

APEGA Business Plan | 2012-2021



APEGA Business Plan 2012

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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

APEGA is guided by the following principles:

Self Regulation: ongoing self regulation of the professions benefits the public and the professions

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

Communications

and Consultation: input from Members and other stakeholders is continually sought, valued, incorporated and reflected

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Executive Summary

APEGA must meet its obligations to society under Alberta legislation and *The Engineering and Geoscience Professions Act* (EGP Act), and also forge a role outside the legislation that will build additional value in the eyes of stakeholders. The Business Plan directs APEGA'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.

The business plan has been built around:

1. Council's strategic priorities for 2012
2. Staff's operational priorities for 2012
3. Three broad strategic themes from our mission statement (Regulate, Lead and Uphold, reflecting core and ongoing activities)
4. The support resources necessary to carry out these activities

Council's strategic priorities for 2012 are:

1. Ensuring that our legislation enables our ability to protect the public interest adequately
2. Reviewing the national system to ensure it is effective and efficient
3. Ensuring that we have a sufficient and diverse workforce to satisfy the demand for our professions

Staff's operational priorities for 2012 are:

1. Continue to resolve with other constituent associations the use of the national database and the International Institutes and Degrees Database (IIDDD)
2. Continue the implementation of operation efficiencies through IT enhancements beyond the Registration Department
3. Continue with implementation of the Document Management System
4. Continue with implementation of legislative revisions regarding One Act, Two Associations and the Professional Geoscientist changes
5. Complete the recommendations for Edmonton and Calgary office space

Legislation review and ensuring an adequate workforce remain strategic priorities, while reviewing the national system for effectiveness and efficiency has risen as a new strategic priority. The latter is different than the priority of previous years, which was to improve the effectiveness and efficiency of the national bodies themselves. The activities that encourage engagement with members move back into operations. The operational priorities remain much as they were in 2011 with some changes that reflect the completion of some aspects, and the addition of a new priority to use IT to improve the operation efficiency of other departments beyond registration.

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STRATEGIC PRIORITIES FOR 2012

To ensure the successful achievement of the 10-year strategic goals, the following outcomes have been identified as having priority for the current Business Plan.

Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Alberta Legislation <i>Our legislation is old, and has omissions and exclusions that make it difficult to effectively regulate the professions</i></p> <ul style="list-style-type: none"> Legislation enables APEGA to appropriately regulate the practice of the professions Legislation enables new ways of regulating the professions in Canada New Act is in place within six years 	Describe the current situation	<ul style="list-style-type: none"> Staff to identify all acts, codes and standards that require oversight by engineering and geosciences Staff to identify all possible gaps or weaknesses in EGP Act or other legislation including the issues identified at the recent and earlier retreats (see below) Staff to draft a plan to tackle a wholesale revision 	Identification and planning complete and some preliminary issues tackled	Reg
	<p>Address the following specific issues:</p> <p>APEGA has no jurisdiction over practitioners outside the province who are performing work for properties/facilities in the province unless demand-side legislation requires they be licensed</p> <p>There is jurisdictional confusion when owner, property and consultant are in different jurisdictions</p> <p>There are inconsistencies between APEGA's and the Securities Commissions' standards</p>	<p>Pending plan development, initial thoughts suggest that we:</p> <p>Seek to understand why the Act does not allow APEGA, in all circumstances, to regulate practice outside the province when the work is destined for Alberta</p> <p>Seek to clarify who has jurisdictional authority where owner, property, consultant are in different jurisdictions</p> <p>Support the work of Geoscientists Canada in resolving this issue</p> <ul style="list-style-type: none"> Clear understanding of lessons learned from software engineering 	<p>Understanding clear and plan developed to correct, if appropriate</p> <p>Authority clear and documented</p> <p>Standards are uniform</p>	

