carry on with the process of filling the soft skills gap between their degrees and industry’s needs 	<ul style="list-style-type: none"> • Hire P/T Assistant for mentoring and to assist with increased HR responsibilities of manager • Continue with: <ul style="list-style-type: none"> ○ Experience Guide ○ Mentoring ○ MIT Soft Skills Seminars • Research relevant PD subjects • Review the national MIT Guideline for ideas • Participate in the Student/EIT group sponsored by CCPE for ideas from others and share our successes • Evaluate timing and resources needed to implement job find for Canadian grads 	<ul style="list-style-type: none"> • % of graduates who register as MITs upon graduation and carry on through to Professional Member (with intro of new member mgmt system) • Number of MITs registered as protégés • Increase number of MITs attending MIT soft-skills seminars by 5% over the 3-yr avg. • Feedback on the above 	<p>Dir Reg/Mgr HR & PD</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Enhance the competence of members and facilitate their ability to meet CPD program requirements</p>	<ul style="list-style-type: none"> Ensure that there is ready access to a wide variety of PD opportunities that are valued Ensure the needs of the geoscientists are met. 	<p>Continue with:</p> <p>PD Days PD Evenings PD Conference Workplace Soft Skills Mentoring program</p> <p>Expand:</p> <p>Partnerships Branch events (see Member Services) Employment/Career Skills Mentoring program</p> <p>Use the PEGG PD section to promote value of CPD</p> <p>Continue to work closely with CSEG and CSPG (and related geoscience societies) to promote participation in each others events (events calendars, inserts, articles).</p>	<p>Attendance, Number of PMems registered as mentors</p> <p>Higher participation of geoscientists in APEGGA events</p>	<p>Mgr HR & PD</p> <p>Mgr Ed Serv</p> <p>Mgr Geo Aff</p>
<p>Member Services Enhance the value of membership</p>	<p>Provide an expanded and improved range of APEGGA-provided member services consistent with members' needs and Council's guidelines.</p>	<p>Continue to improve online resume referral service Continue to improve the salary survey Promote and advertise new and existing member services and membership benefits in the PEGG Set up a feedback mechanism on-line</p>	<p>Increase the number of users by 5% Feedback</p>	<p>Dir C & M Aff</p> <p>Mgr Ed Serv</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<ul style="list-style-type: none"> Provide an expanded and improved range of group-buy opportunities consistent with members' needs and Council's guidelines 	<ul style="list-style-type: none"> Monitor and improve local insurance programs Evaluate and roll out new local group-buy opportunities as they arise Promote and advertise new and existing member services and membership benefits in the PEGG Continually evaluate existing group- buy agreements 	<ul style="list-style-type: none"> Add 2 new group-buy agreements 	Dir C & M Aff Mgr Ed Serv
	Ensure the needs of the geoscientists are met.	Compare services provided by APEGGA and tech societies	Strengths and weaknesses identified	Mgr Geo Aff
Members enjoy services that benefit from the buying power of 170,000 professionals	Through CCPE negotiate improved insurance and discounted product/services programs	Support group-buy attempts that benefit members CCPE to prioritize a few services for proposal by vendors. Also see staff under Resources Needed.	New products/services	Exec Dir
Respect and Trust Positive public image of Members and of APEGGA	Outreach activities Advertising Sponsorships Media relations Trade shows	Continue to expand opportunities for Members to interact with the public Implement Advertising Strategy Continue advertising in ASTech supplement, NEGW supplement and ads recognizing Summit Awards® winners and Council Monitor media for references to Members and the professions Issue media advisories and news releases on programs and events including Summit Award® winners, new Council Members, APEGGA Gold Medal winners, NEGW events including Science Olympics, student projects	Number of Member and student volunteers Number of public at events Number of Outreach events held Number and nature of positive media mentions	Mgr Comm

