



The Association of Professional Engineers,
Geologists and Geophysicists of Alberta

APEGGA Business Plan 2008

HITTING THE TARGET



September 2007

APEGGA Business Plan

2008

Table of Contents

Mission	2
Vision	2
Guiding Principles	2
Executive Summary	3
Priorities for 2008	
Implement 1A2A Regulatory Model	4
Personalize Professionalism	4
Monitor Labour Supply/Demand	5
Provide Informed, Balanced Discussion on Issues	6
Improve Mobility	6
Improve Geoscience Licensure Rate	7
Reduce Application Time	8
Reduce Number of Unlicensed Practitioners	8
Improve Member Management	9
Complete Edmonton Office Renovations	9
Regulate Practice	
Registration	
Directory/Privacy	10
Licences	10
Permits	11
Immigrants	12
Compliance	13
Title Provisions	14
Complaints	
Investigation	14
Discipline	14
Appeal	15
Practice Review	15
Practice Standards	16
Environment	17
Lead Professions	
Governance	18
Government Relations	
Federal	16
Provincial	19
Municipal	20
Inter-association/National Affairs	20
Equality	21
Aboriginal Affairs	21
Loss and Risk Management	22
Public Outreach	22
Uphold Members	
Advocacy	24
Practice Standards	24
Professional Development	25
Member Services	27
Respect and Trust	27
Pride	28
Differentiation/Value	29
Provide Resources Needed	
Human Resources	31
Volunteers	32
Information Technology	32
Facilities and Equipment	32
Accounting, Finance and Management Reporting	33
Communication Tools	33

APEGGA Business Plan

2008

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 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

APEGGA Business Plan

2008

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 2008 - 2017 Strategic Plan has outlined four broad strategic goals:

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

It is worthwhile noting that one of the strategic goals for the past few years, Communicating and Consulting with Members, has been elevated to the position of being one of the guiding principles that drives how APEGGA conducts its business.

The business plan has been organized around the first three goals. The fourth goal of building value in APEGGA (in the minds of the Members) can be achieved by successfully meeting the goals in the other areas. These goals have been augmented with two additional sections dedicated to the 2008 priorities and to the resources needed to carry out the priorities and our ongoing business. In order not to lose sight of the importance of communicating and consulting with Members in the day-to-day activity of the Association a new section under Resources has been dedicated to Communications Tools.

2008 will see the completion and/or significant progress made on the work begun in prior years. The moving of ASET under the EGGP Act will be well advanced, Edmonton expansion and renovations will be complete, our new Member management system will be operational and significant progress will be apparent in mobility, both nationally and with the U.S, and in the improvement in the geoscience licensure rate. Our own labour market survey will have been discussed with Members, compared with the national survey currently being undertaken and modified as appropriate. Taking the lead from the 2006 Annual Report whose title was "Sightlines", 2008 should be the year in which we are seen to be "Hitting the Target".

Specifically, the strategic priorities for 2008 are:

1. Partner with ASET in implementing the One Act, Two Association (1A2A) regulatory model
2. Personalize professionalism
3. Monitor the professions' ability to meet the needs for professional practice over the next 10 years
4. Provide informed, balanced discussion on professional issues and technical issues affecting society
5. Improve professional mobility of APEGGA Members and those registered in other jurisdictions who desire to practice in Alberta
6. Improve geoscience licensure rate in Alberta

There are four additional operational priorities for 2008, the first three of which are carryovers from activities in 2007.

1. Reduce the time to process applications
2. Reduce the number of unlicensed practitioners
3. Complete Phase I and initiate Phase II implementation of the Member management system
4. Finish the Edmonton office renovations

APEGGA Business Plan

2008

Priorities for 2008

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

Goals	Strategies	Actions	Measurables/Targets	Responsibility
1) Implement the 1A2A regulatory model	Partner with ASET to plan the implementation of new model	<p>Revise the Regulations accompanying the Act.</p> <p>Develop the Terms of Reference for the highest priority joint regulatory boards.</p> <p>Develop a communications strategy that will provide examples that clarify what “routine application, industry recognized and codes and standards” means.</p> <p>Keep sister Associations abreast of the implementation and the feedback.</p> <p>As part of Geoscience communications activities include awareness of opportunities that a partnership of this type presents.</p>	<p>The regulations are approved by Members and government</p> <p>TORs are approved and Members appointed.</p> <p>Members support the scopes of practice for the P.Techs.</p> <p>Sister Associations increasingly support this initiative.</p> <p>An increase in P.Tech.(Geo.) and R.P.T.(Geo.) Members.</p>	Executive Dir
3) Have Members personalize professionalism	Foster an environment where Members can internalize professionalism without undue monitoring by APEGGA	<p>Review the policy on the voting privileges of M.I.T.s and their eligibility to run for Council.</p> <p>Update selected guidelines and create new guideline</p>	<p>Members approve new M.I.T. privileges.</p> <p>Members perform to the standards of the Professions</p>	<p>Exec Dir</p> <p>Dir Prof Prac</p> <p>Dir HR & PD</p>