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<p>Professional licensing bodies have been slow to incorporate emerging disciplines into the professions</p> <p>The ruling of the judge on the IPL case shows serious weakness of the permit system</p> <p>Operating companies are objecting to the Act requirement to stamp all documents</p> <p>The use of engineering and/or geoscience in a company name is allowed without the company holding a permit, unless APEGA can prove that a reasonable person would believe that the company is engaging in the practice of engineering and/or geoscience</p> <p>Corporate Registries has no authority to remove engineering or geoscience from a company name even if the company is in direct contravention of the EGP Act</p> <p>The monetary sanctions in the EGP Act are outdated</p>	<ul style="list-style-type: none"> • Participate in Engineers Canada research committee and QB work on this issue, a portion of which should be the review of progress by others on biomedical engineering and nanotechnology <p>Council to review the IPL case and, if appropriate, have AR&B to draft legislative changes to counteract the judges' decision</p> <p>ARB to draft legislative changes for approval at AGM.</p> <p>Staff to resolve whether it is worth enhancing the Act to eliminate the need to prove "reasonableness"</p> <p>President to meet with the Minister of Government Services to explore the possibility of changes to the Business Corporation Act</p> <p>Staff to review and recommend changes to the sanctions</p>	<p>Way forward clear</p> <p>Draft legislative change approved</p> <p>Draft legislative change approved</p> <p>Draft legislative change approved, if appropriate</p> <p>Changes to Business Corporation Act approved</p> <p>Draft legislative changes approved</p>	
<p>Canada's Regulatory System <i>Improvements in efficiency and effectiveness are possible.</i></p>	<p>Develop concepts locally with Council and nationally with other sister associations on key</p>	<p>Volunteers and staff to work at national level on the development of the Canadian Framework for Licensure</p>	<p>CFL approved by Council and nationally</p>	<p>Pres/CEO/Reg</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p><i>Accreditation is under cost pressures and pressure to adopt outcomes based assessment</i></p> <ul style="list-style-type: none"> • There is consistency across the system in legislation, policies and procedures • Operational efficiencies have been identified and implemented for both the Associations and their members • There is full mobility across Canada for all categories of practicing members • Accreditation system seen as best in the world 	<p>licensure issues</p> <p>Work nationally to evaluate and finalize go-forward position on accreditation of Canadian programs</p>	<p>(CFL) and sell the concepts at home Council to approve as appropriate</p> <p>Encourage national discussion about the status of outcomes-based assessments and other options, such as the use of the FE exam</p>	<p>Agreement reached on go-forward position</p>	
<p>Alberta Labour Market <i>The Government of Alberta(GOA) is forecasting a shortfall of 77,000 people in the next 10 years</i></p> <ul style="list-style-type: none"> • There is a sufficient and diverse workforce to satisfy the demand for engineers and geoscientists • Foreign trained professionals see Alberta as a welcoming place • Practitioners licensed in other parts of Canada find transfer to Alberta to be seamless • Albertans with high academic and social skills choose our professions 	<p>Maintain accurate statistics</p> <p>Foreign Trained Professionals</p> <ul style="list-style-type: none"> • Foreign trained professionals are treated fairly, in a timely fashion and integrate well into the profession <p>Professionals Licensed Elsewhere in Canada</p>	<ul style="list-style-type: none"> • Participate in Engineers Canada’s Labour Market Steering Committee and on GOA Energy Workforce Development Group and expose members to the info as appropriate • Review all labour market information and expose members and government to the stats <p>Evaluate the recommendations coming from the consultant’s 2011 work on registration process and documentation, and implement where appropriate</p>	<p>All stakeholders are on the same page with regard to the supply/demand situation.</p> <p>Documentation and process improved in the eyes of the applicants</p>	<p>COO</p> <p>Dir Reg</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<ul style="list-style-type: none"> • Albertans constitute at least one-third of the applications received for engineering • Women represent 30 per cent of practitioners by 2030 • Aboriginals represent two per cent of practitioners by 2030 	<ul style="list-style-type: none"> • Continue to work on improvements to uniformity of licensure practice across the county <p>Alberta Youth</p> <ul style="list-style-type: none"> • Attract young men, young women and Aboriginals • Excite youth in grades 1 through 6 about math and science • Expose youth to our professions in grades 7 through 12 • Partner or sponsor organizations with similar objectives • Specifically, partner with resource providers, outreach deliverers, and major school boards • Encourage the government to develop a strategic approach to outreach and to increase the number of engineering academic spaces • Increase APEGA Education Foundation (AEF) funding for outreach and student support. 	<ul style="list-style-type: none"> • Support the work on the Canadian Framework for Licensure <ul style="list-style-type: none"> • Enhance the partnership with ASLA for in-class curriculum-based programming for all students in grades 1 through 6 • Finalize the partnership with EWB on joint outreach programming for high school and implement • Implement the partnership with WinSETT on retention of women • Implement financial and volunteer partnerships with Cenovus, GOA and AMEC and seek others • Implement partnerships with Calgary Board of Education and Edmonton Catholic School Board • Sponsor CSPG events and CSEG, Canmore Museum, Science Alberta Foundation, Telus Worlds of Science and university programs in our professions • Organize science fairs, science nights, science Olympics and rock and fossil clinics • Recognize well qualified teachers with Excellence in Education awards (20 at \$2,000 each) • Support teachers by providing \$24,000 to their professional program development • Develop a national engineering and geoscience career site and literature that will support teachers 	<p>Council approves the standardization modules</p> <ul style="list-style-type: none"> • Increase in total number of undergrad engineers • Increase in the number and percentage of women and Aboriginals in the professions 	<p>Council/CEO/Reg</p> <p>MgrO&MS</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<p>public interest</p> <ul style="list-style-type: none"> • Refocus the outreach program primarily on career development in grades 7 through 12 to women and Aboriginals. • Continue to expose young women to female engineering role models <p>Retain</p> <ul style="list-style-type: none"> • Encourage permit holders to create supportive work environments • Provide/facilitate mentoring and networking opportunities and leadership training for women • Recognize organizations or individuals that support women <p>ABORIGINALS</p> <ul style="list-style-type: none"> • Work at both the provincial and national levels • APEGA partners with or sponsors provincial bodies with like objectives • Focus on kindergarten through Grade 12 outreach, support during university and improving member awareness of indigenous issues 	<p>women in university</p> <ul style="list-style-type: none"> • Revamped website and career materials (print and video) will be designed to attract women, i.e. focus on people and women role models • Increase advertising for more women for outreach program <ul style="list-style-type: none"> • Partner with WinSETT to provide leadership skills training for women and to provide permit holders with information on policy and practices that support women • Provide networking and mentoring opportunities for women in engineering to meet other women engineers potentially through a partner • Create a Summit Award® to recognize companies or individuals for their support of women in the engineering profession. <p>Nationally, APEGA will:</p> <ul style="list-style-type: none"> • Develop a career site and outreach materials for all constituent members with the help of an advisory group comprised of representatives from other Associations <p>Locally, APEGA will:</p> <ul style="list-style-type: none"> • Continue with an Aboriginal Affairs 		

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<ul style="list-style-type: none"> • To overcome the fact that there are few Aboriginal role models, put members of all types in front of and/or in mentoring relationships with Aboriginal students • APEGA will develop support materials for all CAs with the support of Engineers Canada • Seek corporate and governmental financial support for the outreach and university programs. • Seek Aboriginal community support 	<p>Advisory Committee</p> <ul style="list-style-type: none"> • Provide the opportunity for Aboriginal members to self-identify through APEGA's database • Seek appointment of an Aboriginal person as a public member on Council • Encourage Aboriginal members to seek higher profile volunteer positions within APEGA • Put members of all types in front of Aboriginal students in kindergarten through 12. • Provide mentors for Aboriginal students in Edmonton and Calgary in kindergarten through Grade 12, in schools with high Aboriginal populations • Enhance sponsorships of summer camps in Aboriginal communities through DiscoverE, Minds in Motion and TSAG • Provide sponsorships for two Alberta Aboriginal youth groups – Belcourt Brosseau Metis Foundation and the Alberta Aboriginal Youth Achievement Awards • Ensure teachers in Aboriginal schools are involved in School is Cool and professional development support • The APEGA Education Foundation (AEF) will continue to provide scholarships or bursaries • Continue to raise the awareness of professional engineers and geoscientists to indigenous issues • Increase recruitment for outreach 		

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
		volunteers in general, and for Aboriginal members in particular <ul style="list-style-type: none"> Enhance level of interaction with Treaties 6, 7 and 8, and with the Metis Nation of Alberta, and expand our efforts to connect with Aboriginal bands through powwows Continue to promote Aboriginal initiative in The PEG. 		

OPERATIONAL PRIORITIES FOR 2012

In addition, staff has identified five operational priorities that warrant specific mention, four of which are carry-overs from previous years.

