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*One year priorities

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 2005 Strategic Plan has outlined four broad strategic goals for the next ten years which are:

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.

To ensure the successful achievement of the four 10-year strategic goals, selected outcomes have been identified as having initial priority for the current business plan. They are highlighted in the detailed plan as follows:

1. Consult with members regularly and incorporate input appropriately
2. Personalize professionalism: build a strong culture of professionalism among members
3. Understand and address member needs related to their practice as professionals (practice standards and other tools)
4. Ensure that engineering and geoscience work done outside Alberta and Canada for implementation in Alberta meets our standards and is regulated
5. Enhance society's understanding of issues

Although not identified as strategic, three other initiatives – Labour Market Assessment, Canada US Mobility and Aboriginal Affairs – will also need to be resourced in order to bring forward recommendations in 2006.

In addition, staff has identified three operational priorities that warrant specific mention.

1. Reduce the time taken to process applications
2. Enhance our compliance program vis-à-vis unlicensed practitioners and those who are using our reserved titles inappropriately
3. Upgrade our accounting and member management software systems

The business plan has been organized around the four broad 10-year strategic goals. A fifth operational goal has been incorporated that addresses the resources needed to carry out the strategic and operational goals.

Regulate Practice

Goals	Strategies	Actions	Measurables	Responsibility
<p>Registration Directory/Privacy - Ensure the public has access to relevant, up-to-date information on APEGGA members</p>	<ul style="list-style-type: none"> Maintain member directory on website and provide info by phone as required 	<ul style="list-style-type: none"> Maintain website directory update daily 	<ul style="list-style-type: none"> No complaints that directory is out of date 	George
<p>Ensure proper balance is maintained between the public's needs and the members' rights to privacy</p>	<ul style="list-style-type: none"> Apply privacy rules as required 	<ul style="list-style-type: none"> Update APEGGA privacy policy as necessary Continue to allow members to request the deletion of contact information 	<ul style="list-style-type: none"> No valid complaints about privacy are lodged with APEGGA. 	AI
<p>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</p>	<ul style="list-style-type: none"> Continue to evaluate the qualifications of applicants through the Board of Examiners Continue to improve how we process applications for licensure Continue with tech exams twice a year and PPE four times per year in many locations throughout N. America 	<ul style="list-style-type: none"> Improve/update application forms and information to be user friendly Resolve how reinstatement fees are to be applied for those who should have been licenced since their licence was cancelled/quit Review Board of Examiner's policies and procedures Review administrative processes and practices Increase the size of the Board to accommodate the increase in applications 	<ul style="list-style-type: none"> Number of applications processed Reduce time taken to process applications by 10% Number of new members in 2006 Total number of members 	Mark

Goals	Strategies	Actions	Measurables	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 	<p>New registration information created.</p>	<p>Penny</p>
<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 and ensure that they are aware of their legal obligations and professional responsibilities 	<ul style="list-style-type: none"> • Continue with RM seminars as primary method of communicating the licensure, permit, title, practice, CPD requirements and the obligation to support activities that enhance the professions, 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. • Develop plan for notifying RMs who have not attended so that all have attended at least once in the first five years 	<ul style="list-style-type: none"> • 1000 attendees • 36 seminars delivered • Positive feedback from attendees continues 	<p>Ross</p>

Goals	Strategies	Actions	Measurables	Responsibility
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 • 30 days max to issue permit from time of receipt • Effectiveness of new software interaction 	Ross
Scope of Licensure - There is clarity surrounding who should be regulated	Ensure RMs are aware of the obligation for all qualified practitioners in their firms to be licensed	<ul style="list-style-type: none"> • Continue to deliver the message on average of 3 times per month through Permit to Practice Seminars 	<ul style="list-style-type: none"> • Increase in membership due to PtoPS 	Ross
Provisional Licence - Facilitate the integration of IEGs into the professions (See Inclusivity under Leading the Professions and Professional Development under Upholding Members)	Expand the classes of licensure.	<ul style="list-style-type: none"> • Implement the provisional license once enacted by the provincial government 	<ul style="list-style-type: none"> • Number of provisional licencees • Acceptance of PL by employers 	Mark
	Partner with Immigrant Services Agencies (ISAs)	<ul style="list-style-type: none"> • Continue to deliver lectures to ISAs' clients on requirements of licensure 	<ul style="list-style-type: none"> • Number of attendees 	Mark