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<ul style="list-style-type: none"> Support and participate in activities with other organizations 	<ul style="list-style-type: none"> Sponsorship of appropriate events and initiatives including SciQ, ASTech Awards, AAMD&C, AUMA, CSPG, CSEG, Canmore Geoscience Museum, Science Alberta Foundation, TELUS World of Science Edmonton, University of Alberta and University of Calgary 		Mgr Comm
<p>Pride Members are proud of the professions; and their and other members' accomplishments</p>	<ul style="list-style-type: none"> Recognize excellence, significant achievements and key milestones in members careers and communicate 	<p>Continue with:</p> <ul style="list-style-type: none"> Ring Workshop & Ceremony Member Induction Ceremony Summit Awards Life Member Dinner <p>Provide PEGG coverage of each event and summary of each Summit Award winner in a timely fashion</p> <p>Implement improvements to increase attendance at the Member Induction Ceremonies based on focus group feedback in 2005</p> <p>Reassess value of general promotion of the professions to the public as a way to build member pride</p> <p>Assist in promotion of awareness and pride in accomplishments of geoscience professionals</p>	<ul style="list-style-type: none"> Increase attendance at events Minimum of 800 attendees at Summit Awards Increase number of Summit Award Nominations by 5% Sponsorship level maintained Attendance increased by 10% at Member Induction Ceremonies <ul style="list-style-type: none"> Attend and provide coverage at focused geo and related eng'g events 	<p>Mgr HR & PD Mgr HR & PD Dir C & M Aff Mgr Comm</p> <p>Mgr Comm/Mgr Ed ServDir C & M Aff</p> <p>Mgr HR & PD</p> <p>Mgr Comm</p> <p>Mgr Geo Aff</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
Members are proud of their professional membership	Build loyalty to what licensure stands for	<ul style="list-style-type: none"> • Monitor and continue implementation of brand strategy • Implement Advertising Strategy 	<ul style="list-style-type: none"> • Number of members and cancellations • Percentage of eligible persons & companies licensed (?) • Feedback 	Mgr Comm
<p>Differentiation/Value Stakeholders recognize the tangible value provided by the professions and licenced professionals. As result, members and potential members recognize tangible value of membership/licensure.</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> <p>Advertise Trade shows Outreach Sponsorships Media Relations Government Relations</p>	<p>Publish 2 articles by members that outline the benefits of hiring a professional member Conduct P to P seminars, in-house upon request Implement Advertising Strategy Continue advertising in ASTech supplement, NEGW supplement and ads recognizing Summit Awards® winners and Council Monitor media for references to Members and the professions Issue media advisories and news releases on programs and events including Summit Award® winners, new Council Members, APEGGA Gold Medal winners, NEGW events including Science Olympics Support GR activities including MLA reception, sponsorships (Science & Technology Week, SciQ, Science Alberta Foundation, ASTech Awards)</p>	<p>Companies insist on their employees and contractors being licenced by APEGGA Increase in the number of individuals and companies licensed Members are invited by government and others to participate on boards and committees Permit holders partner with APEGGA on public initiatives</p>	<p>Mgr Ed Serv Dir C & M Aff Mgr Comm</p>

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Communicate and Consult

Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Consult members regularly and incorporate their input appropriately</p> <p>Communicate with members on issues of importance in a timely fashion</p>	<p>Create an Association culture of ongoing consultation Focus on the member and his/her individual perspective Encourage openness and accountability Provide opportunity and mechanisms for timely feedback on key issues Ensure members forum, the PEGG, the e-PEGG, on-line surveys are of appropriate quality and use them to effect in seeking input. Use one-on-one conversations to both communicate issues and seek input. As a reflection of the new C & C style, implement brand strategy, including visual identity and logo Integrate paper and electronic media effectively to take advantage of the synergy between the two</p>	<p>Conduct operational surveys with members as required</p> <p>Continue to solicit feedback on new/revised practice standards and guidelines</p> <p>Introduce e-voting and electronic notification. Promote that members may now receive only the e-PEGG/online PEGG at their request</p> <p>Continue with P to P seminars and the feedback form – a key program for senior members</p> <p>Keep on-line member forum active and monitor</p> <p>Hold member forums and corporate receptions as appropriate</p> <p>Increase corporate presentations</p> <p>Enhance The PEGG based on feedback in member survey</p> <p>Continue with articles/series of articles in PEGG What's in it for me? Environment Compliance</p>	<p>Member feedback (thru surveys, CPC interaction, letters to the association and PEGG editor, member forum and informal comments)</p>	<p>All Mgrs</p> <p>Dir, Prof Prac</p> <p>Deputy Reg/ Mgr Ed Serv</p> <p>Dir, C & M Aff</p> <p>Dir, C & M Aff</p> <p>Exec Dir</p> <p>Mgr Geo Aff/Mgr Compliance</p> <p>Mgr Ed Serv</p> <p>MgrEd Serv in coord with Mgr. C & M Aff/Dir Compliance, Dir Prof Prac & Mrg</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
		<p>Professional development opportunities Discipline decisions And consider series of articles on Aboriginal Awareness How to make a complaint Rights, obligations & privileges of Life Members</p> <p>Maintain and refine the e-PEGG and differentiate more from the PEGG</p> <p>Continue to enhance the website with focus on user friendliness</p> <p>Continue improving the alignment of the written Annual Report and the ED's Annual Report to Council Promote the AR through links to the document in the e-PEGG and the summary in the PEGG</p> <p>Implement brand strategy in all publications and other means of communicating with Members and the public to ensure a professional corporate identity is presented, one that appropriately reflects the Members' professionalism and standards of excellence</p>		<p>HR & PD, Dir IA, Dep Reg</p> <p>Mgr Ed Serv</p> <p>Mgr Ed Serv</p> <p>Mgr Ed Serv</p> <p>Mgr Comm</p>