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
		<p>Provide professionalism and ethics training for all levels of membership</p> <p>Develop communications activities that 1) emphasizes the obligation to report unlicensed practitioners, improper use of title, unskilled practice and unprofessional conduct 2) promote that anonymity is possible for compliance cases</p> <p>Continue with regular series of articles in the PEGG on professional practice matters in general and on ethics/discipline matters specifically</p> <p>Evaluate a whistle-blower hotline</p> <p>Monitor brand strategy implementation with goal to have it reflect and support the concept of personalized professionalism</p> <p>Implement advertising strategy in support of personalizing professionalism</p>	<p>Members exude a strong culture of professionalism Attendees at training</p> <p>No. of complaint reports by members</p>	<p>Dir's Compliance, & Prof Prac and Mgr Comm.</p> <p>Dir, Prof Prac/Mgr, Ed Serv.</p> <p>Deputy Reg'trar</p> <p>Mgr, Comm</p>
<p>4) Monitor the professions' abilities to meet the needs for professional practice over the next 10 years</p>	<p>Partner with others who are defining and working on resolutions to the skilled labour shortage</p>	<p>Executive Director to continue to co-chair PNWER committee Complete the white paper with additional input from Universities. Discuss the preliminary analysis with Government and the Universities Review Engineers Canada's labour market survey as validation of our own. Revise the white paper as appropriate</p>	<p>All stakeholders are on the same page with regard to the supply/demand situation.</p>	<p>Exec Dir</p>

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
5) Provide informed, balanced discussion on professional issues and technical issues affecting society	Identify important issues where our involvement will contribute to the public's understanding of the issues and to positive solutions through regular government relations Monitor for other similar issues of public interest	Participate directly or by providing links to Member experts in Traffic Safety Initiative, workforce mobility programs and other similar issues.	APEGGA will have identified and been involved publicly in the identifies issues	Council - Exec Dir/ Mgr Comm
6) Improve professional mobility of members registered in Alberta, and members registered in other jurisdictions who desire to practice in Alberta	See following	See following		
a) Professionals enjoy national mobility	Maintain the engg inter-association agreement and negotiate revised geo inter-association agreement Monitor the implementation of TILMA to ensure Members' interests are considered Continue to encourage uniformity of policies, admission standards, process and paperwork Conform to the P.Geo.	Continue to participate on CCPG IAMA TF Continue to participate on CGSB in development of new Geoscience Knowledge Standards Work closely with the gov't staff who are implementing TILMA Develop new standard app form Compare our policies and practices with those of sister associations and engage sister associations in similar reviews and discussions Promote the value to Members of the	Mobility for geoscientists within Canada is enhanced. New IAMA is signed and Knowledge Standards approved Members' interests are taken into account. New standard application form is approved More uniformity of policies and practices across the country Members approve the	Exec Dir Exec Dir Dep Reg/Dir Reg Exec Dir/Mgr

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<p>professional designation now most widely used nationally</p> <p>Speed up the transfer process by improving access to info in other Cdn jurisdictions</p>	<p>conversion of our geoscience designations from P.Geol. and P.Geoph. to PGeo</p> <p>Support national db initiative</p>	<p>new designation</p> <p>National db implemented</p>	<p>Comm</p> <p>Mgr Admin/Dir Reg</p>
b) Professionals enjoy mobility with US	<p>Independently and with CCPE and CCPG, continue to promote with U.S .legislators that P.Eng. = P.E.</p> <p>Support U.S. states who are adopting the reciprocity standards previously set in NAFTA agreement as "registration plus 8"</p>	<p>Maintain contact with U.S. government officials and state boards, NCEES, ASBOG, AIPG, PNWER and other forums</p> <p>Continue to offer the FE exam to AB grads and to foreign trained applicants</p>	<p>With a target of the 2009 NCEES meeting in Alberta for an agreement, up to six US states will by end 2008 license without examination P.Engs. with 8 years or more of experience after licensure.</p> <p>Number of grads and exam candidates writing the FE</p>	<p>Exec Dir</p> <p>Exam consultant</p>
c) Professionals enjoy mobility with other countries	<p>Through CCPE and CCPG negotiate full mobility agreements</p>	<p>Negotiate agreements as opportunities arise</p>	<p>Agreements negotiated</p>	<p>Exec Dir/Dep Reg</p>
Improve geoscience licensure rate in Alberta	<p>See Compliance and Permits for their ongoing work</p> <p>Support the work of Compliance by promoting the legal requirements and the benefits of licensure to the geoscience community</p>	<p>Continue with focused calls on senior practitioners in academia and industry to remind them of their legal and professional obligations outlined in the Permit to Practice seminars.</p> <p>Promote with AEUB and AE the need</p>	<p>Licensure rate will be increasing. More applications received and Geos. retained. Permit Holders will be requiring their employees to be</p>	<p>Dir Corp Aff & Investigations/ Dir Compliance</p> <p>Mgr Geo Affairs</p>