Goals	Strategies	Actions	Measurables	Responsibility
	<ul style="list-style-type: none"> • Support the work of Compliance by promoting the legal requirements and the benefits of licensure to the geoscience community • Initiate formal compliance action when required. 	<ul style="list-style-type: none"> • Make presentations to the 15 major oil and gas companies to reinforce the message that is being given in the Permit seminars that all practitioners are to be licensed. • Follow up with 5 major service companies on work previously started by Compliance to reinforce the message that all practitioners are to be licensed. • 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 	Penny
<p>Complaints Investigation — Ensure complaints and subsequent investigations are handled fairly and in a timely manner</p>	<p>Mediate complaints where appropriate and possible Report complaints of unskilled practice or unprofessional conduct to investigation immediately Issue stipulated orders where possible</p>	<ul style="list-style-type: none"> • Introduce and train new manager • Begin proactive investigation of reports in the media that may involve the Professions 	<ul style="list-style-type: none"> • Number of complaints received • Number arbitrated • Number of events reported in media investigated • Number referred to investigation • Number of stipulated orders issued • Number referred to discipline • Time taken • Feedback received 	Tim

Goals	Strategies	Actions	Measurables	Responsibility
<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 • Implement and monitor revised Council publication policy re discipline decisions 	<ul style="list-style-type: none"> • Number of decisions issued • Number of cases appealed • Results of appeals • Time taken • Feedback received 	<p>Ray George</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 • Implement and monitor revised Council publication policy re discipline decisions 	<ul style="list-style-type: none"> • Number of cases referred to and upheld by Alberta Court of Appeal • Time taken • Feedback received 	<p>Al George</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 • 	<ul style="list-style-type: none"> • Conduct random and responsive reviews of permit holders' and individuals' practices • Complete inquiry report and recommendations regarding outsourced engineering in major projects • 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"> • Conduct 50 practice reviews • Conduct 300 audits of members' CPD activities • Completion of inquiry report and recommendations • Number of reinstatements and resumptions • Outcomes of practice reviews • CPD compliance • Number of cancellations • 	<p>Ray</p>

Goals	Strategies	Actions	Measurables	Responsibility
<p>Work Done Outside Alberta Ensure that engineering and geoscience work done outside Alberta and Canada for implementation in Alberta meets our standards and is regulated</p>	<p>Having conducted a survey of members in 2005 which has identified a concern, finalize the recommendations to mitigate the problem.</p>	<ul style="list-style-type: none"> Develop a white paper for consultation with members 	<p>Assessment complete and recommendations implemented</p>	<p>Ray</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 but especially where need is greatest. Publish standards in hardcopy and on website Monitor/provide feedback on development of codes, standards by others through representation groups through Safety Codes Council technical councils 	<ul style="list-style-type: none"> Demand for standards Review guidelines/standards every 5 years Number of new standards published Input provided Feedback received 	<p>Ray</p>
	<ul style="list-style-type: none"> Support the work of Practice Standards by connecting the geoscience need for standards and volunteers with the PSC; Making members aware of their obligations dictated by demand side legislation and APEGGA standards. 	<ul style="list-style-type: none"> Familiarize with 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. 	<p>Penny</p>