Goals	Strategies	Actions	Measurables/Targets	Responsibility
1) Speed up the transfer of applicants from other Canadian jurisdictions and the assessment of foreign-trained applicants	Work nationally on agreement for use of national database and International Institutes and Degrees Database (IIDD)	<ul style="list-style-type: none"> In conjunction with Canadian Framework for Licensure, participate actively in the assessment of the national database and the IIDD Change current policies, if appropriate 	<ul style="list-style-type: none"> Use of national database and IIDD resolved Transfers and foreign trained applicants handled more expeditiously 	Pres/CEO/Reg/Dir Reg
2) Improve operational efficiencies through enhancements to the member management system	With the identification of priority areas for improvement through IT enhancements complete, implement in orderly fashion within budget constraints	<ul style="list-style-type: none"> Review results of Aptify's Business process Review (BPR) to identify priority requirements to enhance operational processes through automation, workflows, managerial reports, web interfaces and other efficiencies using Aptify Implement enhancements in priority order and provide required training 	<ul style="list-style-type: none"> Enhancements implemented for various operating processes with improved efficiencies 	Dir F&A/ Other Mgrs
3) Improve electronic access to	Develop document retention	<ul style="list-style-type: none"> Records Management Steering 	<ul style="list-style-type: none"> Policy implemented 	DirF&A

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
documents and reduce storage and file space	strategy and begin hard copy documentation reduction in preparation for new space, ending 2014 at the latest	<p>committee to continue to approve new Policy Framework.</p> <ul style="list-style-type: none"> Continue to define/implement Information Governance Framework Train staff to adopt new automated processes and perform scanning on go-forward basis Hire contractor to scan prior year documents into Aptify 	<p>along with applicable staff training</p> <ul style="list-style-type: none"> Improved efficiency in document retrieval online and governance role. Improved response time to member inquiries Reduced filing space 	
4) Implement legislative revisions Continue to implement the One Act, Two Associations regulatory model	The launch of the Joint Board of Examiners is complete. Other joint regulatory boards will follow as the need arises. Continue to promote the value of this partnership and what some of the terminology means.	<p>Develop the Terms of Reference (TOR) for the highest priority joint regulatory boards, as needed</p> <p>Continue with communications program to Members that includes awareness of opportunities that a partnership of this type presents and provides examples that clarify what “routine application, industry recognized and codes and standards” means</p> <p>Continue to keep sister associations abreast of the implementation and the feedback.</p>	<p>TORs are approved and Members appointed</p> <p>Members support the scopes of practice for the P.Techs. An increase in P.Tech.(Geo.) and P.L. (Geo.) Members</p> <p>Sister associations increasingly support this initiative</p>	<p>Reg/Dir Reg</p> <p>Dir Comm/CEO</p> <p>MgrGeoAff/Dir Comm</p>
P.Geo. designation approved	Implement the conversion to P.Geo. when approved at 2011 fall sitting of legislature	<ul style="list-style-type: none"> Revise logo, letterhead, promotional materials to members, publications, lapel pins, etc., with new name Where appropriate, replacement schedule to coincide with need to replace old stock 		Dir Comm
5) In light of pending lease expiries, resolve where APEGA offices should be Finalize recommendations on buy, build, and lease options for Edmonton office downtown. Lease	Avison & Young to assess, make recommendations and negotiate agreements in both Edmonton and Calgary	<p>Finalize needs assessment for both Calgary and Edmonton</p> <ul style="list-style-type: none"> Final recommendation whether to buy, build or lease by end Q1 2012 Final recommendations where to 	<ul style="list-style-type: none"> Direction is clear Most cost effective decision for APEGGA regarding buy/build/lease alternatives and 	DirF& A

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CORE ACTIVITIES

Regulate Practice

Goals	Strategies	Actions	Measurables/Targets	Responsibility
Registration Directory — Ensure the public has access to relevant, up-to-date information on Members	Maintain Member directory on website and provide info by phone as required	Maintain website directory and update daily	No complaints that directory is out of date	Mgr Ed Serv
Privacy - Ensure proper balance is maintained between the public's right to information and the Members' rights to privacy	Apply privacy rules as required	<ul style="list-style-type: none"> Update APEGA privacy policy as necessary Revise practice to seeking consent 1) to include contact information in membership directory and 2) to send contact information to service providers with implementation of new Member management system 	No valid complaints about privacy are lodged with APEGA	Reg
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 Continue with technical exams twice a year and PPE four times per year in many locations throughout North America Continue FE Exam (and begin FG exam) as alternatives to APEGA confirmatory exams 	<ul style="list-style-type: none"> Evaluate improvements in workflow once the MMS is running Improve/update application forms and information to be user friendly Continue to review Board of Examiner's policies and procedures Review and revise content and format of Registration documents 	<ul style="list-style-type: none"> Number of applications processed Number of new Members Total number of Members 	Dir Reg DirReg/ Dir Comm
Electronic Seals – Provide enhanced public protection regarding authenticity of electronically-stamped documents	Create a direct link between a Member's digital signature/ electronic seal and the Member's registration status based on the requirement for an exclusive APEGA issued seal for all electronically-transmitted documents	Implement a certificate-issuing process for documents bearing a valid APEGA electronic seal	Operational electronic seal/digital signature system	Dir Prof Prac