APEGGA Business Plan 2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
		<p>for only licensed practitioners to submit report</p> <p>Continue liaison with CSEG and CSPG</p> <p>Review directories and tech mags not reviewed by compliance dept.</p> <p>Try to track Members about to be struck through tech society directories</p> <p>Develop communications plan that outlines:</p> <ul style="list-style-type: none"> • Why licensure • Under what circumstances • History • New licensure opportunities due to 1A2A 	<p>licensed. More and visible APEGGA professionals in the geoscience learned societies The professional ladder for the Geosciences is clear to Members</p> <p>It is clear to Members that licensure is required both inside and outside Alberta</p>	Mgr Comm.

In addition, staff has identified four operational priorities that warrant specific mention. The first three are carry-overs from activities in 2007.

Goals	Strategies	Actions	Measurables/Targets	Responsibility
1) Reduce the time taken to process applications	Implement recommendations from the B of E TF.	Develop action plan and implement.	App time reduced by 10%	Dir Registration
2) Reduce the number of unlicensed practitioners and those who are using our reserved titles inappropriately	Use investigators more extensively to research potential offenders Reinforce with senior practitioners, particularly the Responsible Members, the need for all qualified	Continue to conduct P to P seminars Introduce discussions with senior geoscience practitioners to augment and reinforce message in P to P seminars	Increase compliance cases handled by 15% Increase in licenced practitioners, particularly Geos. Increase in growth of Geos. to double digits	DirCompliance/ Dir CA&I/Mgr Geo Affairs

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
3) Improve our ability to manage Member information and to access member information from other associations	<p>practitioners to be licenced</p> <p>As a minimum, replace the obsolete Member Information System technology with an enhanced, agile system that meets the needs of APEGGA now and into the future. Invite other associations to partner to reduce cost. Participate in the implementation of national database.</p>	<p>Complete Ph I and II implementation</p> <p>Link our db to national db</p>	<p>Ph I complete end 1st Q '08 and Ph II complete. National system in place by end 2007 and linked to APEGGA by end 1st Q '08</p> <p>Faster processing of transfers</p>	<p>Mgr Admin</p>
4) Increase the number of work spaces in Edmonton	<p>With completion of 14th and potentially 15th fl renos in '07, move on to 16th fl</p>	<p>Complete renos of 15 fl as required and initiate/complete 16th fl renos</p>	<p>Moves complete on 14 and 15 by end '07, with 16th complete by July '08.</p>	<p>Dir IA/Mgr Admin</p>

APEGGA Business Plan 2008

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 update daily	No complaints that directory is out of date	Mgr Editorial Services
Privacy - Ensure proper balance is maintained between the public's right to information and the Members' rights to privacy	Apply privacy rules as required	Update APEGGA privacy policy as necessary Revise practice to seeking consent 1) to include contact info in membership directory and 2) to send contact information to service providers with implementation of new Member mgmt syst.	No valid complaints about privacy are lodged with APEGGA.	Deputy Registrar
Licences — Ensure the public is protected by licensing only properly qualified individuals. Ensure that applicants are handled fairly, in an efficient and courteous manner and that there are no unnecessary barriers to licensure	<ul style="list-style-type: none"> • Continue to evaluate the qualifications of applicants through the existing Board of Examiners structure • Implement the recommendations from the B of E TF • Continue with tech exams twice a year and PPE four times per year in many locations throughout N. America • Continue FE Exam as an alternative to APEGGA confirmatory exams 	<ul style="list-style-type: none"> • Develop action plan for B of E TF recommendations and implement • Improve/update application forms and information to be user friendly • Continue to review Board of Examiner's policies and procedures 	<ul style="list-style-type: none"> • Number of applications processed • Number of new members • Total number of members 	Dir Reg