Goals	Strategies	Actions	Measurables	Responsibility
<p>Environment Define the relative responsibilities of professional members doing reclamation and remediation work in Alberta.</p>	<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.</p>	<p>Task Force meetings with technical representatives from Professional Agrologists, 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</p>	<p>Develop new interdisciplinary standard Input provided Feedback received</p>	<p>Ray</p>
<p>Personalize Professionalism Build a strong culture of professionalism among members</p>	<p>All members hear about, understand and internalize personal professionalism</p>	<ul style="list-style-type: none"> • 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 • Introduce more regular series of articles in the PEGG on professional practice matters in general and on ethics/discipline matters specifically • Support the Canadian Ethics Leadership Forum • Evaluate a Whistle-blower hotline • Promote awareness of professional ethics in geoscience • Implement brand strategy which reflects and supports the concept of personalized professionalism 	<ul style="list-style-type: none"> • Attendees at training • No. of reports 	<p>Nancy</p> <p>Dave/Ray</p> <p>Dave</p> <p>Ray</p> <p>Len</p> <p>Al Penny</p> <p>Philip</p>

Lead Professions

Goals	Strategies	Actions	Measurables	Responsibility
Governance Develop long term planning	Continue to review the strategic plan annually	<ul style="list-style-type: none"> Having created a standing Strategic Planning committee, an annual process for review and a Strategic Plan, review after first cycle for effectiveness 	<ul style="list-style-type: none"> Review complete, adjustments made 	Council/Neil
Confirm APEGGA's area of legislative responsibility	Develop position paper on APEGGA's regulatory role	<ul style="list-style-type: none"> Finalize report and recommendations to Council 	<ul style="list-style-type: none"> Report complete and task force stands down 	Council/AI
Monitor the overall performance of APEGGA and the health of the Professions	Develop key performance indicators	<ul style="list-style-type: none"> Take ideas from 2005 strategic retreat and develop 6 key performance indicators 	<ul style="list-style-type: none"> Indicators created and reviewed as appropriate 	Council/Neil
Have effective policies with regard to governance, ends, means limitations & council-staff relations; and staff performance is evaluated through ED	Monitor and revise as necessary thru the Governance Review Committee	<ul style="list-style-type: none"> Rewrite the governance manual Conduct the Executive Director's performance evaluation Evaluates Council's performance after each meeting 	<ul style="list-style-type: none"> Manual rewritten and approved – Q1 2006 ED performance review completed – Q1 2006 Council seen to be effective and efficient 	Council/Neil
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 	<ul style="list-style-type: none"> Government consults and values submissions 	Neil

Goals	Strategies	Actions	Measurables	Responsibility
<p>Government Relations Provincial — Maintain the privilege of self-governance by ensuring that the government is satisfied that the EGGP Act is being properly administered and has confidence in APEGGA, considers APEGGA as a partner</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 & Safety Partnership agreement with Alta. Human Resources & Employment <ol style="list-style-type: none"> 1. arrange 2 H&S related seminars 2. publish 6 H&S articles in PEGG • Annual Report • Support GR activities including presentation to SPC, MLA reception, Deputy Minister reception, sponsorships (Science & Technology Week, SciQ, Innovation 2005, ASTech Awards) 	<ul style="list-style-type: none"> • Supportive Public Members report to Minister • Attendance at events by Ministers, MLAs, and bureaucrats • Number attended and outcome • Number of meetings and outcome • # of H & S seminars • # of H & S seminar participants • # of H & S articles in the PEGG • Feedback 	<p>Neil</p> <p>Nancy</p> <p>George Philip</p>
<p>Enhance society's understanding of issues</p>	<p>Enhance the provincial government relations program at the MLA level including all political parties</p>	<ul style="list-style-type: none"> • Continue to host caucus dinners • Identify trends, issues, government relations challenges • Consider ways and means to communicate with all MLAs 	<ul style="list-style-type: none"> • Rural MLAs are contacted 	<p>Neil</p>
<p>Assist the AB government to grow the Alberta Advantage</p>	<p>Maintain close contact with key AB government officials</p>	<ul style="list-style-type: none"> • Respond to government initiatives – functions, trade missions, strategy sessions • Support the recommendations that arose from the AED-AE Stakeholder forum on Maximizing the Alberta Energy Advantage 	<ul style="list-style-type: none"> • Government consults with APEGGA and values input • Recommendations are implemented 	<p>Neil</p>