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Internationally Educated Graduates (IEGs)/Professionals - Facilitate the integration of IEGs into the professions (See also Professional Development under Upholding Members)</p>	<ul style="list-style-type: none"> • Improve the flexibility of evaluation methods and rules while maintaining admission standards • Improve help provided to IEGs • Improve the understanding of the licensure requirements 	<ul style="list-style-type: none"> • Complete implementation of the recommendations from the Board of Examiners Task Force • 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 • Complete AEI funded project for enhancing registration process for IEGs • Continue to provide mentoring to meet needs of IEGs • Continue to provide targeted PD for IEGs • Continue to deliver lectures to immigrant servicing agencies' clients • Review and revise content and format of Registration documents 	<p>Reduce number of withdrawn exam candidates and students</p> <p>Number of enquiries made to IEG Integration Liaison officer</p> <p>Number of attendees Number of presentations given</p>	<p>Dir Reg</p> <p>Dir Reg</p> <p>MgrHR/PD Mgr Reg.</p> <p>MgrHR/PD</p> <p>Dir Reg</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Permits —The work done by companies practicing in Alberta meets the standards of the professions with respect to ethics, accountability and quality.</p>	<ul style="list-style-type: none"> • Educate responsible Members and chief operating officers on their legal obligations and professional responsibilities through permit seminars • Promote with RMs that they are partners in the regulation of the professions, not just licence holders 	<p>Consider ongoing enhancements</p>	<ul style="list-style-type: none"> • 1,000 attendees • 36 seminars delivered • Positive feedback from attendees continues 	<p>Dir CA&I</p>
<p>Ensure applications processing and ongoing management of permit files are done efficiently and effectively</p>	<p>Continue to improve how we manage permits</p>	<ul style="list-style-type: none"> • Improve/update application and renewal forms • Evaluate the move to fully electronic handling and storage of information • If yes, cull files prior to scanning 	<ul style="list-style-type: none"> • Number of permits issued • Time to handle permits 	<p>Dir CA&I/Dir F&A</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Compliance/Enforcement</p> <p>Continue to deliver compliance/enforcement program in accordance with Terms of Reference to at least 2011 standards.</p> <p>Complete the rewrite and development of “Guiding Principles”, “Policies”, and “Procedures” documents for the Enforcement Program</p> <p>Complete review, enhancement, and documentation of staff processes and operations, consistent with best practices and newly revised documents.</p>	<p>Continue as in 2011 except as modified by other goals or opportunities to improve as they are presented.</p> <p>Evaluate existing documents against current policies, standards, practices, precedence, and beliefs.</p> <p>Research into past to understand development of existing docs., investigate similar modern systems where they exist.</p> <p>Evaluate existing documents against current policies, standards, practices, precedence, and beliefs.</p> <p>Research into past to understand development of existing docs., investigate similar modern systems where they exist.</p>	<p>Per Terms of Reference and current practices and procedures until modified.</p> <p>Review and draft rewrites by staff</p> <p>Review of draft rewrites and input by ERC sub-committee, legal counsel, Registrar, and others as necessary</p> <p>Approval of rewrites by ERC and/or Council as appropriate.</p> <p>Adoption by ERC.</p> <p>Review and draft rewrites by staff</p> <p>Review of draft rewrites and input by ERC sub-committee, legal counsel, Registrar, and others if necessary</p> <p>Approval of rewrites by ERC and/or Director if appropriate.</p> <p>Implementation by Staff</p>	<p>Average file age at close < 120 days</p> <p>Min 384 files opened</p> <p>Min 384 files closed</p> <p>Min 70% positive closes for individuals</p> <p>Min 85% positive closes for corporations</p> <p>Finalized “Guiding Principles” and “Policies” documents approved by appropriate authority by July 1, 2012</p> <p>Finalized “Procedures” documents approved by appropriate authority December 31, 2012.</p> <p>80% of all staff processes and operations reviewed and documented by Dec 31, 2012.</p> <p>Processes will fair, objective, standardized, and demonstrably effective.</p>	<p>Director Compliance</p> <p>Director Compliance</p> <p>Director Compliance</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Develop and implement a means of warning the public of companies or individuals who are believed to be violating reserved title or practice when enforcement is not an option or is not sufficient to protect the public.</p>	<p>Investigate passive means of warning for instances of low risk to public.</p> <p>Investigate active means of warning for instances of high risk to public.</p>	<p>Staff to investigate and develop appropriate means meeting legal, professional, and political needs.</p> <p>Review and acceptance by Registrar and ERC.</p> <p>Acceptance by Council if appropriate.</p> <p>Implementation by Staff.</p>	<p>Passive means of warning the public either fully implemented July 1, 2012 or not pursued for valid reason.</p> <p>Active means of warning the public either fully implemented by Dec. 31, 2012 or not pursued for valid reason.</p>	<p>Director Compliance</p>
<p>Specialized investigative and legal capacity and resources will be used effectively and appropriately to respond to egregious title and practice violations.</p>	<p>Financial, investigative, legal, and processes put in place through 2011 to be utilized when necessary.</p>	<p>As dictated by process and circumstance of particular violation.</p>	<p>Timely initiation of investigation.</p> <p>Useful and relevant evidence gathered</p> <p>Appropriate legal action initiated when warranted.</p>	<p>Director Compliance</p>
<p>Develop and implement a means of actively identifying and addressing title violations by employees within permit holding corporations.</p>	<p>Investigate active means of identifying and addressing title violations.</p>	<p>Staff to investigate and develop appropriate means meeting legal, professional, and political needs.</p> <p>Review and acceptance by Registrar and ERC.</p> <p>Acceptance by Council if appropriate.</p> <p>Implementation by Staff</p>	<p>Active means identifying and addressing title violations implemented by Oct 1, 2012 or not pursued for valid reason.</p>	<p>Director Compliance</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Provide the public and members with more relevant and convenient Compliance/Enforcement information on the APEGGA website and a clear path for initiating complaints.</p> <p>Is something needed here about use of Compliance Comment column in The PEG to reach members and permit holders???</p>	<p>Review current website material and similar from other regulators, develop new content consistent with website redevelopment project.</p> <p>Integrate web content with compliance messages delivered in warning letters to violators.</p>	<p>Review and rewrite by Staff.</p> <p>Review and acceptance by Registrar if appropriate</p> <p>Implementation by Editorial Services.</p>	<p>New web content on-line by Oct 1, 2012, subject to constraints from larger web redevelopment project</p>	<p>Director Compliance</p>
<p>Geoscience Affairs</p> <p>Increase the rate and number of licensed geoscientists</p>	<p>Monitor the demographics of the geoscience community</p> <p>Support the work of Compliance by promoting the legal and professional requirements and the benefits of licensure to the geoscience community by continuing with a campaign to permit holders, regulators, universities, geoscience learned societies and the public</p>	<p>Report at each Council meeting</p> <p>Continue with focused calls on senior practitioners in academia and industry as follow up to the Permit to Practice seminars</p> <p>Conduct corporate workshops for summer students and unlicensed practitioners</p> <p>Promote with TSX, TSX-V, AEUB, AE, resource industry associations, corporation and ASC the need for only licensed practitioners to submit report</p> <p>Entrench in the undergrad programs a fourth year course on practicing the professions and introduce the new Geo Prof and Ethics learning module</p>	<p>Numbers and percentage are increasing</p> <p>Permit holders support APEGA and have policies that support 100 per cent licensure with APEGA</p> <p>Standards are aligned</p> <ul style="list-style-type: none"> • Faculties support licensure with APEGA • Student-focused initiatives continue 	<p>Mgr Geo Affairs</p> <p>Pres/CEO/Mgr Geo Affairs</p> <p>CCPG/Pres/CEO/ Mgr Geo Affairs</p> <p>Mgr Geo Aff/Dir Comm</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
		Enhance partnerships with groups such as CSEG and CSPG through sponsorships including: C3GEO, KISP, Honorary Address, Doodle Train, Stones and Bones, Seismic in Motion	with professional development course developed and being implemented Geoscience learned societies support licensure with APEGA	Dir Comm/Mgr Geo Aff
	Support the work of Registration by providing information to geoscience Members on the registration criteria and process and on working in other jurisdictions	<ul style="list-style-type: none"> • Assist in the development of brochure and website for geoscience applicants and Members that address benefits of licensure, the criteria and the process • Working with the Professional Licensee (Geo) Screening Committee to develop standards 	New registration criteria and information created	Mgr Geo Aff Mgr Geo Aff/Dir Comm
	Support the work of Communications by working closely with them on development of promotional material	Develop and implement communications strategy including key messages: <ul style="list-style-type: none"> • Why licensure is required • Under what circumstances is licensure required • History • New licensure opportunities due to One Act, Two Associations Continue focused advertising to non-compliant geoscience community by developing ads for CSPG, CSEG, CWLS publications and others	<ul style="list-style-type: none"> • Members understand why and when a license is required • Members feel more affinity to APEGA due to a long history • The professional ladder for the geosciences is clear to Members • Publish feature articles in technical society journals and bulletins on professional practice issues 	Dir Comm/Mgr Geo Aff
	Support the work of Outreach by taking the lead on kindergarten through Grade 12 student development	Partner with CWLS, CSEG and CSPG on enhancing Seismic in Motion; and refining the Honorary Address in Edmonton which was begun in 2011		Mgr Geo Aff/MgrO&MS