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<ul style="list-style-type: none"> • Support the work of Registration by providing info to geoscience Members on the registration criteria and process and on working in other jurisdictions; • Working with the R.P.T.(Geo.) Screening Committee to develop standards. 	<ul style="list-style-type: none"> • Monitor the demographics of the geoscience community • Assist in the development of information (brochure and website) for (Geo.) applicants and Members that address benefits of licensure, the criteria and the process 	New registration information created.	Mgr Geo Aff
<p>Permits —The work done by companies practicing in Alberta meets the standards of the professions with respect to ethics, accountability and quality.</p>	Educate Responsible Members and Chief Operating Officers on their legal obligations and professional responsibilities	<ul style="list-style-type: none"> • Continue with RM seminars as primary method of communicating the licensure, permit, title, practice, CPD requirements and the obligation to support activities that enhance the professions, but with an enhanced emphasis on loss and risk management. • Continue to promote that RMs are partners in the regulation of the professions not just licence holders. 	<ul style="list-style-type: none"> • 1000 attendees • 36 seminars delivered • Positive feedback from attendees continues 	Dir CA&I
Ensure applications processing and ongoing management of permit files are done efficiently and effectively.	Continue to improve how we manage permits	<ul style="list-style-type: none"> • Improve/update application and renewal forms. • Evaluate the move to fully electronic handling and storage of information. • Provide a better tie in between the Member database and the permit database with new software • Track application times and set improvement goals for subsequent years 	<ul style="list-style-type: none"> • Number of permits issued • 15 days max. to issue permit from time of receipt if information is complete and criteria have been met. Number of exceptions. 	Dir CA&I/Mgr Admin

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
Immigrants - Facilitate the integration of IEGs into the professions (See also Professional Development under Upholding Members)	<ul style="list-style-type: none"> • Expand the classes of licensure. • Remove the barriers to licensure presented by some of the evaluation methods and rules • Improve help provided to IEGs • Partner with immigrant services agencies (ISAs) 	<ul style="list-style-type: none"> • Implement the provisional license (P.L.s) • 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 • Continue to deliver lectures to ISAs' clients on requirements of licensure 	Number of provisional licencees and acceptance of P.L. by employers Reduce number of withdrawn exam candidates and students Number of enquiries made to IEG Integration Liaison officer Number of attendees Number of presentations given	Dir Reg

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
Title Provisions - Ensure there is clarity surrounding who should be regulated	Strengthen the wording of the title provisions in the Act	Having been approved by Members in April 2004, now awaiting gov't. approval	Government passes the changes in 2009 (?), during major Act revision Success rate in the courts	Exec Dir/Dep Reg
Complaints Investigation — Ensure complaints and subsequent investigations are handled fairly and in a timely manner	<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 	Begin proactive investigation of reports in the media that may involve the Professions	<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
Complaints Discipline — Fair and timely decisions regarding allegations of unskilled practice and unprofessional conduct arising from complaints against Members	Consider implications on parties involved	<ul style="list-style-type: none"> • Hold discipline hearings • Review recommended orders • Publish cases as per policy 	<ul style="list-style-type: none"> • Number of decisions issued • Number of cases appealed • Results of appeals • Time taken • Feedback received 	Dir Prof Prac Mgr Ed Serv

APEGGA Business Plan

2008

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 	<ul style="list-style-type: none"> • Number of cases referred to and upheld by Alberta Court of Appeal • Time taken • Feedback received 	Deputy Reg/ Mgr Ed Serv
<p>Practice Review Assessment of individual Members' competence and continuing right to practice; assessment of quality of professional practice of individual members, Permit Holders and the professions in general</p>	<ul style="list-style-type: none"> • Conduct practice reviews and general inquiries; • Reinstate registrations and allow resumption of practice; • Administer Continuing Professional Development Program 	<ul style="list-style-type: none"> • Conduct random and responsive reviews of Permit Holders' and individuals' practices • Complete implementation of recommendations from outsourced engineering in major projects inquiry • Issue reinstatements and permission to resume practice based on Members' competence/experience • Conduct random and responsive audits of members' CPD activities. 	<ul style="list-style-type: none"> • Number of practice reviews undertaken • Outcome of audits of members' CPD activities • Implementation of inquiry recommendations • Number of reinstatements and resumptions • Outcomes of practice reviews • CPD compliance • Number of cancellations 	Dir Prof Prac

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	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>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Develop new interdisciplinary standard • Input provided • Feedback received 	<p>Dir Prof Prac</p>