Goals	Strategies	Actions	Measurables	Responsibility
		Through Mega Project Excellence <ul style="list-style-type: none"> Respond to requests for representation on gov't committees and task forces 		
Government Relations Municipal — Ensure they value the use of Professionals and specify their use	<ul style="list-style-type: none"> Continue positive relationships with municipal governments. 	<ul style="list-style-type: none"> Liaise with AUMA, AAMD&C and municipal administrators, support and attend municipal events, chambers of commerce, economic development groups, trade shows, host joint board dinner, host City Council luncheons, rejuvenate the Joint Municipal Task Force 	<ul style="list-style-type: none"> Municipalities seek and value advice from Professionals, employ Professionals where required 	Neil
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 	Neil
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 	Al/Mark
		<ul style="list-style-type: none"> Continue to manage the National PPE Implement recommendations falling from 2005 survey 	<ul style="list-style-type: none"> Number of associations who use the NPPE and the degree of satisfaction 	Milt

Goals	Strategies	Actions	Measurables	Responsibility
		<ul style="list-style-type: none"> Continue to work on Sask, Ont, NB and potentially PQ as users 		
Work toward more uniform standards and processes for discipline and enforcement activities	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Database of discipline decisions and enforcement activities 	Ray/Dave
Enhance our communications efforts	<ul style="list-style-type: none"> Exchange information on communications activities Support CCPE communications initiatives Support, plan and implement NEGW programs (e.g. Science Olympics, launch events, proclamations) 	<ul style="list-style-type: none"> Attend CCPE National Communications forum Serve on CCPE 60th Anniversary Calendar Project Committee Continue to hold NEGW events and increase the number of Science Olympics held province-wide 	<ul style="list-style-type: none"> Number of Members participating Number of public participating Number of Science Olympics held 	Philip
Optimize the effectiveness of University Student and MIT Programs	<ul style="list-style-type: none"> Exchange information on programs 	<ul style="list-style-type: none"> Attend national Student/MIT/University Liaison meetings annually or as called (first one in 2005) 	<ul style="list-style-type: none"> New ideas implemented 	Nancy/Mark
Provide support of a general nature for sister associations	<ul style="list-style-type: none"> Continue close relationship with other associations and provide advice when asked 	<ul style="list-style-type: none"> Seek partners on purchase of new software (see IT) 	<ul style="list-style-type: none"> Advice sought Partners found for software purchase 	Neil Gary
Equality - Ensure all members are treated equally	<ul style="list-style-type: none"> Give RPTs the right to vote and run for election 	<ul style="list-style-type: none"> Having been approved by Council in June 2004, and by members in April 2005, it has been forwarded to government 	<ul style="list-style-type: none"> Government passes the changes in 2006 and APEGGA implements 	Neil/Al