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	Involve more geoscientists in APEGA's professional development seminars	<ul style="list-style-type: none"> • Work cooperatively to include geoscience professional development topics at Conference and to partner with CSEG and CSPG on professional development initiatives • Finalize agreement with CSPG on C3Geo Conference 	<ul style="list-style-type: none"> • Number of professional development seminars that are inclusive of geoscience areas • Number of geoscientists attending APEGA's professional development seminars 	Mgr. HR/PD & Mgr GeoAff.
<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 	<ul style="list-style-type: none"> • Begin proactive investigation of reports in the media that may involve the professions • Finalize the implementation of the changes in the investigative process that have been instituted to improve effectiveness and efficiency 	<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 	Dir CA&I
<p>Complaints Discipline — Fair and timely decisions regarding allegations of unskilled practice and unprofessional conduct arising from complaints against Members</p>	Consider implications on parties involved	<ul style="list-style-type: none"> • Hold discipline hearings • Review recommended orders • Publish cases as per policy • Advertise decisions and issue news release as per Committee decision 	<ul style="list-style-type: none"> • Number of decisions issued • Number of cases appealed • Results of appeals • Time taken • Feedback received 	Dir Prof Prac Mgr Ed Serv Dir Comm

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<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 • Advertise decisions and issue news release as per committee decision 	<ul style="list-style-type: none"> • Number of cases referred to and upheld by Alberta Court of Appeal • Time taken • Feedback received 	<p>Reg/ Mgr Ed Serv</p> <p>Dir Comm</p>
<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 (CPD) 	<ul style="list-style-type: none"> • Conduct random and responsive reviews of Permit Holders' and individuals' practices • 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 • 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 new standards when required • Review existing standards every five years • Provide advice verbally, by writing articles, making presentations and publishing paper and online versions of the standards • Provide input to others on the development of their standards and challenge codes and regulations that restrict professional judgment 	<ul style="list-style-type: none"> • Review appropriate standards that were published in 2007 or earlier • Monitor/provide feedback on development of codes, standards by others through representatives on Safety Codes Council technical councils 	<ul style="list-style-type: none"> • Demand for standards • Number of guidelines/standards reviewed and updated • Number of new standards published • Input provided • Feedback received 	<p>Dir Prof Prac</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 APEGA standards 	<ul style="list-style-type: none"> Ensure PS takes COGEH standards into account in their standards Use geoscience forums to ensure Members are aware of AEUB and ASC regulations, COGEHv1,2&3(3 is new and deals with unconventional hydrocarbons), Reservoir Evaluations, QI and Use of Seismic Data Seek input on other new APEGA standards Cooperate with University of Alberta Earth and Atmospheric Sciences and Physics Departments in the development of a fourth year course 	<ul style="list-style-type: none"> New geoscience standards are created Presentations are made outlining Members' obligations Cooperate closely with the Chief Geophysicists Forum to develop a practice standard or guide for use of microseismic technology in resource play evaluation 	Mgr Geo Aff

LEAD PROFESSIONS

Goals	Strategies	Actions	Measurables/Targets	Responsibility
Governance — The Association is governed well	Update long term goals and short term priorities annually	Work with Council on development and implementation of new strategic plan framework	<ul style="list-style-type: none"> Good governance Strategic plan cycle followed and revisions made as appropriate 	Council/CEO
	<ul style="list-style-type: none"> Ensure effective policies are in place with regard to governance, ends, means limitations and council-staff relations Staff is evaluated through CEO 	<ul style="list-style-type: none"> CEO reports against compliance to policies Develop new policies as appropriate EC conducts performance evaluation of CEO 	<ul style="list-style-type: none"> Policies are followed New policies created CEO performance review completed - Q1 - 2012 	Exec Comm
The Association performs to the highest standards of the professions	Continue to dialogue with sister associations	Attend CCPE Board of Directors, CEO Group, Admission Officials, Discipline and Enforcement Officials, Communications Officials, University Student and M.I.T. Officials and other TF meetings	The adoption of best practices by the Association	Pres/CEO/ National reps/staff reps