APEGGA Business Plan

2008

Lead Professions

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

APEGGA Business Plan 2008

Goals	Strategies	Actions	Measurables/Targets	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 and Safety Partnership agreement with Alta. Human Resources and Employment publish 6 H&S articles in PEGG • Table Annual Report in legislation • Support GR activities including MLA reception, sponsorships (Science & Technology Week, Science Alberta Foundation, ASTech Awards) • Communicate APEGGA success directly to MLAs and others as appropriate 	<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 articles in the PEGG • Feedback 	<p>Exec Dir/Mgr Exec & Govt Liaison</p> <p>Mgr HR & PD</p> <p>Mgr Ed Serv Mgr Comm</p>
<p>Assist the AB Gov't. to grow the Alberta Advantage</p>	<p>Maintain close contact with key AB Govt. officials</p>	<ul style="list-style-type: none"> • Respond to government initiatives – functions, trade missions, strategy sessions • Respond to requests for representation on gov't. committees and task forces 	<ul style="list-style-type: none"> • Government consults with APEGGA and values input • Recommendations are implemented 	<p>Exec Dir</p>

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
Government Relations Municipal — Ensure they value the use of Professionals and specify their use	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 	Exec Dir/Mgr Exec & Govt Liaison, Mgr Comm
Inter-association/National Affairs Ensure sound national leadership and coordination	<ul style="list-style-type: none"> • Support activities of Engineers Canada 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 • EngCan and CCPG are seen as the unified voices for the professions • The Association and Members see real value in the national organizations 	Exec Dir
Set and maintain national standards for accreditation, examination, licensure and encourage associations to adopt them	<ul style="list-style-type: none"> • Support activities of EngCan and CCPG with financial and human resources • Monitor and effect change as required 	<ul style="list-style-type: none"> • Attend meetings of Accreditation Board and Qualifications Board • Attend CGSB meetings and ensure Alta Universities, faculty, students are aware of planned changes to requirements 	<ul style="list-style-type: none"> • Time dedicated by staff and volunteers • Degree to which associations adopt standards • Syllabus info and changes on website 	Dep Reg/Dir Reg
		<ul style="list-style-type: none"> • Continue to manage the National PPE • Implement recommendations falling from 2005 survey • Continue to work on 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 	Exam Consultant

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
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	Dirs Compl & Prof Prac
Enhance our communications efforts	Exchange information on communications activities Support EngCan communications initiatives Support, plan and implement NEGW programs (e.g. Science Olympics, launch events, proclamations)	<ul style="list-style-type: none"> Attend EngCan Biannual National Communications forum Continue to hold, promote and increase the number of and participation in NEGW events 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 	Mgr Comm Mgr Ed Serv Mgr Mem Aff
Optimize the effectiveness of University Student and M.I.T. Programs	Exchange information on programs	Attend national Student/M.I.T./University Liaison meetings annually or as called	New ideas implemented	Mgr Mem Aff. & PD/Dir Reg
Provide support of a general nature for sister associations	Continue close relationship with other associations and provide advice when asked	Seek partners on purchase of new software (see IT)	<ul style="list-style-type: none"> Advice sought Partners found for software purchase 	Exec Dir/ Mgr Admin
Equality - Ensure all Members are treated equally	Give R.P..Ts the right to vote and run for election	Having been approved by Council in June 2004, and by Members in Apr. 2005, it has been forwarded to government	Gov't. passes the changes in '06 and APEGGA implements	Exec Dir/Dep Reg
Aboriginal Affairs Increase the number of Aboriginals in the professions.	Encourage Aboriginal youth in math and sciences in hope they will enter our professions	<ul style="list-style-type: none"> Implement recommendations from Aboriginal Affairs Committee vis-à-vis outreach, mentoring, scholarships Publish progress, solicit Member support in the PEGG 	<ul style="list-style-type: none"> No. of Aboriginals in professions 10 year target 	Dir IA/Mgr Comm / Mgr HR & PD Mgr Edit Serv

APEGGA Business Plan

2008

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 AB Gov;t. 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 Gov't., sister associations thru Engineers Canada and potentially CCPG and federal government to reduce liability 	<ul style="list-style-type: none"> • Continue to propose to governments that proportional liability is a fairer way to apportion responsibility • Provide seminars as demand dictates and continue to include in P to P Seminars 	<ul style="list-style-type: none"> • No. of complaints • Attendance at seminars • Positive seminar and article feedback • Action taken with and by governments 	<p>Exec Dir</p> <p>Mgr PD</p>
<p>Public Outreach 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) (See also Aboriginal Affairs)</p>	<ul style="list-style-type: none"> • Raise public's awareness through the implementation and promotion of events and programs • Create and distribute appropriate career information • 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 and implement NEGW including expanding the number of science olympics throughout the province • Plan and implement Science & Technology Week activities including Rock & Fossil Clinics • Continue Teacher Awards program and Excellence in Education awards • Create or revise career planning information • Continue advertising in ASTech supplement, NEGW supplement and ads recognizing Summit Awards® winners and Council • Continue focused advertising to audiences including potential members, potential employers and 	<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>Mgr Mem Aff</p> <p>Mgr Mem Aff. And Mgr Comm</p> <p>Mgr Comm</p> <p>Mgr Comm</p> <p>Mgr Comm</p>