Goals	Strategies	Actions	Measurables	Responsibility
Potential New Categories of Membership - Facilitate the licensure of more IEGs and practitioners in the emerging disciplines who do not meet our present criteria for licensure	<ul style="list-style-type: none"> Evaluate the creation of a new category of "limited licensure" 	<ul style="list-style-type: none"> Continue to consult with members and the Board of Examiners Support research and communications activities of the ICG Task Force by; Procure, monitor and liaise with outside consultants Implement communications and consultation plan 	<ul style="list-style-type: none"> Decision made on whether to proceed or not - Q2 2006 	Council/Neil/Philip Philip
Encourage more retired members who don't meet Life Member criteria to retain their memberships	<ul style="list-style-type: none"> Evaluate the creation of another retired member category 	<ul style="list-style-type: none"> Develop a white paper and consult with members 	<ul style="list-style-type: none"> Recommendations accepted and legislative changes developed as required 	Council/Neil
Title Provisions - Ensure there is clarity surrounding who should be regulated	<ul style="list-style-type: none"> Strengthen the wording of the title provisions in the Act 	<ul style="list-style-type: none"> Having been approved by members in April 2004, now awaiting gov't approval 	<ul style="list-style-type: none"> Government passes the changes in 2006 Success rate in the courts 	Council/AI
Aboriginal Affairs Increase the number of aboriginals in the professions.	<ul style="list-style-type: none"> Evaluate whether APEGGA has a role in increasing the number of aboriginals in the professions and if so, what. 	<ul style="list-style-type: none"> Having formed advisory committee, including aboriginals, review and make recommendations. 	<ul style="list-style-type: none"> Decision made on whether to become involved - Q1 2006 	Len
Labour Market Identify present and future labour shortages and recommend solutions	<ul style="list-style-type: none"> Working with AB government and PNWER, develop stats and implement solutions 	<ul style="list-style-type: none"> Executive Director to continue to co-chair PNWER committee and work with the Alberta Chamber of Resources, the Alaska Bilateral Council and committees of the cities of Edm & Calg 	<ul style="list-style-type: none"> Paper produced No. of invitations to forums 	Neil

Goals	Strategies	Actions	Measurables	Responsibility
<p>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</p>	<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"> • Finalize implementation of TF recommendations begun in 2004 • Publish 6 articles in the PEGG • Develop national curriculum for Loss & Risk Mgmt Seminar as part of national TF recommendations begun in 2005 • Continue to propose to governments that proportional liability is a fairer way to apportion responsibility 	<ul style="list-style-type: none"> • Complaints • Attendance at seminars • Positive seminar & article feedback • Action taken with and by governments 	<p>Len et.al.</p>
<p>Public Outreach</p> <ul style="list-style-type: none"> • Increase the value and respect with which the public view science and technology • Create an awareness among students in grades 1 – 12 about careers in engineering and the geosciences to attract the best and the brightest • Increase the number of students seeking careers in the professions in light of rapid growth and retirement of experienced members (baby boomers) <p>(See also Aboriginal Affairs)</p>	<ul style="list-style-type: none"> • Raise public's awareness through the implementation and promotion of events and programs in coordination with ASET • Provide attractive career publications • Provide Members and university students with opportunities to reach out to the community 	<ul style="list-style-type: none"> • Continue with outreach programs in schools, libraries and shopping malls • Plan & implement NEGW including expanding the number of Science Olympics throughout the province • Plan & implement Science & Technology Week activities including Rock & Fossil Clinics • Continue teacher awards and excellence in education awards • Improve existing publication by working with Comm. Planning Committee, Outreach volunteers and post-secondary schools to create appropriate targeted career information • Continue advertising in ASTech supplement, NEGW supplement and ads recognizing Summit Awards® winners and Council • Continue focused advertising to 	<ul style="list-style-type: none"> • Applications for engineering and geoscience programs in AB • Number of outreach events held • Number of grades 1-12 students and public attending • Number of Member and student volunteers 	<p>Philip</p>

Goals	Strategies	Actions	Measurables	Responsibility
		audiences including potential members, potential employers and the geoscience community <ul style="list-style-type: none"> • Increase sponsorship of events • Provide scholarships • Promote programs and report specific events in the PEGG 	<ul style="list-style-type: none"> • Maintain number of existing scholarships • Full slate of qualified candidates received for each scholarship • Add at least one new scholarship or new funded initiative or increase value of existing scholarships, subject to funding increases and Fdn approval 	Ross George

Goals	Strategies	Actions	Measurables	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 culture 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>Nancy</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"> • 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 • 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>Mark/Nancy</p>