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Government Relations Federal — The federal government is aware of and values the role of the professions in society</p>	<p>Support government relations activities of national bodies</p>	<ul style="list-style-type: none"> • Provide advice as member of government relations committee • Support Engineers Canada BGE program 	<ul style="list-style-type: none"> • Government consults and values submissions • MPs contacted regularly 	<p>CEO</p>
<p>Government Relations Provincial — Maintain the privilege of self-governance by ensuring that the government is satisfied that the EGP Act is being properly administered and has confidence in APEGA, considers APEGA as a partner</p> <p>— Ensure other government priorities do not adversely impact APEGA's role in protecting the public interest, i.e. accepting professionals with lower standards to manage workforce challenges or losing privilege of self-regulation to reduce cost</p>	<p>Continue the ongoing provincial government relations program at the ministerial and SPC level</p>	<ul style="list-style-type: none"> • Meet formally, at least annually, with public Members • Host government receptions • Attend government events, economic development, political conventions • Meet regularly with key government Ministers and officials, make formal presentations as required • Maintain Health and Safety Partnership agreement with Alberta Human Services (AHS). • Continue to attend Energy Workforce Group facilitated by AHS • Work cooperatively with labour market staff in AHS • Table Annual Report in legislation • Support GR activities including MLA reception, sponsorships (Science Alberta Foundation, ASTech Awards) • Communicate APEGA success directly to MLAs and others as appropriate • Invite government representatives to Summit Awards®, AGM, Council Dinners • Report activities and feedback verbally to Council 	<ul style="list-style-type: none"> • There are no surprises and our input has been incorporated in government decisions • Supportive public Members report to Minister • Attendance at events by Ministers, MLAs, and bureaucrats • Number attended and outcome • Number of meetings and outcome • Feedback 	<p>CEO/Mgr EEL</p> <p>COO/Mgr HR & PD</p> <p>COO</p> <p>COO</p> <p>Mgr Ed Serv Dir Comm</p> <p>CEO/Mgr EEL/Dir Comm</p> <p>CEO</p>
<p>Assist the Government of Alberta (GOA)</p>	<p>Maintain close contact with key GOA officials</p>	<ul style="list-style-type: none"> • Respond to government initiatives – functions, trade missions, strategy sessions • Respond to requests for 	<ul style="list-style-type: none"> • GOA consults with APEGA and values input • Recommendations 	<p>CEO</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
		representation on government committees and task forces	are implemented	
Government Relations Municipal — Ensure they value the use of professionals and specify their use	Continue positive relationships with municipal governments	Liaise with AUMA, AAMD&C and municipal administrators, support and attend municipal events, chambers of commerce, economic development groups, trade shows, host joint board dinner, host city council luncheons, rejuvenate the Joint Municipal Task Force	Municipalities seek and value advice from professionals, employ professionals where required	CEO/Mgr EEL, Dir Comm
Public Relations — Ensure the public is aware of high level APEGA activity and career options	<ul style="list-style-type: none"> • Share information of interest with the public through major news media • See Strategic Priority 4 - Outreach 	<ul style="list-style-type: none"> • Continue support for NEGM insert in the <i>Calgary Herald</i> and <i>Edmonton Journal</i> • Pending TF report, continue recognizing Summit Award Winners and new Council in <i>Calgary Herald</i> and <i>Edmonton Journal</i> • Issue media advisories on programs, events, Summit winners, new Council, etc. • See Strategic Priority 4 - Outreach 	<ul style="list-style-type: none"> • Public and Member surveys • Number of public at events • Number of entrants to profession 	Dir Comm Mgr MA
National/Inter-association Affairs — Ensure sound national leadership and coordination	<ul style="list-style-type: none"> • Improve the performance of the national bodies and the relationship between them and the constituent Members • Support activities of Engineers Canada and Geoscientists Canada with financial and human resources 	<ul style="list-style-type: none"> • Provide continued support for creating the By-Laws for the new governance model for Engineers Canada passed in 2010 • Provide input and support for creating the funding model for Engineers Canada • Provide input and support for governance review of Geoscientists Canada • Attend meetings of CEO Group, Presidents and Board of Directors • Volunteers serve on national Boards and Committees 	<ul style="list-style-type: none"> • New financial structure for Engineers Canada • New structure and governance model for Geoscientists Canada • Time dedicated by staff and volunteers • Engineers Canada and Geoscientists Canada are seen as the unified voices for the professions • The Association and Members see real value in the national organizations 	Pres/CEO

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
Set and maintain national standards for accreditation, examination, licensure and encourage associations to adopt them	<ul style="list-style-type: none"> Support activities of Engineers Canada and Geoscientists Canada 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 Alberta universities, faculty and 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 information and changes on website 	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 SK, ON, NB and potentially PQ as users 	<ul style="list-style-type: none"> Number of associations who use the NPPE and the degree of satisfaction Implement and publicize the FG exam 	Exam Consultant/Mgr GeoAff
Work toward more uniform standards and processes for discipline and enforcement activities	Exchange information on discipline, enforcement and professional practice matters	<ul style="list-style-type: none"> Attend meetings of national Discipline and Enforcement officials Supply database information 	Database of discipline decisions and enforcement activities	Dir's Compl & Prof Prac
Enhance our communications efforts to the public	<ul style="list-style-type: none"> Exchange information on communications activities Support, plan and implement NEGW programs (e.g. science Olympics, launch events, science nights) 	<ul style="list-style-type: none"> Attend Engineers Canada bi-annual Communications Officers meeting Prepare and publish insert in <i>Calgary Herald</i> and <i>Edmonton Journal</i> featuring members and their contributions to society as part of NEGW Continue to plan, implement, promote and increase the number of and participation in NEGW events 	<ul style="list-style-type: none"> Number of Members participating Number of public participating 	Dir Comm Mgr O&MS/Dir Comm
Optimize the effectiveness of university student and M.I.T. programs	Exchange information on programs	Attend national student/M.I.T./university liaison meetings in Edmonton	New ideas implemented	MgrO&MS./Dir Reg/MgrGeo
Keep current the national engineering labour market model	Stay as volunteer on Labour Market Steering Committee	<ul style="list-style-type: none"> Update completed in 2010 Little work expected in 2011 	Another update may be completed in 2011	COO
Develop national Aboriginal program	<ul style="list-style-type: none"> Stay as volunteer on Indigenous Peoples 	<ul style="list-style-type: none"> Provide advice and information on activities in Alberta 	Individual programs funded and national focus	COO