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
		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 	Dir IA Mgr Ed Serv

APEGGA Business Plan

2008

Uphold Members

<p>Advocacy</p>	<p>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</p>	<ul style="list-style-type: none"> • Continue liaison with P7, Pro 10, Alberta Chamber of Resources, Chambers of Commerce, PNWER and AUMA • Continue public outreach through APEGGA program and support of other science based programs • 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"> • The government and media seek comment from APEGGA • APEGGA is seen to respond positively to government when asked for advice or assistance 	<p>Exec Dir, Mgr Exec. Ext.l Liaison, Mgr Comm,</p>
<p>Practice Standards To assist members with the practice of their professions</p>	<p>See practice standards strategies, actions under Regulate the Practice</p>	<ul style="list-style-type: none"> • Provide practice advice • Refer Members to standards 	<ul style="list-style-type: none"> • Members' responses to assistance received • Feedback on the value of the standards. 	<p>Dir Prof Prac</p>

APEGGA Business Plan 2008

<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 	<ul style="list-style-type: none"> • Continue with: <ul style="list-style-type: none"> ○ Experience Guide ○ Mentoring ○ M.I.T. Soft Skills Seminars • Research relevant PD subjects • Review the national M.I.T. Guideline for ideas • Participate in the Student/E.I.T. group sponsored by CCPE for ideas from others and share our successes 	<ul style="list-style-type: none"> • (cannot measure mvt of M.I.T.s through to professional status) • Number of M.I.T.s registered as protégés • Increase number of M.I.T.s attending M.I.T. soft-skills seminars by 5% over the 3-yr avg. • 	<p>Dir Reg/Mgr HR & PD/Mgr Mem Aff</p>
<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: PD Days PD Evenings PD Conference Workplace Soft Skills Mentoring program</p> <p>Expand: Branch events (see Member Services) Employment/Career Skills Mentoring program</p> <p>Use the PEGG PD section to promote value of CPD</p> <p>Continue to work closely with CSEG and CSPG (and related geoscience societies) to promote participation in each others events (events calendars, inserts, articles).</p>	<ul style="list-style-type: none"> • Attendance, • Number of professional Members registered as mentors <p>Higher participation of geoscientists in APEGGA events</p>	<p>Mgr HR & PD</p> <p>Mgr Ed Serv</p> <p>Mgr Geo Aff</p>

APEGGA Business Plan

2008

Member Services Enhance the value of membership	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 • Promote and advertise new and existing Member services and membership benefits in the PEGG • Set up a feedback mechanism on-line 	Increase the number of users by 5% Feedback	Mgr Mem Aff Mgr Ed Serv
	Provide an expanded and improved range of group-buy opportunities consistent with Members' needs and Council's guidelines	<ul style="list-style-type: none"> • Monitor and improve local insurance programs • Evaluate and roll out new local group-buy opportunities as they arise • Promote and advertise new and existing Member services and membership benefits in the PEGG • Continually evaluate existing group- buy agreements 	<ul style="list-style-type: none"> • Add 2 new group-buy agreements 	Mgr Mem Aff Mgr Ed Serv
	Ensure the needs of the geoscientists are met.	Compare services provided by APEGGA and tech societies	Strengths and weaknesses identified	Mgr Geo Aff
Members enjoy services that benefit from the buying power of 170,000 professionals	Through Engineers Canada 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. 	New products/services	Exec Dir
Respect and Trust Positive public image of Members and of APEGGA	Outreach activities Advertising Sponsorships	<ul style="list-style-type: none"> • Continue to expand opportunities for Members to interact with the public • Implement advertising strategy 	<ul style="list-style-type: none"> • Number of Member and student volunteers • Number of public at events 	Mgr Mem Aff Mgr Comm