Goals	Strategies	Actions	Measurables	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> <ul style="list-style-type: none"> • Lunches • PD Days • PD Evenings • PD Conference • Workplace Soft Skills Mentoring program <p>Expand:</p> <ul style="list-style-type: none"> • Partnerships • Branch events (see Member Services) • Employment/Career Skills Mentoring program <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>	<ul style="list-style-type: none"> • Attendance, but specifically increase attendance at Annual Conference by 5% over 2004 Edm Conf • Number of PMems registered as mentors • Higher participation of geoscientists in APEGGA events 	<p>Nancy</p> <p>George</p> <p>Penny</p>
<p>Member Services Enhance the value of membership</p>	<ul style="list-style-type: none"> • Provide an expanded and improved range of APEGGA-provided member services consistent with members' needs and Council's guidelines. 	<ul style="list-style-type: none"> • Continue to improve online resume referral service • Continue to improve the salary survey • Set up a feedback mechanism on-line 	<ul style="list-style-type: none"> • Increase the number of users by 5% • Feedback 	<p>Ross</p>

Goals	Strategies	Actions	Measurables	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 • Continually evaluate existing group- buy agreements 	<ul style="list-style-type: none"> • Add 2 new group-buy agreements 	Ross
	<ul style="list-style-type: none"> • Ensure the needs of the geoscientists are met. 	<ul style="list-style-type: none"> • Revise mandate of former Geoscience Liaison Group 	<ul style="list-style-type: none"> • New group actively engaged 	Penny
	<ul style="list-style-type: none"> • Promote and advertise new and existing member services and membership benefits in each edition of the PEGG 	<ul style="list-style-type: none"> • Work cooperatively with Director, Corp & Member Services 	<ul style="list-style-type: none"> • 5% increase in users 	George/Ross
Members enjoy services that benefit from the buying power of 170,000 professionals	<ul style="list-style-type: none"> • Through CCPE negotiate improved insurance and discounted product/services programs 	<ul style="list-style-type: none"> • Support group-buy attempts that benefit members • CCPE to prioritize a few services for proposal by vendors. Also see staff under Resources Needed. 	<ul style="list-style-type: none"> • New products/services 	Neil
Respect and Trust Positive public image of Members and of APEGGA	<ul style="list-style-type: none"> • Outreach activities • Advertising • Sponsorships • Media relations • Trade shows 	<ul style="list-style-type: none"> • Continue to expand opportunities for Members to interact with the public • Continue focused advertising to audiences including potential members, potential employers and the geoscience community • 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 	<ul style="list-style-type: none"> • Number of Member and student volunteers • Number of public at events • Number of Outreach events held • Number and nature of positive media mentions 	Philip

Goals	Strategies	Actions	Measurables	Responsibility
		releases on programs and events including Summit Award® winners, new Council Members, APEGGA Gold Medal winners, NEGW events including Science Olympics, student projects		
	<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 Calgary and Edmonton, University of Alberta and University of Calgary 		Philip
<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 	Continue with: <ul style="list-style-type: none"> Ring Workshop & Ceremony Member Induction Ceremony Summit Awards Life Member Dinner Involve communications in program to promote nominations; and maintain level of sponsorships in light of higher no. of complementary seats to be given out due to Mobility Forum Provide PEGG coverage of each event and summary of each Summit Award winner in a timely fashion 	<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 	Nancy Nancy Ross Philip George