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	Outreach Task Force <ul style="list-style-type: none"> • Take a greater leadership role 	<ul style="list-style-type: none"> • Develop outreach materials for all CAs 	developed	
Provide support of a general nature for sister associations	Continue close relationship with other associations and provide advice when asked		Advice sought	CEO
Advocacy	Public Issues Committee set up to: <ul style="list-style-type: none"> • Provide informed, balanced discussion on professional issues and technical issues affecting society • 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 	<ul style="list-style-type: none"> • Identify issues, as appropriate, and publish position papers • Continue liaison with P7, Pro 10, Alberta Chamber of Resources, Chambers of Commerce, PNWER and AUMA • Continue to host caucus dinners • Continue one-on-one dialogue with MLAs as required and regularly invite ministers to social events • Host Edmonton and Calgary city council luncheons • Communicate directly with MLAs and others as appropriate 	<ul style="list-style-type: none"> • APEGA is proactive with identified issues • The government seeks comment from APEGA • APEGA is seen to respond positively to government when asked for advice or assistance 	CEO/Mgr EEL/Dir Comm,

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Loss and Risk Management — Ensure Members have ready access to PLI insurance, that Members are well informed on risk management and that the GOA moves to amend legislation to reduce the unfair share of the liability that our Members carry on their project work</p>	<ul style="list-style-type: none"> • Work cooperatively with insurance brokers and underwriters • Provide seminars as demand dictates and continue to include in P to P Seminars • Due to initial response from Alberta and other governments and no current complaints from members, delay further proposals that GOA legislation adopt proportional liability as a fairer way to apportion responsibility • When appropriate to approach GOA, involve national bodies with the federal government 	<ul style="list-style-type: none"> • Continue as is • Have been offering one annual two-day seminar on risk management and one on loss management • No activity currently planned 	<ul style="list-style-type: none"> • Number of complaints • Attendance at seminars • Positive seminar and article feedback • Action taken with and by governments 	<p>CEO</p> <p>Mgr HR&PD/ Mgr CA&I/Mgr Ed Serv</p>

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<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"> • Train Internationally Educated Graduates (IEGs) to develop effective job search strategies • Facilitate IEG integration into the Canadian work place 	<ul style="list-style-type: none"> • Continue seminars by Lionel Laroche to train IEGs to develop effective job search strategies • Build mentoring pool • Provide cultural training to Members with focus on mentors and protégés 	<ul style="list-style-type: none"> • Number of IEGs in mentoring pool 	<p>Mgr HR & PD</p>
<p>Ensure M.I.T.s integrate well into the professions and become full Professional Members. (See also Registration)</p>	<ul style="list-style-type: none"> • Ensure that M.I.T.s 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 	<p>Continue with:</p> <ul style="list-style-type: none"> ○ Experience Guide ○ Mentoring ○ M.I.T. Soft Skills Seminars • Research relevant professional development subjects • Review the national M.I.T. Guideline for ideas • Participate in the student/E.I.T. group sponsored by Engineers Canada for ideas from others and share our successes 	<ul style="list-style-type: none"> • Number of M.I.T.s registered as protégés 	<p>Dir Reg/Mgr HR & PD/Mgr O&MS</p>

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		<p>the PEG</p> <ul style="list-style-type: none"> • Promote nominations for Summit Awards® and Summit Awards® recipients • Promote professional development and mentoring program • Extend creative “We make a difference” print, outdoor, airport and radio ads • Continue with P to P seminars • Continue to seek Members who can write articles outlining the benefits of hiring a Professional Member • Continue to use Members for regulatory and non-regulatory volunteer roles and support Engineers Canada MP program 		<p>Dir Comm</p> <p>Mgr HR/PD</p> <p>Dir Comm</p> <p>Mgr CA&I Mgr EdServ</p> <p>All Mgrs</p>
<p>Member Services — Enhance the value of membership through the provision of services consistent with member needs and Council’s guidelines</p>	<p>Provide an expanded and improved range of APEGA-provided Member services</p>	<ul style="list-style-type: none"> • Continue to improve online resume referral service • Continue to improve the salary survey and ask the Members through a Member survey, what additional statistics would be relevant and/or of interest to them in their profession • Promote and advertise new and existing Member services and membership benefits in the PEG and e-PEG, with short term emphasis on BMO MasterCard • Continue to write or facilitate the writing of articles on professional development and the mentoring program 	<ul style="list-style-type: none"> • Increase the number of users by five per cent • Feedback • Improved Member Benefits section in PEG 	<p>Mg O&MS</p> <p>Mgr Ed Serv/Mgr O&MS</p> <p>MgrHR&PD</p>

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Group Buying Power	Using the group buying power of 60,000 APEGA Members or the 170,000 Members nationally provides an expanded and improved range of group-buy opportunities	<ul style="list-style-type: none"> • Monitor and improve local insurance programs • Evaluate and roll out new local group-buy opportunities as they arise • Support Engineers Canada efforts • Continually evaluate existing group-buy agreements 	Add two new group-buy agreements	Mgr O&MS
	Ensure the needs of the geoscientists are met	Compare services provided by APEGA and tech societies	Strengths and weaknesses identified	Mgr O&MS
Member Accomplishments — Build pride in the professions through recognizing the accomplishments of Members	Recognize excellence, significant achievements and key milestones in Members' careers and publicize their accomplishments to other members and the public	Continue with: <ul style="list-style-type: none"> • Graduating Student Workshop and Ceremonies • Member Induction Ceremonies • Summit Awards (pending approval of TF recommendations) • Nominations for Engineers Canada & Geoscientists Canada awards • Engineers Canada Fellowships Banquets • Life Member Dinners • Excellence in Education Events (teachers & students) • Provide PEG coverage of each event • Issue news release announcing teacher award recipients and student award winners • Pending outcome of Summit TF, continue to place ads recognizing the Summit Award® recipients and new Councilors in <i>Calgary Herald</i> and <i>Edmonton Journal</i> • Report on the business, academic and professional 	<ul style="list-style-type: none"> • Increased attendance at events • Minimum of 800 attendees at Summit Awards® • Several nominees in most Summit Awards® categories • Nominees receive Engineers Canada awards • Nominees receive Geoscientists Canada award 	Mgr O&MS/Dir Comm/MgrEdServ/Mgr Geo Aff