APEGGA Business Plan

2008

	<p>Media relations Trade shows Research</p>	<ul style="list-style-type: none"> • Continue advertising in ASTech supplement, NEGW supplement and ads recognizing Summit Awards® winners and Council • Create NEGW insert • Monitor media for references to Members and the professions • Issue media advisories and news releases on programs and events including Summit Award® winners, new Council Members, APEGGA Gold Medal winners, NEGW events (including Science Olympics), student projects 	<ul style="list-style-type: none"> • Number of Outreach events held 	
	<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 , ASTech Awards, AAMD&C, AUMA, CSPG, CSEG, Canmore Geoscience Museum, Science Alberta Foundation, TELUS World of Science - Edmonton, TELUS World of Science – Calgary, University of Alberta and University of Calgary 		Mgr Comm
<p>Pride Members are proud of the professions; and their and other members' accomplishments</p>	<ul style="list-style-type: none"> • Recognize excellence, significant achievements and key milestones in members careers and communicate 	<p>Continue with:</p> <ul style="list-style-type: none"> • Graduating Student Workshop and Ceremony • Member Induction Ceremony • Summit Awards ® • Life Member Dinner • 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 	<p>Mgr M Aff Mgr Comm</p> <p>Mgr Comm/Mgr Ed Serv/Mgr M Aff</p>

APEGGA Business Plan

2008

		<p>Implement improvements to increase attendance at the Member Induction Ceremonies based on focus group feedback in 2005</p> <p>Monitor and implement brand strategy</p> <p>Implement advertising strategy</p> <p>Assist in promotion of awareness and pride in accomplishments of geoscience professionals</p>	<ul style="list-style-type: none"> • Attendance increased by 10% at Member Induction Ceremonies • Attend and provide coverage at focused geo. and related eng. events 	<p>Mgr Mem Aff</p> <p>Mgr Comm</p> <p>Mgr Geo Aff</p>
Members are proud of their professional membership	Encourage Member engagement in their professions and the Association	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Number of members and cancellations • Percentage of eligible persons and companies licensed (?) • Feedback 	Mgr Mem Aff., Mgr Geo Aff, Mgr Comm,
<p>Differentiation/Value Stakeholders recognize the tangible value provided by the professions and licenced professionals. As result, Members and potential members recognize tangible value of membership/licensure.</p>	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.	<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 • Implement advertising strategy • Continue advertising in ASTech supplement, NEGW supplement and ads recognizing Summit Awards® winners and Council • Create NEGW supplement • Monitor media for references to Members and the professions • Issue media advisories and news releases on programs and events including Summit Award® 	<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 	<p>Mgr Ed Serv</p> <p>Dir CA&I/ Mgr Mem Aff</p> <p>Mgr Comm</p>

APEGGA Business Plan

2008

		<p>winner, new Council Members, APEGGA Gold Medal winners, NEGW events including Science Olympics</p> <ul style="list-style-type: none">• Support GR activities including MLA reception, sponsorships (Science & Technology Week,, Science Alberta Foundation, ASTech Awards)• Conduct research as appropriate		
--	--	---	--	--

APEGGA Business Plan

2008

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 HR policies in place to recruit, motivate, retain and reward them</p>	<ul style="list-style-type: none"> • Continue with high quality recruitment support • Continue to focus on improving and if necessary terminating staff who are not “meeting expectations” • Create high performance - inducing environment and communicate expectations clearly to staff • Maintain job descriptions and tie to performance evaluations • Recommend and implement a career growth and training plan that focuses training dollars at the most relevant needs and at succession planning 	<ul style="list-style-type: none"> • Establish an effective way to keep the job descriptions current and performance based • Continue with post-hire and exit interviews but create a new report and action plan as feedback for management • Revise the Staff Manual. • Reinforce the messages contained in the Staff Manual through meetings and feedback tools on the new staff intranet. • Implement nationally negotiated staff benefit plan Jan 1 • Introduce staff training seminars to appropriate staff, specifically <ul style="list-style-type: none"> ○ Departmental objectives and activities ○ Promote/encourage staff attendance at PD training events ○ Internal staff training • Maintain Intranet 	<ul style="list-style-type: none"> • Staff turnover and trend • Employee satisfaction 	<p>Mgr HR & PD</p>

APEGGA Business Plan

2008

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>Assign oversight and support system design to one mgr</p> <p>Provide more online support.</p>	<p>Work with other managers to fill their needs for Geos</p> <p>Add a "Volunteer Module" within the new Member Mgmt System to ensure better coordination across the company, and to provide more knowledge about volunteer training and skills.</p>	<ul style="list-style-type: none"> • Volunteer Participation • Volunteer satisfaction • Geo representation 	<p>All Managers</p> <p>Mgr Geo Aff</p> <p>Mgr M Affairs</p> <p>Mgr Admin</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"> • Enhance our accounting reports and improve efficiency of operation as familiarization with new accounting system grows. • See priorities re MMS 	<ul style="list-style-type: none"> • Reduced clerical time • Better reports • Better financial and member management • Functionality requested is being used 	<p>Mgr Admin</p>
<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>	<p>Provide the appropriate facilities and equipment</p>	<ul style="list-style-type: none"> • See priorities, renovate Edm space 	<ul style="list-style-type: none"> • Clean, efficient and safe workplace 	<p>Mgr Admin</p>