Goals	Strategies	Actions	Measurables	Responsibility
		<ul style="list-style-type: none"> • Assess feedback from focus groups held in July 2005 and implement improvements to increase attendance at the Member Induction Ceremonies • Reassess value of general promotion of the professions to the public as a way to build member pride • Assist in promotion of awareness and pride in accomplishments of geoscience professionals 	<ul style="list-style-type: none"> • Strategy and action plan developed for increasing attendance at Member Induction Ceremonies • Attend and provide coverage at focused geo and related eng'g events 	<p>Nancy</p> <p>Philip</p> <p>Penny</p>
Members are proud of their professional membership	Build loyalty to what licensure stands for	<ul style="list-style-type: none"> • Introduce a new branding process • Consider with Camp Wardens and Stewards ways to link the awarding of the ring with enrolment as an MIT 	<ul style="list-style-type: none"> • Number of members and cancellations • Percentage of eligible persons & companies licensed (?) • Feedback 	Philip Neil
<p>Advocacy Speak on behalf of members with regard to public issues of relevance to the professions</p>	<ul style="list-style-type: none"> • Define the extent of advocacy as time passes by developing and releasing public statements on significant public issues in which the professions have knowledge or impact; and gauging members' reactions • Be pro-active on matters that clearly impact the public interest • React to issues that impact the credibility and 	<ul style="list-style-type: none"> • Review and respond as necessary 	<ul style="list-style-type: none"> • The government and media seek comment from APEGGA • APEGGA is seen to respond positively to government when asked for advice or assistance 	President/Neil

Goals	Strategies	Actions	Measurables	Responsibility
	reputation of the professions <ul style="list-style-type: none"> • Clearly inform the public what the professions do on their behalf and what they stand for 			
Mobility Professionals enjoy national mobility	<ul style="list-style-type: none"> • Maintain the inter-association agreements • Continue to encourage uniformity of process, paperwork and admission standards across Canada • Speed up the transfer process by improving access to info in other Cdn jurisdictions 	<ul style="list-style-type: none"> • Monitor and improve the inter-association mobility agreements, especially with regard to the recognition of CPD programs • Review possibilities and implications for facilitating incidental practice • Through CCPE and CCPG continue to work with sister Associations towards uniform policies and practices • Compare our policies and practices with those of sister associations and engage sister associations in similar reviews and discussions • Participate on national db TF 	<ul style="list-style-type: none"> • Improvements seen, particularly for geoscientists • Responses from sister associations • More uniformity of policies and practices across the country • National db implemented (2007) 	Neil Mark/Al Len
Professionals enjoy mobility with US	<ul style="list-style-type: none"> • Independently and with CCPE and CCPG, continue to promote with US legislators that PEng = PE and the P.Geol/P.Geoph/P.Geo = 	<ul style="list-style-type: none"> • Continue to seek bilateral agreements with targeted US states through direct contact with US government officials and state boards, NCEES, ASBOG, AIPG, PNWER and other forums 	<ul style="list-style-type: none"> • Number of bilateral agreements signed • APEGGA invited to these events 	Neil

Goals	Strategies	Actions	Measurables	Responsibility
	P.G.	<ul style="list-style-type: none"> • Host 2nd Mobility Forum • Consider additional use of FE • Continue to proctor the FE exam to AB grads 	<ul style="list-style-type: none"> • Success of forum • Number of grads writing the FE 	Neil Milt
Professionals enjoy mobility with other countries	<ul style="list-style-type: none"> • Through CCPE & CCPG negotiate full mobility agreements 	<ul style="list-style-type: none"> • Negotiate agreements as opportunities arise 	<ul style="list-style-type: none"> • Agreements negotiated 	Neil/AI
<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>	<ul style="list-style-type: none"> • 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. • Advertise • Trade shows • Outreach • Sponsorships • Media Relations • Government Relations 	<ul style="list-style-type: none"> • Publish 2 articles by members that outline the benefits of hiring a professional member • Conduct P to P seminars, in-house upon request • Continue focused advertising to audiences including potential members, potential employers and the geoscience community • 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 presentation to SPC, MLA reception, Deputy Minister reception, sponsorships (Science & Technology Week, SciQ, 	<ul style="list-style-type: none"> • 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 	George Ross Philip