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		accomplishments of members in PEG		
Mobility — Increase mobility for nationally and internationally-trained professionals while ensuring APEGA’s ability to carry out its legislated duty-of-care to the public				
	Canada			
National registration standards will be adopted by all constituent associations	<p>Develop national licensing standards</p> <p>Continue to encourage uniformity of policies, admission standards, process and paperwork</p> <p>Speed up the transfer process by improving access to information in other Canadian jurisdictions</p> <p>All jurisdictions use the PPE administered by APEGA</p>	<p>Through CEO Group, provide resources to recommend national licensing standards options</p> <p>Continue to communicate concerns with compliance to AIT to government</p> <p>Through CEO Group and Admissions Officials develop new standard application form</p> <p>Compare our policies and practices with those of sister associations and engage sister associations in similar reviews and discussions</p> <p>Continue to support full implementation of national database. See also Staff Priority 1</p> <p>Continue to work with PEO and OIQ to convince them to use the national exam</p>	<p>Best option identified</p> <p>New form is approved</p> <p>More uniformity of policies and practices across the country</p> <p>Fully operational</p> <p>PEO and OIQ join the other 12 jurisdictions using the national PPE</p>	<p>CEO</p> <p>CEO</p> <p>CEO/Reg/Dir Reg</p> <p>CEO</p> <p>CEO/Reg/Exam Consultant</p>
	US and International			
	Independently and with CCPE continue to promote with US legislators that P.Eng. = PE Expand the work to include P.Geo.	Maintain contact with US government officials and state boards, NCEES, ASBOG, AIPG, PNWER and other forums	Ten US states have authority to license P.Eng. without exams	CEO

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	<p>Support US states which are adopting the reciprocity standards previously set in NAFTA agreement as “registration plus 8”</p> <p>Make Government of Alberta aware of concerns with international agreements Enhance the recognition of credentials of Internationally Educated Graduates (IEGs)</p>	<p>Monitor any initiative by government to recognize IEGs Continue support for full implementation of IIDD</p> <p>Continue to offer the FE exam to Alberta grads and to foreign-trained applicants pending possible institution of computer based delivery of FE</p> <p>Continue to offer the FG exam to appropriate geoscience applicants</p>	<p>Government takes into consideration our concerns Enhanced recognition for some schools</p> <p>Number of grads and exam candidates writing the FE and FG</p>	<p>CEO/Dir Reg</p> <p>Exam Consult</p>
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PROVIDE RESOURCES NEEDED

Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Staff — Ensure the right staff are in the right places with the right skills and that we have the appropriate human resource 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 staff who are performing well 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 development dialogues • 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 • Reinforce the messages contained in the new Staff Manual through meetings and feedback tools on the new staff Intranet • Provide directly and or encourage attendance and use of the following: <ul style="list-style-type: none"> ○ Member PD events ○ Internal staff training ○ Third party training ○ Staff Intranet 	<ul style="list-style-type: none"> • Staff turnover and trend • Employee satisfaction 	<p>CEO/COO/Mgr HR & PD Mgrs & Dir.</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<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>Make volunteer management a part of all managers' evaluations</p> <p>Support and encourage geoscience Member participation in all committees</p> <p>Develop support system for all managers</p> <p>Provide more online support</p>	<p>Work with other managers to fill their needs for geoscientists</p> <p>Follow up on volunteer management guideline introduced in 2011</p> <p>Add a "Volunteer Module" within the new Member Management System to ensure better coordination across the company, and to provide more knowledge about volunteer training and skills</p>	<p>Volunteer Participation Volunteer satisfaction</p> <p>Geo representation</p> <p>Enhanced volunteer management</p>	<p>All Managers</p> <p>Mgr Geo Aff</p> <p>COO/Mgr HR&PD</p> <p>COO/Mgr HR&PD/Dir F&A</p>
<p>Information Technology — Facilitate the management of the association, enable a positive e-business relationship with members and project the image of being technologically progressive</p>	<p>Ensure that we have the appropriate technology in place and that it is maintained and enhanced</p>	<ul style="list-style-type: none"> • Hire an IT Manager • See priorities regarding MMS and Document Management 	<ul style="list-style-type: none"> • Improved controls and oversight over systems development, maintenance and infrastructure • Improved monitoring of services provided by contractors and 3rd party software and service providers • Ongoing assessment of future IT requirements • Improved member management services • 	<p>Dir F&A</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Facilities and Equipment — Attract and retain employees, enable effective and efficient operations, project the appropriate image for the professions and allow for growth</p>	Provide the appropriate facilities and equipment	Finalize recommendations regarding Edmonton and Calgary office space. See staff priorities	Clean, efficient, economic, effective and safe workplace	Dir F&A
<p>Accounting, Finance and Management 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 3 year budget with justification for increases and report against that budget regularly. • Maximize the return on investments and cash • Meet legal and audit requirements 	<ul style="list-style-type: none"> • Prepare preliminary budget in October with final approval by Council in December • Prepare Quarterly Financial Reports for Finance Committee with recommendations for correction where necessary • Monitor reports from Investment Managers and consultants and request further explanations or revisions to investment portfolio where appropriate • Monitor and optimize cash position • Provide information openly for auditor and make revisions to meet their requirements where it is reasonable to do so 	<ul style="list-style-type: none"> • Budget approved • Income and expense estimates met or material variances properly explained • Investment income estimates met or explanations of material variances provided • GAAP met • Timely investment of excess cash • Timely completion of annual financial statements for APEGGA and the Pension Fund 	Dir F&A
<p>Communications — Manage the tools that enable staff and Council to communicate and consult with Members on issues of importance in a timely fashion</p> <p>Provide strategic and tactical communications counsel and support for activities and the delivery of programs</p>	<ul style="list-style-type: none"> • Provide opportunity and mechanisms for timely information and feedback on all issues • Integrate hard copy and electronic media effectively to take advantage of the synergy between the two <p>One-on-one contact</p> <p>Permit Seminar (& feedback)</p>	<p>The following are activities planned for the respective communications tools:</p> <p>Continue</p> <p>Continue</p>	Member feedback	<p>Mgr Ed Serv</p> <p>Dir Comm</p> <p>All Mgrs</p> <p>Dir CA & I</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<p>Online Surveys of Members (operational or strategic and guidelines)</p> <p>Research</p> <p>White Papers</p> <p>Corporate speeches and PowerPoint presentations</p> <p>Content and editing of external print material</p> <p>Graphic design of print material</p> <p>Social Media</p>	<p>following tools to finalize its work on the strategic priorities</p> <p>Conduct the five year Member and public opinion survey, evaluate results and make recommendations</p> <p>Provide research, content and editorial assistance</p> <p>As required</p> <p>As required</p> <p>As required</p> <p>Provide designs that meet visual identity guidelines and enhance effective communications</p> <p>Hire PR Coordinator for social media. Implement program as approved September 2010</p>		<p>Dir Comm</p>