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Accounting, Finance and Mgmt Reporting Ensure that the Association appropriately manages its financial affairs to facilitate the short and long term goals</p>	<ul style="list-style-type: none"> • Prepare clear concise budget in format approved by Finance Comm. with justification for all cost increases • Report against budget in format approved by Finance • Prepare business reports for Managers/Directors, Sr. Directors and Exec Dir. • Maximize the return on investments and cash • Meet legal requirements • Facilitate audit 	<ul style="list-style-type: none"> • Prepare preliminary budget in Oct with final approval by Council in Dec • Prepare Quarterly Financial Reports for Finance Committee • Finalize formatting and content of Quarterly Business Reports for Managers/Director, Sr. Directors and for corporation as a whole. • Prepare monthly cash flow forecast 	<ul style="list-style-type: none"> • Council approves budget in Nov • QBRs are institutionalized • Return on cash reserves • Meets GAAP 	Mgr Admin
<p>Communication Tools Provide the tools that enable staff and Council to communicate with Members on issues of importance in a timely fashion</p>	<p>Provide opportunity and mechanisms for timely feedback on key issues</p> <p>Ensure members forum, the PEGG, the e-PEGG, on-line surveys are of appropriate quality and use them to effect in seeking input.</p> <p>Use one-on-one conversations to both communicate issues and seek input.</p> <p>As a reflection of the communication and consultation style of doing business, implement brand strategy, including visual identity and logo</p> <p>Integrate paper and electronic media effectively to take advantage of the synergy between the two</p>	<p>Conduct operational surveys with Members as required</p> <p>Continue to solicit feedback on new/revised practice standards and guidelines</p> <p>Introduce e-voting and electronic notification. Promote that Members may now receive only the e-PEGG/online PEGG at their request</p> <p>Continue with P to P seminars and the feedback form – a key program for senior Members</p> <p>Keep on-line Member forum active and monitor</p> <p>Hold Member forums and corporate receptions as appropriate</p>	<p>Member feedback (thru surveys, CPC interaction, letters to the association and PEGG editor, member forum and informal comments)</p>	<p>All Mgrs</p> <p>Dir Prof Prac</p> <p>Deputy Reg/ Mgr Ed Serv</p> <p>Dir CA&I</p> <p>Mgr Mem Aff</p> <p>Exec Dir</p>

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
		Increase corporate presentations		Mgr Geo Aff/Mgr Compliance
		Finalize evaluation of PEGG conversion to magazine and implement if justified		Mgr Ed Serv
		Continue with articles/series of articles in PEGG What's in it for me? Environment Compliance Professional development opportunities Discipline decisions Aboriginal Awareness And consider series of articles on How to make a complaint Rights, obligations and privileges of Life Members		MgrEd Serv in coord with Mgr. M Aff/Dir Compliance, Dir Prof Prac & Mrg HR & PD, Dir IA, Dep Reg
		Maintain and refine the e-PEGG and differentiate more from the PEGG		Mgr Ed Serv
		Continue to enhance the website with focus on user friendliness. Convert to .net platform.		Mgr Ed Serv
		Continue improving the alignment of the written Annual Report and the ED's Annual Report to Council Promote the AR through links to the document in the e-PEGG and the summary in the PEGG		Mgr Ed Serv

APEGGA Business Plan

2008

Goals	Strategies	Actions	Measurables/Targets	Responsibility
		<p>Monitor and implement brand strategy in all publications and other means of communicating with Members and the public to ensure a professional corporate identity is presented, one that appropriately reflects the Members' professionalism and standards of excellence</p>		Mgr Comm
		<p>Provide strategic counsel on communications activities as appropriate</p>		Mgr Comm
		<p>Create and distribute print, audio and digital information as appropriate to a variety of audiences including Members, the media and the public</p>		Mgr Comm
		<p>Provide strategic and tactical support to enable the delivery of programs and initiatives by staff and volunteers to Members, Government and the public</p>		Mgr Comm
		<p>Create advertising as appropriate</p>		Mgr Comm
		<p>Conduct research as appropriate</p>		Mgr Comm