Goals	Strategies	Actions	Measurables	Responsibility
<p>Member Needs Understand and address member needs related to their practice as professionals</p>	<ul style="list-style-type: none"> Develop an efficient and effective process to determine and prioritize member needs 	<p>Innovation 2005, ASTech Awards)</p> <ul style="list-style-type: none"> Use online surveys to effect Implement findings from PD, Member Induction and Outsourcing surveys of 2005 Introduce new standards or modifications to old standards based on member identified needs 	<ul style="list-style-type: none"> 	<p>All Nancy/Ray</p> <p>Ray/Penny</p>

Goals	Strategies	Actions	Measurables	Responsibility
		<ul style="list-style-type: none"> • Increase corporate presentations 		Penny/Dave
	<p>Integrate paper and electronic media effectively to take advantage of the synergy between the two</p>	<ul style="list-style-type: none"> • Continue to publish discipline decisions • Continue with presentations to Univ students, IEGs, MITs, outside bodies • Write articles on <ul style="list-style-type: none"> ○ How to make a complaint ○ Rights, obligations and privileges of Life Members <p>Brand</p> <ul style="list-style-type: none"> • review and revise as required all publications and other means of communicating with Members to ensure a professional corporate identity is presented, one that appropriately reflects the Members' professionalism and standards of excellence <ul style="list-style-type: none"> • Maintain and refine the e-PEGG and differentiate more from the PEGG • Enhance the new website launched Feb 2005 • Enhance The PEGG, based on results of member and advertiser surveys, integration with e-PEGG, and branding • Continue improving the alignment of the written Annual Report and the 	<ul style="list-style-type: none"> • Member feedback (thru surveys, informal and CPC interaction) • Website hits • Letters to the association and PEGG editor • Usage of member forum • Reduction in circulation of 	<p>Ray</p> <p>All</p> <p>AI</p> <p>AI</p> <p>Philip</p> <p>George</p> <p>Ross</p>

Goals	Strategies	Actions	Measurables	Responsibility
		ED's Annual Report to Council and evaluate the printing of the report in 2006, in its entirety, in The PEGG <ul style="list-style-type: none">• Monitor the member forum introduced fall '04.	hardcopy PEGG by 25% once e-comm options in Regs	

Goals	Strategies	Actions	Measurables	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>	<ul style="list-style-type: none"> • Provide more online support. • Make volunteer management a part of all managers' evaluations • Support and encourage geoscience member participation in all committees 	<ul style="list-style-type: none"> • 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 	<p>Gary</p> <p>All Managers</p> <p>Penny</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>	<ul style="list-style-type: none"> • Ensure that we have the appropriate technology in place • Replace the obsolete Member Information System technology with an enhanced, agile system that meets the needs of APEGGA now and into the future. • Replace the Accounting software with a management information style package that reduces clerical time and significantly reduces the effort needed to produce both basic and more performance oriented financial and management reports. 	<ul style="list-style-type: none"> • Convert and implement the new financial/management reporting system starting Jan 1, 2006. • Convert and implement the new Member Management Information System in a logically staged fashion throughout 2006, starting in the second quarter. 	<ul style="list-style-type: none"> • Meet the implementation schedule • Reduced clerical time • Better reports • Better financial and member management • Functionality requested is being used 	<p>Gary</p>

Goals	Strategies	Actions	Measurables	Responsibility
<p>Facilities & Equipment Attract & retain employees, enable effective and efficient operations, project the appropriate image for the professions and allow for growth</p>	<ul style="list-style-type: none"> • Provide the appropriate facilities and equipment 	<ul style="list-style-type: none"> • Consider improvements to Edmonton 	<ul style="list-style-type: none"> • Meet budget costs and implementation plans. • Clean, efficient and safe workplace 	Gary
<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 August with final approval by Council in Nov. • 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 quarterly cash flow forecast • Develop statement of investment policy for cash reserves with Finance Committee • Work with new auditor and new Audit Comm to ensure smooth transition 	<ul style="list-style-type: none"> • Council approves budget in Nov • QBRs are institutionalized • Return on cash reserves • Meets GAAP • Smooth transition to new auditor 	Gary