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Provide Resources Needed

Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Human Resources 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>	<ul style="list-style-type: none"> • Continue with high quality recruitment support • Continue to focus on improving and if necessary terminating staff who are not “meeting expectations” • Create high performance - inducing environment and communicate expectations clearly to staff • Maintain job descriptions and tie to performance evaluations • Recommend and implement a career growth and training plan that focuses training dollars at the most relevant needs and at succession planning 	<ul style="list-style-type: none"> • Establish an effective way to keep the job descriptions current and performance based • Continue with post-hire and exit interviews but create a new report and action plan as feedback for management • Revise the Staff Manual. • Reinforce the messages contained in the Staff Manual through meetings and feedback tools on the new staff intranet. • CCPE to negotiate group benefits program for staff • Introduce staff training seminars to appropriate staff, specifically <ul style="list-style-type: none"> ○ Departmental objectives & activities ○ Telephone customer service training ○ Cultural training ○ Others as identified by training plan 	<ul style="list-style-type: none"> • Staff turnover and trend • Employee satisfaction 	<p>Mgr HR & PD</p> <p>Dir IA</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
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	Provide more online support. Make volunteer management a part of all managers' evaluations Support and encourage geoscience member participation in all committees	Add a "Volunteer Module" within the new Member Information System currently being designed to ensure better coordination across the company, and to provide more knowledge about volunteer training and skills. Work with other managers on geo representation	<ul style="list-style-type: none"> • Volunteer Participation • Volunteer satisfaction • Geo representation 	Mgr Admin All Managers Mgr Geo Aff
Information Technology Facilitate the management of the association, enable a positive e-business relationship with members and project the image of being technologically progressive	<ul style="list-style-type: none"> • Ensure that we have the appropriate technology in place and that it is maintained and enhanced 	<ul style="list-style-type: none"> • Enhance our accounting reports and improve efficiency of operation as familiarization with new accounting system grows. 	<ul style="list-style-type: none"> • Reduced clerical time • Better reports • Better financial and member management • Functionality requested is being used 	Mgr Admin
Facilities & Equipment Attract & retain employees, enable effective and efficient operations, project the appropriate image for the professions and allow for growth	<ul style="list-style-type: none"> • Provide the appropriate facilities and equipment 	<ul style="list-style-type: none"> • Expand Edmonton by exercising option on additional space on 14th floor • Finalize relocation plan • CCPE to negotiate group Fiduciary Liability Policy 	<ul style="list-style-type: none"> • Space for expansion provided on all floors • Clean, efficient and safe workplace 	Mgr Admin Dir IA

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Accounting, Finance & Mgmt Reporting Ensure that the association appropriately manages its financial affairs to facilitate the short and long term goals</p>	<ul style="list-style-type: none"> • Prepare clear concise budget in format approved by Finance Comm. with justification for all cost increases • Report against budget in format approved by Finance • Prepare business reports for Managers/Directors, Sr. Directors and Exec Dir. • Maximize the return on investments and cash • Meet legal requirements • Facilitate audit 	<ul style="list-style-type: none"> • Prepare preliminary budget in Oct with final approval by Council in Dec • Prepare Quarterly Financial Reports for Finance Committee • Finalize formatting and content of Quarterly Business Reports for Managers/Director, Sr. Directors and for corporation as a whole. • Prepare monthly cash flow forecast 	<ul style="list-style-type: none"> • Council approves budget in Nov • QBRs are institutionalized • Return on cash reserves • Meets GAAP 	<p>Mgr Admin</p>